

Principal Officer Higher Competency Framework

Strategic Awareness	Anticipates and responds quickly to developments in the broader environment
	Recognises what has to be done in order to achieve objectives in CCPC Strategic Plan
	Understands the CCPC's strategic context and strategic strengths and weaknesses
	Appreciates the wider implications of their decisions, both within and beyond the organisation, as well as anticipating future developments
Persuasive Communication	Confident in articulating the CCPC vision, externally and internally
	Able to articulate their viewpoint coherently and convincingly
	Plans their communications to influence others and negotiates effectively
	Appreciates the likely impact of different communications styles and capable of adapting their style to meet the needs of different audiences
Decision Making	Rational in their judgements, making decisions based on all aspects of an issue, rather than opinion
	Makes timely decisions based on the facts and their own judgement
	Resourceful and confident in their ability to deal calmly with problems and make difficult decisions
	Independently minded and able to make unpopular decisions when necessary
Resilience	Focuses on delivery in a calm and solution-focused manner in the face of challenging circumstances
	Copes with stress and remains calm under pressure
	Calmly, confidently, and optimistically deals with issues, including criticism and conflict, without overreacting
	Flexible and adaptable, demonstrating an ability to change direction, without losing focus, when required
Leading People	Manages people effectively, with integrity and objectivity
	Assesses the capabilities of others and sets appropriate challenges to develop and stretch them
	Motivates team through meaningful performance management (including personal development)
	Creates the necessary conditions so staff feel empowered to complete their work in an effective manner
Results Orientation	Focuses on desired results and sets and achieves challenging objectives for self and team, while supporting all of the CCPC's functions in equal measure
	Single-minded in using all available resources to get the job done and ensuring delivery against strategic goals
	Assertive, competitive, and persistent in their drive to enable the CCPC to succeed
	Displays self-confidence and a positive and optimistic attitude