

**COMPETENCY FRAMEWORK
for
Managers and Team Leaders**

Introduction

These new competencies have been developed in consultation with line managers and team leaders and are designed to be used as a tool when recruiting and developing staff.

What's different?

The first thing you'll notice is that there are general 'Core Commitments' - this incorporates the Managers' Charter and staff behaviours.

Themes - the competencies are divided into 5 themes:

- Leadership
- Managing Performance
 - Sets clear and challenging objectives with teams and individuals
 - Encourages high performance
 - Recognises achievements
- Managing Resources
- Managing Yourself and Your Development
- Managing Change and Quality

Levels - Within each theme there are three levels depending on your job grade. They are displayed on the same page so it is clear what is expected in order to progress. The first level is for business support staff who have responsibility for supervising people. The middle column is for managers on grades H-F and the last column for managers on grades E - A. The implication is that if you are within grade E - A that you are expected to demonstrate the behaviours described in all the levels. Similarly if you are in grades H - F you are expected to demonstrate the behaviours described in Supervisory level in addition to those described in the middle column.

How and when should competencies be used?

Right from the start! Competencies are used at the selection process for a new post and then as part of reviewing performance during the probationary period, with the mentor and then later at the appraisal meeting. Management/Supervisory training will be structured around these competencies and learning opportunities available to meet development needs identified. The new competencies will be used for the next appraisal year 2012 - for appraisals in 2011 use the old competencies. Probation forms will be amended and can be used from November 2011 onwards.

In the selection interview or performance review meeting you will be asked to think of specific examples of where and when you have demonstrated effective performance in each competency. For example the supervisory level on *Managing Performance* one of the factors looks at agreeing SMART targets - you could describe here a situation of how you went about setting targets for yourself and your team.

Where you know you have an area for development, you should share this with your line manager so that support can be discussed and put in place.

Who should use them?

Any member of staff from grade 4 upwards who has responsibility for managing or supervising other staff. Staff who do not supervise others should use the revised business support competencies.

CORE COMMITMENTS

You:

- Adopt professional, moderate and respectful demeanour in language and working relationships
- Are punctual and properly prepared for classes, meetings and the working day
- Adopt ambassadorial roles by attending College events, promoting the College in good light at every opportunity, and positively seeking opportunities to contribute to the College's reputation
- Challenge inappropriate or unacceptable behaviours
- Wear ID at all times
- Wear appropriate dress - should be 'smart casual' as a minimum, appropriate to the setting
- Are honest and trustworthy
- Maintain confidentiality and comply with Data Protection legislation
- Act with courage and integrity at all times
- Keep promises and honour commitments, giving a reliable service
- Are patient and even tempered

LEADERSHIP - The ability to lead, inspire and influence others with integrity and trust

Business Support Grades with team leader responsibility	Managers grades H - F	Managers grades E - A
You lead by example, and show personal enthusiasm by explaining why things need doing and creating a sense of common purpose	You adopt and embrace the College vision and values in both thought and action	You develop an exciting and clearly defined vision of the future and communicate this well
You develop an awareness of your own leadership style	You inspire others to achieve common goals with excitement, enthusiasm and commitment	You consistently use positive language which inspires others, creating an energetic environment which is enjoyable to work in
You are prepared to speak up when others are not behaving appropriately	You use a range of leadership styles appropriate to different people and situations	You are a role model who 'does the right things' and leads from the front
You treat people fairly and respectfully, exerting authority when required.	You are assertive and not afraid to challenge people constructively	You are flexible and can adapt your leadership approach to any situation.
You keep up to date and abreast of new developments that are relevant to your role.	You own and deliver difficult messages when the College requires you to do so	You do things wholeheartedly, with passion and enthusiasm and expect high standards of others
You show pride in the College name and the services that it offers, showing total commitment to the College vision.	You are an expert in your field or discipline	You are seen as objective and professional, dealing with things firmly and fairly
	You collaborate across all functions of the College, and work actively to create synergy	
	You develop an atmosphere of professionalism and mutual support	

MANAGING PERFORMANCE - Sets clear and challenging objectives with teams and individuals, encourages high performance and recognises achievements

Sets clear & challenging objectives with teams and individuals

Business Support Grades with team leader responsibility	Managers grades H - F	Managers grades E - A
You clearly agree what is expected of others, building team morale and encouraging others to perform	You are able to negotiate and agree what is expected from others and maintain accountability.	You plan and delegate work for maximum effectiveness and efficiency and to agreed organisational goals and priorities
You plan work around agreed priorities	You prioritise objectives and plan work to make best use of time and resources	You identify, negotiate and agree the requirements of internal and external stakeholders and plan and prioritise for these to be met
You recognise how other departments contribute to your area and build relationships	You identify and show a good understanding of the needs of your internal/external customers and other stakeholders, and manage these effectively	You act promptly in a crisis, facilitating the team to develop proposed actions and to take the lead where necessary
You agree SMART targets for yourself and your team and monitor them.	You set demanding but achievable objectives for yourself and others, and monitor them.	You take a strategic approach to objective setting, linking it to the longer term direction of the College, and recognising the needs of stakeholders
You are an active participant in the College appraisal and planning processes	You manage the appraisal process, SAR plans and observation process effectively and proactively	You act as a positive role model in embracing and endorsing the College appraisal, SAR and observation processes, ensuring these are well executed and keep to agreed time scales
You deal with poor performance before it escalates	You constructively tackle poor performance and inappropriate behaviour	You confront performance and behavioural issues and ensure they are satisfactorily resolved
You show an understanding of your customer's needs		You show an understanding of internal and external factors that affect performance

MANAGING PERFORMANCE - Sets clear and challenging objectives with teams and individuals, encourages high performance and recognises achievements

Encourages High Performance

Business Support Grades with team leader responsibility	Managers grades H - F	Managers grades E - A
You show respect for the views and actions of others	You keep people informed of plans and developments	You actively encourage the contribution of others and take their views into account
You encourage team members to take responsibility for their actions	You encourage and enable people to take responsibility and exercise initiative	You share problems and prompt decisions from others
You manage performance through coaching and give constructive feedback	You monitor results following coaching and give time to provide regular and balanced feedback	You use coaching and mentoring to improve performance
You make informed and realistic decisions	You take and implement timely decisions that are realistic, even when the situation is uncertain and information incomplete	You consider all options and make sound - even unpopular - business decisions, taking the strategic view, even when faced with ambiguity
You react appropriately and promptly to conflict when it arises	You recognise when there are conflicts, and facilitate a positive outcome	You are able to defuse difficult situations and are sensitive of the impact on others
You flag up problems quickly and propose solutions	You respond quickly to crises and problems with a proposed course of action	You act with integrity, fairness and consistency with your team
You take responsibility for directing people towards those who can help		
You take responsibility for the actions of your team		

MANAGING PERFORMANCE - Sets clear and challenging objectives with teams and individuals, encourages high performance and recognises achievements

Recognises Achievements

Business Support Grades with team leader responsibility	Managers grades H - F	Managers grades E - A
You take a visible interest in how staff are performing, encouraging them to identify how they can improve	You are receptive to the opinions and suggestions of others, encouraging everyone to play a part, recognising the opportunities presented by diversity.	You take the well being of staff seriously
You show respect for the views and actions of others, making a point of recognising and acknowledging good work	You take every opportunity to recognise those who produce good work and role model the right behaviours	You give appropriate and balanced recognition and provide your team with the opportunity to share their achievements
You seek to understand the needs of your team		

MANAGING RESOURCES - Make efficient and effective use of ALL available resources

Business Support Grades with team leader responsibility	Managers grades H - F	Managers grades E - A
You collect and manage information effectively and efficiently, ensuring you fully understand what is required	You develop systems to gather and manage information and knowledge effectively, efficiently and ethically	You oversee information systems to ensure integrity of data and that they continue to be fit for purpose
You identify possible implications from unrelated information and act upon it	You manage financial budgets efficiently, being prudent with limited resources	You challenge for meaningful information when the situation is unclear
You understand what you are authorised to do and take ownership	You show determination to obtain concrete information in an ambiguous situation	You look to draw sound conclusions from incomplete or unrelated information
You make information available as quickly as possible to those with legitimate requests	You are able to pull together seemingly unrelated data and information and identify patterns or meaning	You are not afraid to challenge the status quo where the limits of your authority no longer seem appropriate
You make best use of all available resources	You act within the limits of your authority, knowing the boundaries	You ensure that your teams respond in a timely manner to legitimate information requests
	You make appropriate information and knowledge available promptly to those who need it, retaining confidentiality	You benchmark best practice in resource utilisation and facilitate access to sources of improved support
	You make best use of available resources and proactively seek new sources of support when necessary	
	You work collaboratively with others, actively sharing good practice	

MANAGING YOURSELF AND YOUR DEVELOPMENT - Takes responsibility for managing own performance and strives for personal improvement

Business Support Grades with team leader responsibility	Managers grades H - F	Managers grades E - A
You have the ability to multi-task, keeping positive with an attention on whatever job is in hand	You take personal responsibility for making things happen	You act as a role model showing courage and integrity at all times
You are open friendly, respectful and polite - adopting a 'people come first' approach	You are able to deal with many different needs and wants without losing focus	You drive the organisation forward and take personal responsibility for making things happen
You take personal responsibility for the work you do, considering the impact of your actions on others	You show an awareness of your own values, motivations and emotions	You address demands from multiple stakeholders without losing focus
You set personal targets and follow through	You agree achievable objectives for yourself and give a consistent and reliable performance	You show an awareness of your own values, motivations and emotions, and the impact of these upon your work and working relationships
You recognise your own strengths and limitations and know when to ask for help, listening to and acting on feedback	You recognise your own strengths and limitations, and minimise the impact of your limitations	You agree stretching but achievable objectives for yourself and give a consistent and reliable performance that meets or exceeds expectations
You make time to reflect on what you have learned from your work experiences	You give people opportunities to provide feedback and respond appropriately	You recognise your own strengths and limitations, and minimise the impact of your limitations
You remain calm under pressure	You develop and maintain a network of contacts outside and across the organisation	You actively seek feedback and negotiate improvements

MANAGING YOURSELF AND YOUR DEVELOPMENT - Takes responsibility for managing own performance and strives for personal improvement

Business Support Grades with team leader responsibility	Managers grades H - F	Managers grades E - A
You reflect and learn from the Management Development training, Inset days and essential training, and put into everyday use.	You reflect regularly on your own experiences and use these to guide future action	You take time to reflect regularly on your own performance and set targets for improvement
You are confident in your own skills and abilities, remaining calm under pressure	You are punctual and present a professional image at all times	You are able to control your emotions in stressful situations
You communicate in a concise and fluent manner, being confident in voicing your opinions.	You present information logically and, concisely in ways that promote understanding	You promote and support Management Development training , Inset days and essential training
You facilitate or lead group discussions in a confident manner	You reflect and learn from Management Development training, Inset days and essential training, and encourage others to do the same	You prepare thoroughly and use a range of communication styles when presenting information to different groups
	You model behaviour that shows respect, helpfulness and cooperation	You communicate by using examples, comparisons and benchmarks
	You project an air of enthusiastic confidence	You have the confidence to admit mistakes and accept constructive criticism
	You can relate to people at all levels, taking time to establish common ground	
	You deliver informative, well paced presentations	

MANAGING CHANGE & QUALITY - Responds positively to changing circumstances and consistently works to high standards, always looking for ways to improve

MANAGING CHANGE - Responds positively to changing circumstances

Business Support Grades with team leader responsibility	Managers grades H - F	Managers grades E - A
You are flexible and receptive to change, reacting quickly and implementing positively	You recognise changes in circumstances promptly and adjust plans and activities accordingly	You respond positively to changing business circumstances and readily adapt your behaviour to maintain effective performance
You are able to change current work plans if they are not working	You are open minded, and take change in your stride, embracing it in a positive manner	You make the best of a new situation even when it is a difficult one, driving the change forward in a positive manner
You are able to identify your key tasks in a change project	You look for implications in a change programme and delve deeper, considering the 'what ifs', and the impact on other areas.	You concentrate on the key issues in a change programme, without getting bogged down in the detail
You highlight problems and make improvement suggestions.	You think 'outside the square' and beyond the College for new ideas to improve your work	You see the bigger picture, anticipate challenges and obstacles and plan to overcome them
You find practical ways to overcome barriers	You produce and recognise imaginative and innovative solutions	You engage your teams and encourage them to challenge ways of working and implement improvements
	You recognise recurring problems and promote changes to structures, systems and processes to resolve these.	You show an interest in the future and recognise the potential impact this will have College-wide
		You ensure that there are processes in place to validate the reliability of information

MANAGING QUALITY - Consistently works to high standards, always looking for ways to improve

Business Support Grades with team leader responsibility	Managers grades H - F	Managers grades E - A
You take pride in delivering work that meets or exceeds the expected standards	You take pride in delivering high quality work, and invest time in checking details for accuracy, validity and reliability	You take pride in co-ordinating the delivery of high quality work
You create streamlined processes to deliver a quality service	You question processes and challenge rules that are inefficient and stand in the way	You champion improvements in performance by enhancing processes and service standards
You pay attention to detail and ensure tasks are completed accurately and on time	You are keen to adopt quality improvements and procedures	You follow things through to ensure they are completed.
You constantly seek to develop and improve performance	You suggest better ways of doing things for the greater good of the College	You use imagination to solve problems and are alert to opportunities to improve the quality of provision
	You balance urgency with a strong sense of quality and efficiency	You adopt and promote best practice across the College
	You are vigilant for potential risks	