

COMPETENCY FRAMEWORK POLICY

1. INTRODUCTION

The primary purpose of the Competency Framework is to ensure that employees are 'competent' to carry out the tasks required of them as described in their Job Description. The Competency Framework also provides a means by which the skills and qualities of each individual may be assessed and personal development objectives can be agreed.

The framework is mainly used at the point of the recruitment of new employees and when the performance and development needs of individual employees are appraised.

By using the Competency Framework, the skills and personal qualities necessary to create a '*Culture of Success*' within Brandon Trust are promoted (for details see the introduction section of "The Portfolio").

The main benefits of a Competency Framework are:

- Employees have a set of objectives to work towards and are clear about how they are expected to perform their jobs.
- The appraisal and recruitment systems are fairer and more open.
- There is a link between organisational and personal objectives.
- Processes are measurable and standardised across organisational and geographical boundaries.

The Brandon Trust Competency Framework consists of 4 levels of skill in respect of 7 different 'core' competencies derived from the '*Culture of Success*'.

These competencies are:

- Communication
- Achievement /Results orientation
- Customer focus
- Teamwork
- Leadership
- Planning & Organising
- Commercial & business awareness

Appendix 1

COMMUNICATION

Ability to listen to what others have to say and communicate one's own ideas/information in an appropriate manner.

Competence level	What does this mean for me?
<p>Level 1 Expresses views and feelings openly and constructively</p>	<ul style="list-style-type: none"> ▪ Asks questions to clarify understanding ▪ Actively listens to what is being said ▪ Shows empathy ▪ Builds rapport with others ▪ Displays a helpful and positive attitude at all times ▪ Uses multi media to receive and convey information. ▪ Uses basic IT skills including Brandon IT information systems ▪ Seeks and gives feedback on a regular basis ▪ Clearly states own views on how to tackle tasks
<p>Level 2 Conveys information concisely, questioning others to check understanding</p>	<ul style="list-style-type: none"> ▪ Conveys facts clearly and concisely ▪ Expresses own views confidently and assertively ▪ Builds rapport with others by being tactful and using clear statements ▪ Asks probing questions for clarification ▪ Uses multi media to receive and convey information. ▪ Uses basic IT skills including Brandon IT information systems ▪ Thoroughly explains the reasoning behind decisions taken
<p>Level 3 Communicates effectively at all levels and in demanding situations, promoting open communications and sharing of views</p>	<ul style="list-style-type: none"> ▪ Deals confidently and assertively with complaints and disputes ▪ Influences others through well reasoned discussion ▪ Actively encourages others to share their views ▪ Accurately represents the views of others in an open manner ▪ Is seen as an effective representative of the organisation ▪ Acknowledges and addresses objections raised by others ▪ Uses multi media to receive and convey information ▪ Uses Intermediate and system specific IT skills including Brandon IT information systems ▪ Addresses real problems
<p>Level 4 Communicates effectively to influence and build commitment, internally and externally</p>	<ul style="list-style-type: none"> ▪ Uses multi media to receive and convey information ▪ Uses advanced and system specific IT skills including Brandon IT information systems ▪ Thinks of likely objections and raises these and their counters in discussion ▪ Gains co-operation when faced with resistance by demonstrating an understanding of the views of others ▪ Communicates corporate goals consistently and with enthusiasm ▪ Develops and communicates a clear vision ▪ Challenges fundamental values or perceived strengths of the organisation when senses complacency

ACHIEVEMENT/RESULTS ORIENTATION

Generates a high level of motivation and enthusiasm to succeed and displays commitment to their career.

Competence level	What does this mean for me?
<p style="text-align: center;">Level 1</p> <p>Takes action to achieve objectives to the required standards</p>	<ul style="list-style-type: none"> ▪ Focuses on getting the job done ▪ Take the appropriate action to achieve tasks ▪ Evaluates own work through self-assessment and feedback from others ▪ Shows a willingness to learn new skills ▪ Sustains effort over long periods of time ▪ Reports any problems or changes that may adversely affect target achievement
<p style="text-align: center;">Level 2</p> <p>Checks and monitors performance against given standards, sets own standards and improves performance</p>	<ul style="list-style-type: none"> ▪ Sets realistic goals and actively strives to achieve them ▪ Uses feedback to improve performance and celebrate successes ▪ Rises to challenges ▪ Suggests changes to systems and processes in order to improve performance of self/team ▪ Spends time working through difficulties until a satisfactory solution is found
<p style="text-align: center;">Level 3</p> <p>Sets challenging goals for self and team and benchmarks against others</p>	<ul style="list-style-type: none"> ▪ Reviews quality processes used by the team ▪ Identifies ways to improve team performance and measure success ▪ Strives for continuous improvement leading to excellent performance ▪ Shows persistence, drive and the determination to achieve results ▪ Benchmarks present and future results against the external environment
<p style="text-align: center;">Level 4</p> <p>Sets and achieves transformational business goals and implements a strategic commitment to quality</p>	<ul style="list-style-type: none"> ▪ Has a track record of significant achievement and delivering quality results ▪ Strives to be a top performer displaying drive and determination ▪ Transforms the business and its processes in order to continually improve performance ▪ Encourages and supports others to achieve service excellence ▪ Develops strategies to improve commitment to quality and getting the job done ▪ Constantly delivers more than is required

CUSTOMER FOCUS

The will and ability to provide a level of service that consistently exceeds customer expectations. Working to identify what the customer will want tomorrow as well as today and setting excellent customer service standards which meet the unique needs of our customers.

Competence level	What does this mean for me?
Level 1 Meets everyday customer needs in a prompt and helpful manner	<ul style="list-style-type: none"> ▪ Deals effectively with customers' queries ▪ Responds to customers' needs, complaints and problems, showing patience, sensitivity and giving immediate and appropriate information ▪ Listens and responds to customers' adopting a person-centred approach ▪ Notes customers' requests accurately and concisely ▪ Ensures appropriate action is taken, in alignment with the quality standards ▪ Understand how own job and actions affects customers
Level 2 Meets customer expectations in difficult circumstances and sees the bigger picture	<ul style="list-style-type: none"> ▪ Understands the goals of the team and organisation in meeting customers' expectations ▪ Provides customers' with options and supports the implementation of the appropriate option ▪ Shares ownership of customers' problems ▪ Uses initiative in resolving problems ▪ Takes an active interest in setting high standards of customer care ▪ Is able to manage the requirements of diverse customers without compromising the quality of the expected service
Level 3 Looks for ways to exceed customer expectations, pursues requirements and invites customer feedback	<ul style="list-style-type: none"> ▪ Is able and willing to offer more help than is expected by the customer, whilst keeping within organisational guidelines ▪ Develops ways to measure customer satisfaction ▪ Seeks to capture and share customer feedback ▪ Establishes the needs of customers and is able to measure success ▪ Implements new initiatives designed to support and enable customers ▪ Collaborates within the organisation to actively improve customer service ▪ Provides opportunities for others to develop customer service initiatives that differentiate the organisation ▪ Analyses customer requirements and develops appropriate solutions
Level 4 Focuses on long term customer satisfaction	<ul style="list-style-type: none"> ▪ Collaborates with other organisations and forms partnerships in the interest of customer service and best value ▪ Reviews service levels ▪ Identifies strategies and processes needed to achieve and sustain long-term customer satisfaction

TEAMWORK

The will and ability to work collaboratively as part of a team to achieve organisational goals. Fostering a co-operative spirit, showing commitment to teamwork and motivation to pursue team as well as own goals.

Competence level	What does this mean for me?
Level 1 Recognises own value within the team and demonstrates awareness of the need to contribute	<ul style="list-style-type: none"> ▪ Demonstrates an awareness of the need to work as part of a team ▪ Readily contributes to team initiatives and team meetings ▪ Pro-actively shares knowledge and information with colleagues ▪ Willingly assists others ▪ Ensures own tasks and activities add value to team goals and objectives ▪ Is comfortable working as part of a team
Level 2 Contributes to effective team working and shows a willingness to co-operate across functional boundaries	<ul style="list-style-type: none"> ▪ Understands what colleagues need to know and keeps them informed ▪ Notices when colleagues are under pressure and offers help and support ▪ Is prepared to take on extra tasks in order to support the team ▪ Works co-operatively with others to solve problems ▪ Is willing to be flexible when asked or needed ▪ Uses the ideas and advice of others ▪ Recognises strengths and weaknesses of team members and plays to strengths ▪ Treats team members equitably and with respect
Level 3 Actively encourages teamwork	<ul style="list-style-type: none"> ▪ Encourages and recognises the contributions of team members ▪ Seeks to co-operate with other teams ▪ Invites the views and suggestions of others ▪ Involves team members in day-to-day decision making ▪ Ensures communication is a two-way process ▪ Gives timely and constructive feedback
Level 4 Drives strategic teamwork throughout the organisation to achieve goals	<ul style="list-style-type: none"> ▪ Identifies and builds on opportunities for team working across the organisation ▪ Works to develop a one-team culture ▪ Develops strategies to improve cross-functional working

LEADERSHIP

The will and ability to create a positive environment that encourages and influences individuals and groups to work to achieve a shared vision and deliver to the highest standards. Recognising and rewarding individual and team effort, encouraging commitment through involvement and ownership.

Competence level	What does this mean for me?
Level 1 Demonstrates an enthusiastic and committed manner	<ul style="list-style-type: none"> ▪ Deals with difficult situations calmly ▪ Shares useful and relevant information with appropriate parties ▪ Involves individuals in problem solving ▪ Handles criticism positively ▪ Overcomes significant obstacles to achieve an objective ▪ Deals with setbacks effectively, remaining even-tempered and displaying self-control
Level 2 Sets stretching personal and team objectives (SMART) in line with corporate aims and targets	<ul style="list-style-type: none"> ▪ Identifies, attracts and deploys appropriate resource to achieve business goals whilst valuing diversity ▪ Tackles issues of under performance ▪ Ensures well-being of workforce ▪ Establishes effective contingency plans ▪ Spends time with individuals and listens to their concerns ▪ Encourages the generation of ideas and contributions ▪ Demonstrates trust in others decision making ▪ Keeps focus and energy when under pressure
Level 3 Takes responsibility for building overall talent in the organisation	<ul style="list-style-type: none"> ▪ Demonstrates strong coaching skills ▪ Analyses the strengths and development needs of his/her people and agrees job and career development goals ▪ Energises others to perform to their potential ▪ Openly gives and seeks feedback ▪ Identifies individual motivators and uses them ▪ Encourages individuals to come with solutions rather than problems
Level 4 Translates vision into action and leads others to achieve positive results for all. Acts with conviction and integrity.	<ul style="list-style-type: none"> ▪ Secures commitment of others behind organisational goals and values ▪ Gives clear direction and avoids unnecessary procrastination ▪ Positively influences others by their own personal example ▪ Empowers others by delegating responsibility whilst maintaining accountability ▪ Creates an environment of trust and integrity in which others will follow ▪ Able to make difficult, unpopular decisions ▪ Pulls diverse functions together to achieve organisational aims

PLANNING AND ORGANISING

Ability to think systematically and logically in order to plan and organise resources efficiently and make effective decisions.

Competence level	What does it mean for me?
<p style="text-align: center;">Level 1</p> <p>Plans own time to ensure achievement of task within deadlines</p>	<ul style="list-style-type: none"> ▪ Manages time effectively, completing tasks within the given timescale ▪ Focuses on the right things ▪ Plans how deadlines will be met ▪ Keeps files and records up to date ▪ Uses to do lists, task plans and other planning tools ▪ Pays attention to detail and checks accuracy of own work
<p style="text-align: center;">Level 2</p> <p>Sets own objectives with clear measures</p>	<ul style="list-style-type: none"> ▪ Makes sound decisions under pressure and deals with problems quickly ▪ Monitors completion of tasks and objectives to ensure quality service ▪ Organises and prioritises work effectively and liaises with others ▪ Establishes measurable objectives for self
<p style="text-align: center;">Level 3</p> <p>Sets clear objectives and monitors and evaluates progress</p>	<ul style="list-style-type: none"> ▪ Able to produce a plan of action in partnership with stakeholders ▪ Prioritises and schedules multiple tasks and appointments ▪ Delegates work to others to aid their development ▪ Checks and monitors progress against objectives ensuring service levels are upheld ▪ Re-allocates work to cope with absence and change
<p style="text-align: center;">Level 4</p> <p>Co-ordinates and monitors corporate goals</p>	<ul style="list-style-type: none"> ▪ Analyses facts vigorously and weighs up options carefully ▪ Monitors and reviews performance against a variety of performance indicators ▪ Determines and allocates resources to turn policies and concepts into key results ▪ Co-ordinates the development and implementation of high level policies and plans in line with corporate goals and strategy

COMMERCIAL & BUSINESS AWARENESS

Ability to apply an understanding of the organisation and the external environment to make sound commercial judgements and identify ways to improve effectiveness.

Competence level	What does this mean for me?
Level 1 Find ways to improve effectiveness	<ul style="list-style-type: none"> ▪ Relates own activity to the need for cost effectiveness ▪ Keeps up to date with relevant developments within the organisation ▪ Uses knowledge of Brandon Trust and contacts within the organisation to take sound decisions about day-to-day activities ▪ Makes full use of all set procedures to govern decisions ▪ Consults with others with experience of similar tasks when formulating plans
Level 2 Controls the impact that work activities have on profitability	<ul style="list-style-type: none"> ▪ Shows a sound understanding of the financial management of own area ▪ Identifies business opportunities ▪ Takes decisions on the basis of how customer groups will be affected ▪ Plans own operation with a thought to likely changes in the market place ▪ Uses knowledge of customer needs to take sound commercial decisions
Level 3 Improves overall profitability	<ul style="list-style-type: none"> ▪ Shows an awareness of market place influences and pressures ▪ Sets demanding performance targets ▪ Introduces initiatives to make significant improvements on efficiency ▪ Recommends a course of action to maintain competitive edge in the light of market developments ▪ Highlights key areas of current business practice to address
Level 4 Sets the climate for future growth	<ul style="list-style-type: none"> ▪ Applies industry experience and knowledge to guide strategic decisions ▪ Compares progress against other industry leaders to ensure competitive edge ▪ Uses broad knowledge of social and economic trends to analyse business opportunities ▪ Takes sound commercial decisions based on corporate direction ▪ Makes proposals based on predictions of what could take place in the future