

Leadership and Management Competence Profile for Operatives

Key Theme	Key Area	Competence	
MANAGING SELF	Manage yourself	Manage personal development	
PROVIDING DIRECTION	Provide leadership, vision and direction	<i>Not identified as a priority for this role</i>	
	Provide Governance	Manage risk in own area of responsibility Ensure compliance with legal, regulatory, ethical and social requirements	
FACILITATING INNOVATION AND CHANGE	Facilitate innovation and change	<i>Not identified as a priority for this role</i>	
WORKING WITH PEOPLE	Manage human resources	<i>Not identified as a priority for this role</i>	
	Manage teams	<i>Not identified as a priority for this role</i>	
	Develop and support individuals	<i>Not identified as a priority for this role</i>	
	Build and sustain relationships	Develop working relationships with colleagues	
		Work productively with colleagues and stakeholders	
	Develop working relationships with colleagues and stakeholders		
	Participate in meetings		
Make effective decisions			
USING RESOURCES	Manage financial resources	<i>Not identified as a priority for this role</i>	
	Manage physical and technical resources	Manage physical resources	
		Manage the environmental impact of work activities	
	Manage information and knowledge	Communicate information and knowledge	
Make effective decisions			
Manage products and services	<i>Not identified as a priority for this role</i>		

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ACHIEVING RESULTS	Manage business operations and projects	<i>Not identified as a priority for this role</i>
	Manage marketing	<i>Not identified as a priority for this role</i>
	Manage sales	<i>Not identified as a priority for this role</i>
	Manage customer service	Manage customer service in own area of responsibility
	Manage quality and performance	<i>Not identified as a priority for this role</i>