

## **SECTION 4**

### **EXECUTIVE OFFICER I AND II & ANALOGOUS GRADES**

# **EOII, EOI AND ANALOGOUS GRADES**

## **1. Services**

### **UNIT OF COMPETENCE**

1.1 Deliver and maintain services.

### **OVERVIEW**

This unit is about ensuring activities meet the requirements of the Branch and its customers. It is about delivering and maintaining day to day operations and involves looking for ways to improve work activities.

### **PERFORMANCE CRITERIA**

- (a) Agrees requirements with customers and explains expected standards of service to staff.
- (b) Ensures work activities and services delivered satisfy organisational quality and cost requirements and improves services to satisfy customer requirements in line with current legislation and internal policies and procedures.
- (c) Makes full use of the Department's computer system to assist delivery of services to the customer.
- (d) Notes factors which may cause operations to be disrupted or are obstacles to improvement and takes appropriate measures to minimise their effect. Implements corrective action without delay and informs appropriate staff and customers of any changes which affect them.

# **EOII, EOI AND ANALOGOUS GRADES**

## **1. Services**

### **UNIT OF COMPETENCE**

- 1.2 Contribute to the planning and implementation of changes in services, operations and systems to meet customer needs.

### **OVERVIEW**

This unit refers to the ability to identify and make recommendations for improvements in service delivery, taking account of the needs of customers and about communicating these changes appropriately.

### **PERFORMANCE CRITERIA**

- (a) Assesses feedback from customers and proposals for improvements and passes these on to the appropriate person with a reasoned evaluation.
- (b) Implements changes in services, products and systems and communicates relevant details of implementation plan promptly to those concerned.
- (c) Clearly sets out objectives and performance measures prior to the implementation of change and reviews such changes accordingly.

# **EOII, EOI AND ANALOGOUS GRADES**

## **2. Resources**

### **UNIT OF COMPETENCE**

- 2.1 Contribute to the planning, allocation, monitoring, evaluation and control of resources.

### **OVERVIEW**

This unit is about planning and using resources effectively and efficiently.

### **PERFORMANCE CRITERIA**

- (a) Produces recommendations and plans which indicate clearly the benefits to be achieved from the effective use of resources and comply with organisational policies, customer and legal requirements.
- (b) Monitors trends and changes and where actual use of resources deviate from that planned, takes prompt corrective action. Passes on recommendations for improving resource usage to the relevant people.
- (c) Monitors quality of resources and maintains consistency in product.

# **EOII, EOI AND ANALOGOUS GRADES**

## **3. People**

### **UNIT OF COMPETENCE**

- 3.1 Contribute to the development of teams and individuals to encourage innovation and improve performance.

### **OVERVIEW**

This unit is about making a contribution to developing the knowledge and skills of the team to ensure that they produce the best possible results. It is about helping to identify the development needs of the team and its members, planning to meet these needs and actioning appropriate development activities to improve team performance.

### **PERFORMANCE CRITERIA**

- (a) Identifies staff's development needs and associated training required and ensures needs identified are consistent with team objectives.
- (b) Ensures plans reflect the identified development needs of staff.
- (c) Makes arrangements for the delivery of appropriate and cost effective training and development taking account of existing knowledge and skills and Branch requirements.
- (d) Monitors post-training progress of individuals and teams and evaluates training against its original objectives and business requirements.
- (e) Provides all staff with equality of opportunity to develop themselves to improve performance to meet business objectives.
- (f) Motivates and enables all staff to participate in improvement activities.
- (g) Provides opportunities that stimulate involvement and supports innovative and creative behaviour.

# **EOII, EOI AND ANALOGOUS GRADES**

## **3. People**

### **UNIT OF COMPETENCE**

- 3.2 Plan, allocate, monitor and evaluate work carried out by teams, individuals and self.

### **OVERVIEW**

This unit is about making the best use of the team and its members so that they can achieve work objectives. It includes allocating work, agreeing objectives and setting out plans. It also involves monitoring and evaluating the work of the team and its members and providing feedback to them on their performance.

### **PERFORMANCE CRITERIA**

- (a) Allocates and delegates work to optimise the use of available resources and existing competence of staff and ensures that Departmental objectives and priorities are achieved.
- (b) Regularly updates work objectives with the relevant individuals to take into account individual, team and organisational changes. Defines and communicates team and individual objectives and standards of performance.
- (c) Gives timely feedback, in sufficient detail, on progress and work performance in a manner, level and pace appropriate to the individual/team. Feedback recognises performance and achievement, offers constructive suggestions and encouragement for improved future performance.
- (d) Identifies poor performance in a timely manner and brings it to the attention of the member of staff concerned and agrees an appropriate course of action.

# **EOII, EOI AND ANALOGOUS GRADES**

## **3. People**

### **UNIT OF COMPETENCE**

3.3 Create, maintain and enhance effective working relationships.

### **OVERVIEW**

This unit is about developing, maintaining and enhancing effective working relationship with customers, colleagues and other stakeholders. It also involves minimising the potential for conflict and dealing with conflict should it arise.

### **PERFORMANCE CRITERIA**

- (a) Takes time to establish and maintain honest and constructive working relationships with customers, colleagues and other stakeholders. Shows sensitivity towards others makes and honours promises and undertakings to others.
- (b) Provides opportunities for customers, colleagues and other stakeholders to discuss challenges or issues, encouraging them to offer their views and ideas and assists staff to contribute to the decision making process.
- (c) Deals with any difference of opinion in a way which avoids offence and maintains respect. Promptly identifies conflict with and between staff and takes action to resolve it.
- (d) Actions and records employment or customer related matters in compliance with organisational and legal requirements.

# **EOII, EOI AND ANALOGOUS GRADES**

## **3. People**

### **UNIT OF COMPETENCE**

- 3.4 Contribute to the assessment of own development and develop self to improve job performance and fulfil future potential.

### **OVERVIEW**

This unit is about developing knowledge and skills to meet objectives and improve performance. This involves assessing current performance, identifying and agreeing development needs and objectives and taking action to have the need met.

### **PERFORMANCE CRITERIA**

- (a) Establishes current level of competence and identifies development needs linked to business requirements.
- (b) Sets personal development objectives which are realistic, achievable and challenging in terms of anticipated competence and updates these at regular intervals with line manager.
- (c) Undertakes appropriate and agreed training and development activities to achieve agreed objectives.
- (d) Leads by example, demonstrating the importance of development by scheduling time for development activities.
- (e) Compares feedback with own perceptions of performance and uses it to improve future performance.

# **EOII, EOI AND ANALOGOUS GRADES**

## **4. Information and Communication**

### **UNIT OF COMPETENCE**

- 4.1 Seek, evaluate and communicate information in a clear, concise, relevant and timely manner to meet customer needs.

### **OVERVIEW**

This unit is about the efficient management of information within your area of responsibility. It covers gathering the information you need and communicating information and advice to others in a way that is easily understood, is timely and has considered the audience in the communication process.

### **PERFORMANCE CRITERIA**

- (a) Accurately identifies appropriate information requirements, collects information on time, uses and provides information to meet customer needs.
- (b) Uses sources of information effectively and reviews information regularly for sufficient, accurate and reliability. Considers alternative information sources.
- (c) Collects accurate and relevant information and updates information according to organisational requirements.
- (d) Records, stores information in such a way that is can be retrieved promptly. Uses accepted formats, systems and procedures.
- (e) Identifies inadequacies in information and obtains additional information.
- (f) Communicates clearly and concisely both orally and in writing. Tailors communication methods to the needs of the customer/audience.
- (g) Displays good listening skills, checking and clarifying during face to face communication.
- (h) Uses IT systems to improve information and communication processes.

# **EOII, EOI AND ANALOGOUS GRADES**

## **4. Information and Communication**

### **UNIT OF COMPETENCE**

- 4.2 Analyse and exchange information to solve problems, make decisions, influence and gain the commitment of others.

### **OVERVIEW**

This unit is about effective two-way communication, ensuring that the content of the message is accurate and conveys all necessary points, enhancing the decision-making process to meet organisational needs.

### **PERFORMANCE CRITERIA**

- (a) Presents current, relevant, accurate and concise oral and written advice and information.
- (b) Identifies the purpose of communication, presents advice and information in a manner which promotes understanding so that the message is conveyed effectively to the appropriate people.
- (c) Supports advice by reasoned argument and evidence that is consistent with organisational policies.
- (d) Demonstrates the capacity to actively listen and respond to the needs of others by acknowledging their contributions and discussing these constructively.
- (e) Clearly identifies what information is required and supplies relevant information in the form requested.
- (f) Uses information to support decisions, influence and gain the commitment of others.
- (g) Uses persuasive arguments to influence others to accept a different point of view.

# **EOII, EOI AND ANALOGOUS GRADES**

## **5. Programme & Project Management**

### **UNIT OF COMPETENCE**

5.1 Contributes to the delivery of projects.

### **OVERVIEW**

This unit is about contributing to the successful delivery of a specific project within timescales and to budget.

### **PERFORMANCE CRITERIA**

- (a) Manages production of Programme and Project Management documentation.
- (b) Uses Programme and Project Management techniques to clearly define tasks, and track progress against key performance indicators.
- (c) Communicates the performance measures and methods for monitoring, assessing and reviewing the progress of the project to the relevant stakeholders, ensuring peer reviews are organised in line with organisational requirements.
- (d) Engages with experts and stakeholders when required as part of the project.

# **EOII, EOI AND ANALOGOUS GRADES**

## **5. Programme & Project Management**

### **UNIT OF COMPETENCE**

5.2 Contributes to the evaluation of the success of a Project.

### **OVERVIEW**

This unit is about contributing to the evaluation of the success of a project, ensuring all knowledge is captured and documented to inform future similar projects.

### **PERFORMANCE CRITERIA**

- (a) Contributes to the evaluation of key successes and challenges of the project.
- (b) Supports the identification of the key lessons learnt from the project, analysing risks that were realised and their impact.
- (c) Ensures the successes, challenges and lessons learnt are documented using Programme and Project Management agreed documentation and appropriately stored for future use.
- (d) Supports the communication of success, challenges and lessons learnt to the appropriate stakeholders.