

One25

Competency Framework (Behaviours)

Introduction

One25's set of core behavioural competencies has been developed to communicate to staff the behaviours required for the organisation to be successful. This will ensure that staff work more effectively and achieve their own potential, as well as supporting One25's aims and objectives.

The competency framework seeks to embed One25's core values into the daily work and activities of staff while encouraging staff to act with integrity at all times.

One25's core values:

- Person-centred
- Justice
- Unconditional love
- Non-judgemental

There are 5 core behavioural competencies and one role specific competency, Motivational Leadership.

The Competency Framework (Behavioural) will be used in a variety of processes including:

- Recruitment and selection
- Induction
- Probationary reviews
- Continuous learning
- Personal development process
- Succession planning

The framework provides managers with a tool for measuring effective behaviour. Assessing behaviour against the framework should identify any shortfalls or areas for concern that can be used to develop a plan to improve performance. The framework can also be used as an assessment tool for self-development purposes.

Effective performance

One25 expects that all staff will be able to demonstrate "effective behaviour" in all aspects of their performance.

The core behavioural competencies should be reflected internally and externally and across One25's strategic priority areas: internal, stakeholders and learning and growth.

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WORKING WITH OTHERS

PROMOTES EFFECTIVE TEAM WORKING ACROSS THE ORGANISATION AND THE DEVELOPMENT OF PRODUCTIVE RELATIONSHIPS INTERNALLY.

Outstanding Behaviour

- Provides a positive role model for others by modelling behaviours linked to One25's core values.
- Promotes and demonstrates positive team working across the whole organisation.
- Proactively supports others in pressured situations.
- Promotes and lives a culture of accountability and responsibility within teams and across the organisation.
- Works to break down barriers and create synergies.

Effective Behaviour

- Works collaboratively with others to meet the needs of the organisation and its beneficiaries.
- Builds productive and co-operative working relationships with staff, volunteers and trustees across the organisation.
- Displays respect, diplomacy, courtesy and thoughtfulness in everyday interactions, promoting a harmonious working environment.
- Supports and coaches others, providing constructive feedback to colleagues when needed.
- Is willing to receive constructive feedback from colleagues.
- Challenges behaviours that undermine diversity and integrity.
- Equally values all staff, volunteer and trustee contributions to the organisation.
- Works with others to avoid silo thinking.
- Acts ethically and honestly at all times.
- Accepts responsibility for decisions and actions.

Unacceptable Behaviour

- Fails to support others or offer assistance when needed.
- Is unaware of negative impact on others of attitude, behaviour or actions.
- Demonstrates a lack of respect for the contributions of others.
- Displays a lack of awareness about the consequences of own actions, behaviours and words.

COMMUNICATING

PROMOTES EFFECTIVE COMMUNICATION INTERNALLY AND EXTERNALLY TO ENHANCE IMMEDIATE AND LONG TERM ORGANISATIONAL PERFORMANCE.

Outstanding Behaviour

- Informs and inspires joint ownership of organisational goals and resulting strategies; demonstrating how individual efforts contribute to their achievement.
- Understands team dynamics; builds constructive and effective relationships and encourages others to do so.

Effective Behaviour

- Communicates One25's values and ethos.
- Encourages cross-organisation working to minimise wasted effort.
- Ensures that all information is provided in the most appropriate language taking account of the context and audience.
- Communicates accurately and effectively ensuring that key messages are intelligible and accessible to the audience.
- Works to establish an environment where individuals feel their opinions and ideas are welcome and listened to.
- Recognises and makes use of potential opportunities to raise the profile of One25.
- Supports open and thorough communication using the most appropriate route (e.g. face to face, phone, email).

Unacceptable Behaviour

- Does not communicate effectively, resulting in misunderstandings and confusion.
- Does not raise issues, make suggestions or voice opinions.
- Uses inappropriate methods of communication.
- Consistently dominates and speaks over others during discussions.

ORGANISATIONAL AWARENESS

UNDERSTANDS THE WIDER ENVIRONMENT IN WHICH ONE25 OPERATES AND HOW INDIVIDUAL ROLES CONTRIBUTE TO THE ACHIEVEMENT OF STRATEGIC GOALS.

Outstanding Behaviour

- Maintains an insightful awareness of the environment in which One25 operates and how its activity may impact upon other organisations.
- Maximises external opportunities for One25
- Recognises that different areas of the organisation may have conflicting priorities and seeks ways to minimise those differences, promoting cross organisational working.
- Consistently makes good and fair decisions, driving up organisational performance.

Effective Behaviour

- Monitors the external environment to anticipate impact on One25.
- Recognises that the organisation's reputation is paramount and acts with integrity in all business dealings both internal and external.
- Is able to identify key stakeholders and engage with them.
- Can understand how their role relates and contributes to the achievement of organisational objectives.
- Can speak confidently about activities they have an involvement with.
- Is aware of the needs of stakeholders and provides an appropriate response.
- Continues to build, and keep up to date, with relevant knowledge needed to maintain One25's high reputation with its beneficiaries and stakeholders.

Unacceptable Behaviour

- Fails to take into account One25's values in their work.
- Lacks awareness of One25's vision, mission and aims.
- Lacks understanding and respect of the aims and priorities of partner organisations.

LEARNING AND GROWTH

CONTINUALLY SEEKS TO IMPROVE PERFORMANCE ORGANISATIONALLY AND PERSONALLY.

Outstanding Behaviour

- Proactively shares personal and organisational knowledge skills and experience.
- Champions learning and development within the team.
- Is regularly approached as a valued source of knowledge and advice.
- Strives for the highest possible standards in all activities.

Effective Behaviour

- Openly recognises and rewards good performance; acts quickly and fairly to address poor performance.
- Encourages people to learn from mistakes.
- Supports change, readily adopting new ways of working when agreed.
- Works beyond achieving the minimum standard in all activities, internally and externally.
- Drives continuous improvement throughout the organisation, always looking for ways to improve and develop our service.
- Encourages increased learning and knowledge and the sharing of experience to improve performance.

Unacceptable Behaviour

- Sets (for others or self) unrealistic targets.
- Ignores or is uninterested in own development and that of others.
- Fails to impart knowledge and skills to others.
- Focusses on blame rather than finding a solution.

PLANNING AND DELIVERY OF WORK

PLANS, ORGANISES AND DELIVERS WORK TO MEET INDIVIDUAL, TEAM AND ORGANISATIONAL OBJECTIVES.

Outstanding Behaviour

- Leads by example in the planning and, as appropriate, the management of resources and the evaluation of all activities.
- Develops or contributes to the planning process at a strategic level.
- Fosters an environment where innovation in approach can thrive.
- Seeks to build the evidence base to establish future needs of beneficiaries, building this insight and knowledge into the strategic planning process.

Effective Behaviour

- Uses accurate and up to date information and good practice when offering advice or support.
- Demonstrates knowledge of own specialism internally and when representing One25 externally.
- Prioritises and manages own work to deliver agreed activity on time whilst remaining mindful of the overarching needs of One25.
- Is able to modify plans in the event of changed priorities.
- Recognises the need to take an unbiased approach in all activities and the consequences of not doing so.
- Measures the value of activities through evidence, evaluation and feedback.
- Delivers on a commitment or makes it clear if unable to assist.
- Is aware of risk and takes appropriate action to control or minimise across all activities.

Unacceptable Behaviour

- Pre-judges a view, opinion or activity without sufficient evidence.
- Does the minimum required or takes short cuts which could compromise the objectives of the activity or compromise the organisation's reputation.
- Does not consult or involve other team members working on related work objectives and activities.
- Works in an unstructured way which prevents appropriate cross-departmental working.
- Does not prioritise, plan and manage workload well.
- Has a tendency to concentrate on the tasks they enjoy at the expense of others.

MOTIVATIONAL LEADERSHIP

ACTIVELY LEADS, ESTABLISHES EXPECTATIONS, ACCOUNTABILITIES, PURPOSE AND VISION, CREATING AN ENVIRONMENT WHERE OTHERS CAN ACHIEVE OPTIMAL PERFORMANCE.

Outstanding Behaviour

- Proactively recognises and praises others' good performance, attitudes and behaviours.
- Provides clear, long term strategic direction using, as appropriate, broad knowledge of external environment.
- Generates and shares ideas and insights to stimulate and encourage discussion and thinking.
- Enables others to shine by encouraging them to take up opportunities for new work experience and development.
- Creates an environment where a desire for continuous improvement in all areas is seen as the norm.

Effective Behaviour

- Effectively manages performance.
- Builds rapport with the team and drives them forward via realistic shared goals.
- Instils confidence and enthusiasm in team members, insisting on celebration and recognition of individual and team success.
- Encourages active learning and talent development in the context of the role and needs of the organisation.
- Regularly reviews and communicates progress against organisational goals.
- Shows energy and enthusiasm for achieving organisational goals with a can-do, will-do approach.
- Visibly and quickly deals with anyone who harasses, bullies or unfairly discriminates in any way.
- Manages change effectively, anticipating obstacles; supporting implementation.

Unacceptable Behaviour

- Fails to delegate effectively, denying opportunities for development.
- Ignores poor performance or instils a blame culture.
- Avoids conflict or confronting difficult issues.
- Develops plans in isolation or without clear and agreed outcomes.
- Is subjective in thought and deed.