

**Northampton College  
New Competency Booklet  
Managers**

September 2008

## Introduction to Competencies

The College uses competencies as part of the selection process, probationary review, mentoring/coaching and at the appraisal meeting. There are three different groups of competencies dependant upon the job role. This booklet looks at the competency needed for management roles which includes:

- Programme Managers
- Employee Development Team Managers
- Business Support Managers
- Directors, Vice Principals, Principal

All of these competencies are underpinned by the Management Charter and the College's Core Values:

### College Values

***Northampton College helps people achieve their potential by....***

- Respecting and helping each other
- Engaging people through teaching with expertise and enthusiasm
- Developing people through learning
- Bring out the best in each other
- Playing a positive role in our community

### How will the Competencies be used?

Competencies will be used as part of the selection process as well as part of reviewing performance during the probationary period, with the mentor and then at the appraisal meeting. Prior to the selection interview or review meeting you will be asked to think of specific examples of where and when you have demonstrated effective performance in each competency.

Competencies that you know need developing should be shared with your line manager so that developmental support can be discussed. For example. **Managing Self and Personal Skills A2** looks at how *you prioritise objectives and plan work to make best use of time and resources*. You may feel you lack experience and knowledge in developing comprehensive project plans, which would be beneficial in your role, in which case you may want to look at a course in Project Management or MS Project.

# Management Competencies

The following fifteen sets of 'behaviours' are those deemed, by the Chartered management Institute, most likely to produce effective management performance – they can be used in a range of situations to help managers to develop increased effectiveness – for reflection, self-assessment, discussions with a mentor, in planning for work with a manager's own team, in appraisal, during probation and for general progress reviews with a line manager.

**Important Note: The 'what we don't want to see' sections should be read in conjunction with those in the competencies in the following section 2, which also apply to managers.**

## A2 Managing self and personal skills

### *Manage your own resources and professional development*

1. You address multiple demands without losing focus or energy.
2. You recognise changes in circumstances promptly and adjust plans and activities accordingly.
3. You prioritise objectives and plan work to make best use of time and resources.
4. You take personal responsibility for making things happen.
5. You take pride in delivering high quality work.
6. You show an awareness of your own values, motivations and emotions.
7. You agree achievable objectives for yourself and give a consistent and reliable performance.
8. You recognise your own strengths and limitations, play to your strengths and use alternative strategies to minimise the impact of your limitations.
9. You make best use of available resources and proactively seek new sources of support when necessary.
10. You reflect regularly on your own experiences and use these to inform future action.

### **What we don't want to see... all those things identified in the section below PLUS**

- Rejection of the need for own lifelong learning and CPD
- Unwillingness to use new technology to improve personal productivity
- Unwillingness to make time for reflection and personal learning

Facilitating Change		
C4 <i>Lead change</i>	C5 <i>Plan change</i>	C6 <i>Implement change</i>
<ol style="list-style-type: none"> <li>1. You give people opportunities to provide feedback and you respond appropriately.</li> <li>2. You clearly agree what is expected of others and hold them to account.</li> <li>3. You articulate a vision that generates excitement, enthusiasm and commitment.</li> <li>4. You inspire others, championing work to achieve common goals.</li> <li>5. You show sensitivity to stakeholders' needs and interests and manage these effectively.</li> <li>6. You use a range of leadership styles appropriate to different people and situations.</li> <li>7. You identify the implications or consequences of a situation.</li> <li>8. You take and implement difficult and/or unpopular decisions, if necessary.</li> </ol>	<ol style="list-style-type: none"> <li>1. You find practical ways to overcome barriers.</li> <li>2. You present information clearly, concisely, accurately and in ways that promote understanding.</li> <li>3. You are vigilant for potential risks.</li> <li>4. You give people opportunities to provide feedback and you respond appropriately.</li> <li>5. You set demanding but achievable objectives for yourself and others.</li> <li>6. You work towards a clearly defined vision of the future.</li> </ol>	<ol style="list-style-type: none"> <li>1. You recognise changes in circumstances promptly and adjust plans and activities accordingly.</li> <li>2. You present information clearly, concisely, accurately and in ways that promote understanding.</li> <li>3. You make time available to support others.</li> <li>4. You clearly agree what is expected of others and hold them to account.</li> <li>5. You recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal.</li> <li>6. You work towards a clearly defined vision of the future.</li> <li>7. You recognise the achievements and the success of others</li> </ol>
<p><b>What we don't want to see... all those things identified in the section below PLUS</b></p> <ul style="list-style-type: none"> <li>• Rejection of the need for continuous improvement</li> <li>• Unwillingness to face up to the need for change and take the tough decisions</li> <li>• Inability to enthuse others about change and improvement</li> <li>• Inability to acknowledge different workloads and daily stresses</li> <li>• Failure to work in agreed manageable steps forward</li> </ul>		

## Working with people

<b><i>D2 Develop productive working relationships with colleagues and stakeholders</i></b>	<b><i>D6 Allocate and monitor the progress &amp; quality of work in your area</i></b>	<b><i>D9 Build and manage teams</i></b>
<ol style="list-style-type: none"> <li>1. You present information clearly, concisely, accurately and in ways that promote understanding.</li> <li>2. You show respect for the views and actions of others.</li> <li>3. You seek to understand people's needs and motivations.</li> <li>4. You comply with and ensure others comply with legal requirements, industry regulations, organisational policies and professional codes.</li> <li>5. You create a sense of common purpose.</li> <li>6. You work towards win-win solutions.</li> <li>7. You show sensitivity to internal and external politics that impact on your area of work.</li> <li>8. You keep promises and honour commitments.</li> <li>9. You consider the impact of your own actions on others.</li> <li>10. You use communication styles that are appropriate to different people and situations.</li> <li>11. You work to develop an atmosphere of professionalism and mutual support.</li> </ol>	<ol style="list-style-type: none"> <li>1. You recognise changes in circumstances promptly and adjust plans and activities accordingly.</li> <li>2. You prioritise objectives and plan work to make best use of time and resources.</li> <li>3. You make time available to support others.</li> <li>4. You take personal responsibility for making things happen.</li> <li>5. You show an awareness of your own values, motivations and emotions.</li> <li>6. You show integrity, fairness and consistency in decision-making.</li> <li>7. You clearly agree what is expected of others and hold them to account.</li> <li>8. You seek to understand people's needs and motivations.</li> <li>9. You take pride in delivering high quality work.</li> <li>10. You are vigilant for possible risks and hazards.</li> <li>11. You use a range of leadership styles appropriate to different people and situations</li> </ol>	<ol style="list-style-type: none"> <li>1. You keep people informed of plans and developments.</li> <li>2. You encourage and support others to make best use of their abilities.</li> <li>3. You clearly agree what is expected of others and hold them to account.</li> <li>4. You check individuals' commitment to their roles in a specific course of action.</li> <li>5. You create a sense of common purpose.</li> <li>6. You articulate a vision that generates excitement, enthusiasm and commitment.</li> <li>7. You identify and work with people and organisations that can provide support for your work.</li> <li>8. You recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal.</li> </ol>
<p><b>What we don't want to see... all those things identified in the section below PLUS</b></p> <ul style="list-style-type: none"> <li>• Insensitivity to the needs of others and the pressures they face</li> <li>• Actions, behaviours and attitudes that are not supportive to colleagues and the greater good – eg not listening, being invisible and inaccessible, not respecting opinions, not planning own and other's time effectively, not involving others in decisions about activities that affect them and their work.</li> <li>• Behaviours that encourage teams and individuals to put their own needs first at the expense of the whole college team</li> </ul>		

## Using Resources

### **E2 *Manage finance for your area of responsibility***

1. You act within the limits of your authority.
2. You are vigilant for potential risks.
3. You develop systems to gather and manage information and knowledge effectively, efficiently and ethically.
4. You clearly agree what is expected of others and hold them to account.
5. You respond quickly to crises and problems with a proposed course of action.
6. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
7. You prioritise objectives and plan work to make best use of time and resources.
8. You use communication styles that are appropriate to different people and situations.
9. You take and implement difficult and/or unpopular decisions, if necessary

### **E10 *Take effective decisions***

1. You show integrity, fairness and consistency in decision-making.
2. You check the validity and reliability of information.
3. You push for concrete information in an ambiguous situation.
4. You identify patterns or meaning from events and data that are not obviously related.
5. You build a total and valid picture from restricted or incomplete data.
6. You articulate the assumptions made and risks involved in understanding a situation.
7. You take timely decisions that are realistic for the situation.
8. You take decisions in uncertain situations or based on incomplete information when necessary.
8. You take and implement difficult and/or unpopular decisions, if necessary

### **E11 *Communicate information and knowledge***

1. You recognise the opportunities presented by the diversity of people.
2. You identify people's information needs.
3. You listen actively, ask questions, clarify points and rephrase others' statements to check mutual understanding.
4. You identify people's preferred communication media and styles and adopt media and styles appropriate to different people and situations.
5. You present information clearly, concisely, accurately and in ways that promote understanding.
6. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
7. You make appropriate information and knowledge available promptly to those who need it and have a right to it.
8. You seek to understand people's needs and motivations.

### **What we don't want to see... all those things identified in the section below PLUS**

- Unwillingness to share information and knowledge for the greater good
- Insensitivity to the commercial realities of the organisation, sector and economy

'Achieving Results'		
<i>F3 Manage business processes</i>	<i>F11 Manage the achievement of customer satisfaction</i>	<i>F12 Improve organisational performance</i>
<ol style="list-style-type: none"> <li>1. You keep people informed of plans and developments.</li> <li>2. You clearly agree what is expected of others and hold them to account.</li> <li>3. You take repeated or different actions to overcome obstacles and respond positively and creatively to setbacks.</li> <li>4. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.</li> <li>5. You monitor the quality of work and progress against plans and take appropriate corrective action, where necessary.</li> <li>6. You focus personal attention on specific details that are critical to achieving successful results.</li> <li>7. You identify systemic issues and trends and recognise their impact upon current and future work.</li> <li>8. You take opportunities when they arise to achieve longer-term aims.</li> </ol>	<ol style="list-style-type: none"> <li>1. You constantly seek to improve performance.</li> <li>2. You recognise the achievements and the success of others.</li> <li>3. You demonstrate a clear understanding of different customers and their real and perceived needs.</li> <li>4. You empower staff to solve customer problems within clear limits of authority.</li> <li>5. You take personal responsibility for resolving customer problems referred to you by other staff.</li> <li>6. You recognise recurring problems and promote changes to structures, systems and processes to resolve these.</li> <li>7. You advocate customers' interests within your organisation.</li> <li>8. You articulate a vision that generates excitement, enthusiasm and commitment</li> </ol>	<ol style="list-style-type: none"> <li>1. You constantly seek to improve organisational performance.</li> <li>2. You develop systems to gather and manage information and knowledge effectively, efficiently and ethically.</li> <li>3. You constructively challenge the status quo and seek better alternatives.</li> <li>4. You show a clear understanding of different customers and their needs.</li> <li>5. You make appropriate information and knowledge available promptly to those who need it and have a right to it.</li> <li>6. You articulate a vision that generates excitement, enthusiasm and commitment.</li> <li>7. You produce and recognise imaginative and innovative solutions.</li> <li>8. You show sensitivity to stakeholders' needs and interests and manage these effectively.</li> <li>9. You use a range of leadership styles appropriate to different people and situations</li> </ol>
<p><b>What we don't want to see... all those things identified in the section below PLUS</b></p> <ul style="list-style-type: none"> <li>• Rejection of the need for continuous improvement</li> <li>• Focus on process at the expense of the greater good and the achievement of our collective purpose</li> <li>• Not taking time to understand the issues and challenges</li> <li>• Not developing ourselves and those around us</li> <li>• Failure to contribute to and take ownership of decisions and processes at a team level and in the context of the College as a whole.</li> </ul>		

## What we don't want to see section continued!

### *Do you notice any of these behaviours in yourself??*

<ul style="list-style-type: none"> <li>• Makes assumptions about the audience</li> <li>• Does not adapt to the audience</li> <li>• Is not receptive to feedback from the audience</li> <li>• Makes comments which are often unclear</li> <li>• Takes a long time to get to the point</li> <li>• Uses words, tone or body language which is demeaning, threatening or inappropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Written work is often hard to follow and may be grammatically incorrect</li> <li>• Does not listen attentively enough and may make inappropriate contributions</li> <li>• Uses jargon inappropriately</li> <li>• Uses terminology and language which can be seen to be divisive between departments</li> </ul>
<ul style="list-style-type: none"> <li>• Sticks rigidly to own viewpoint and is unwilling to accept other people's viewpoints</li> <li>• Goes over argument repeatedly without modifying approach</li> <li>• Works in isolation and fails to see the impact of decisions on other people or departments</li> </ul>	<ul style="list-style-type: none"> <li>• Is not open to ideas from others</li> <li>• Is unaware of the need to gain support from others around them.</li> <li>• Will revert to blaming others or making excuses when consensus is not achieved</li> </ul>
<ul style="list-style-type: none"> <li>• Focuses on own job rather than that of the wider team or organisation</li> <li>• Is seen by other team members as unhelpful or pessimistic</li> <li>• Stirs conflict in a destructive manner</li> <li>• Is insensitive to the feelings of others</li> </ul>	<ul style="list-style-type: none"> <li>• Is unwilling to share the workload of others</li> <li>• Tends to criticise other team members without making any real effort to resolve problems</li> <li>• Is a loner</li> <li>• Slows down the progress of the team</li> </ul>
<ul style="list-style-type: none"> <li>• Shows little or no interest in staff development activities</li> <li>• Shows a lack of willingness to use new skills or to learn them</li> <li>• Relies purely on training courses to address any development needs</li> <li>• Does not take the time to reflect on learning achieved through doing new activities</li> </ul>	<ul style="list-style-type: none"> <li>• Believes that staff development is driven by others</li> <li>• Avoids dealing with poor performance</li> <li>• Provides little or no performance feedback to others</li> <li>• Does not see the value in developing others to succeed</li> </ul>
<ul style="list-style-type: none"> <li>• Believes that they know all they need to know in order to do the job effectively</li> <li>• Does not accept guidance from others</li> <li>• Does not have knowledge of or adhere to established policy or procedures</li> <li>• Is unable to explain the structure and workings of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Does not apply learning from previous roles to current role</li> <li>• Does not share information with others</li> <li>• Does not adjust activities and priorities in light of changing information</li> </ul>
<ul style="list-style-type: none"> <li>• Makes decisions without consultation</li> <li>• Avoids decisions</li> <li>• Panics under pressure</li> <li>• Rushes into decisions without relevant facts</li> </ul>	<ul style="list-style-type: none"> <li>• Does not review decisions in the light of new information</li> <li>• Makes staff feel cautious about making decisions</li> <li>• Relies too much on manager for guidance</li> </ul>
<ul style="list-style-type: none"> <li>• Embarks on projects without formulating a plan</li> <li>• Does not anticipate or prepare for problems</li> <li>• Consistently misses deadlines because of lack of planning</li> <li>• Ineffective/wasteful use of resources</li> </ul>	<ul style="list-style-type: none"> <li>• Does not provide timely updates</li> <li>• Does not establish project objectives</li> <li>• Has an unfocused approach to work</li> <li>• Is unprepared for meetings</li> </ul>

<ul style="list-style-type: none"> <li>• Sets unrealistic timelines</li> </ul>	
<ul style="list-style-type: none"> <li>• Procrastinates – puts off difficult tasks</li> <li>• Does only the minimum amount of work required to meet customer needs</li> <li>• Finds excuses/does not see the importance of meeting deadlines</li> <li>• Blames others when things go wrong</li> </ul>	<ul style="list-style-type: none"> <li>• Has a lack of patience</li> <li>• Makes no effort to understand or meet customer expectations</li> <li>• Does not look beyond immediate customer requests</li> <li>• Is impolite and negative towards customers</li> </ul>
<ul style="list-style-type: none"> <li>• Inflexible and unwilling to change their approach</li> <li>• Negative and pessimistic about new ideas</li> <li>• Prefers tried and tested solutions</li> <li>• Rejects new ideas and approaches</li> </ul>	<ul style="list-style-type: none"> <li>• Waits for others to make change happen</li> <li>• Does not volunteer</li> <li>• Thinks in the short term without thinking of the impact actions could have on the long term</li> <li>• Is unwilling to use new technology</li> </ul>

These 'behaviours which underpin effective performance' are an extract from the college's set of *management competencies* which can be seen in more detail on the *College Leadership & Management* site on the Intranet/Moodle. The competence units themselves are part of the National Occupational Standards for Management and form the basis of all formal professional management qualifications. More information on these can be found at [www.management-standards.org](http://www.management-standards.org) or via the Chartered Management Institute.

For guidance on the purpose, content or use of these 'behaviours' or the full set of competencies speak to Nigel Girling, Manager of Professional Development (Leadership & Management) on X6531 or via [nigel.girling@northamptoncollege.ac.uk](mailto:nigel.girling@northamptoncollege.ac.uk)