

**Staff Competency Framework**

A Competency Framework defines the skills and abilities needed for employees within an organisation. The overall Competency Framework is the same for all levels but each level has its own set of indicators needed to perform the job effectively, which build upon from the previous level. Each job role will also have a Job Description and Person Specification (separate to this document), which are developed from these competencies, to provide more precise information regarding their specific job and the knowledge and skills required to perform the role effectively.

The aim of the Competency Framework is to:

* Assist WSX Mind to meet its strategic objectives, delivering the best provision for service users
* Communicate to employees job expectations
* Support individuals’ self-assessment of their own development needs and assist to identify training needs
* Enhance team working
* Assist managers to draw up job descriptions and person specifications
* Provide the basis for performance management and annual appraisals

Individual competencies are directly aligned with WSX Mind’s core values, organisational and team objectives in order to meet WSX Mind’s strategic and business plans.



The framework, along with all of CWSX Mind’s other policies and procedures, is designed to be non-discriminatory to ensure that no employee or worker is discriminated against either directly or indirectly on the grounds of gender, race, disability, marriage and civil partnership, sexual orientation, religion or belief, pregnancy and maternity, gender reassignment and age. CWSX Mind is committed to creating an inclusive working environment to maximise the potential and contribution of all staff.

The Competency Framework is the same for all employees of CWSX Mind, although the indicators vary depending on the level of the role. If you are higher than the core level, you will also be required to meet the indicators for these lower levels. There are five levels in the CWSX Mind Competency Framework:

* **Core**
* **Skilled**
* **Supervisory**
* **Management**
* **Executive**

**Competency Framework - Competencies for All Levels:**

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| 1. Demonstrating Personal Qualities
 | * 1. Developing Self-Awareness
	2. Managing Yourself
	3. Continuing your Personal Development
	4. Acting with Integrity
 |
| 1. Partnerships and Working with Others
 | * 1. Creating Partnerships with Service Users
	2. Developing Networks
	3. Building and Maintaining Relationships
	4. Encouraging Contribution
	5. Working within Teams and Communication
 |
| 1. Managing Work
 | * 1. Planning
	2. Managing Resources/and People
	3. Work contribution
	4. Managing Performance and Critically Evaluating
 |
| 1. Continually and Creatively Improving
 | * 1. Encouraging Improvement, Creativity and Innovation
	2. Facilitating Transformation
	3. Making Decisions
 |

**Summary of Competencies for All Levels with Specific Indicators**

 **1. Demonstrating Personal Qualities**

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| **Competencies** | **Indicators** |
| **Core** | **Skilled** | **Supervisory** | **Management** | **Executive** |
| **1.1 Developing self-awareness** | Recognises and articulates their own values and principles, understanding how these may differ from those of other individuals and groupsIs open to and responds positively to constructive feedback from colleagues and managers  | Identifies their own strengths and limitations, the impact of their behaviour on others, and the effect of stress on their own behaviour and identifies effective ways to manage this | Identifies their own emotions and prejudices and understand how these can affect their judgment and behaviour. Uses effective methods to achieve emotional intelligence (defined as the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically)Challenges perceptions and inbuilt prejudices of others positively | Models and leads self-awareness and reflective practices across the organisation at all levels  | Actively seeks feedback, both formally and informally, from all stakeholders of WSX Mind to ensure that self-reflection assists to make effective strategic decisions |
| **1.2 Managing yourself** | Undertakes their workload and activities to a high standard, fulfilling work requirements and commitments, without constant supervision Able to communicate in good time any concerns regarding their work/workload with their manager/team, to achieve effective time management and minimise stress in order to maintain good physical and mental healthAble to model what they are promoting, including good physical and mental health, straightforward communication, demonstrating hope and belief in new opportunities and positive outcomes | Uses creativity, initiative and good judgement throughout their work  Upholds personal and professional ethics, in-line with the values and culture of WSX Mind | Acts decisively,confidently, positively and confronts and resolves issues in a timely mannerActively involved in promoting high levels of service and expected behaviour across WSX Mind by being a positive role model  | Inspires others to believe in and to act upon WSX Mind values by providing a vision and being a role model in all areas of workRole models exemplary positive work attitude, time management and work–life balance principles | Manages ambiguity and pressure in a self-reflective and positive way and views criticism/feedback as an opportunity to make improvements |
| **1.3 Continuing personal development** | Positively changes their behaviour in the light of feedback and reflectionCompletes training and learning opportunities where appropriate and available | Acknowledges mistakes and treats them as learning opportunitiesParticipates in variouscontinuing professional development activities (e.g. meetings, training, reading relevant literature) | Actively seeks opportunities and challenges for personal and professional learning and development | Models and leads continuous personal development across the organisation at all levels | Engages in a range of resources, literature, conferences, meetings, training etc. to enhance professional learning  |
| **1.4 Acting with integrity** | Values, respects and promotes equality and diversity in work in-line with WSX Mind’s Equalities PolicyIs able to vary work methods and approachesto meet diverse needs of service users Values differences in other people | Where appropriate, challenges other people’s views if they are not in-line with appropriate conduct or WSX Mind’s Equalities PolicyCommunicates effectively with individuals, appreciating their social, cultural, religious and ethnic backgrounds and their age, gender and abilities  | Upholds personal and professional ethics and values, taking into account the values of WSX Mind and respecting the culture, beliefs and abilities of individuals | Takes appropriate action if ethics and values are compromised | Ensures that professional values and ethics are taken in to account for all strategic decisionsActs on information which would lead to improvements for service users even when these involve difficult decisions for WSX Mind and the staff group |

**2. Partnerships and Working with Others**

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| **Competencies** | **Indicators** |
| **Core** | **Skilled** | **Supervisory** | **Management** | **Executive**  |
| **2.1 Creating Partnerships with Service Users** | Proactively works with service users in order to provide the best service they, and CWSX Mind, can deliverActively involves and values service users as part of the team Able to maintain solid professional boundaries with service users Able to promote and work diligently to support service users’ autonomy | Develops effective partnerships with service users which support person centred practice and self efficacy  | Identifies and leads opportunities for service user involvement and ways to learn from their experience and feedback | Acts as a role model to all staff at WSX Mind in creating and promoting partnership working with service users | Ensures service users’ views are considered for all strategic decisions and that they are viewed as partners of WSX Mind |
| **2.2 Developing Networks** | Has and seeks positive links with colleagues, service users and people working in partner agencies  | Promotes the sharing of information and resources with team members and managers/supervisorsPro-actively develops links and networks with external partner agencies which can support their work | Identifies and discusses potential opportunities where working in collaboration with others, internally and externally, enhances their workCreates opportunities to bring individuals and groups together to achieve goals, including service users | Represents WSX Mind externally and internally, creating relevant networks and relationships, to drive WSX Mind forward | Creates opportunities to enhance WSX Mind’s PR profile. For example, making presentations at conferences, meetings or workshops, internally and externallyDevelops professional communitiesand multi-agency networks throughongoing collaboration and networking |
| **2.3 Building and maintaining relationships** | Gains and maintains the trust, support and respect of colleagues and service users by using sound interpersonal skills Able to demonstrate patience and actively listens and empathises with others recognising different perspectives and points of viewManages positions of power appropriately | Communicates effectively with individuals and groups, and acts as a positive role model Able to use excellent written and verbal communication skills in order to present a positive image of “self” and the service, when communicating with service users and other agenciesand uses tact and diplomacy | Ensures contacts are spread throughout the organisation which represent WSX Mind as a whole Gains and maintains the trust and support of external networks | Provides powerful and compelling arguments which clearly address the issue and are developed logically from the factsWorks to achieve consensus, rather than force their own direction | Develops formal and informal relationships with a wide circle of people, beyond those involved in current activities, including stakeholders and information links. Nurtures existing and potential relationships to help achieve WSX Mind’s strategic plans |
| **2.4 Encouraging contribution** | Respects, values and acknowledges the roles, contributions and expertise of others Confident in suggesting their own ideas Actively considers other people’s suggestions | Actively contributes to creating a respectful working environment which values contributions ffrom all  | Encourages people to engage in decision-making and to constructively challenge Looks for ways to constructively solve problems & disagreements | Employs strategies to manage conflict of interests and differences of opinion | Keeps the focus of contribution on delivering and improving services |
| **2.5 Working within teams** | Recognises the common purpose of the team and respects team decisions, contributions and compromisesActively participates in the team in order to generate ideas and to adopt a team approach Has a clear sense of their role, responsibilities and purpose within the team | Aligns team and individual objectives, to enable the team to be efficient, effective and creative | Wiling to lead the team in an engaging, encompassing and creative mannerExpresses ideas lucidly and presents arguments and messages to team members both verbally and in writing in a logical and clear manner  | Encourages open, honest and constructive behaviour that helps WSX Mind to achieveCan inspire a team, involving the right people at the right timeSpeaks persuasively and with conviction and gains the complete attention to those they are addressingSelects the most appropriate means of communication | Champions collaborative and partnership working across WSX Mind, internally and externally |

**3. Managing Work**

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| **Competencies** | **Indicators** |
| **Core** | **Skilled** | **Supervisory** | **Management** | **Executive** |
| **3.1 Planning** | Uses appropriate tools (i.e. to do lists, calendars) to plan workload and prioritise effectivelyUses communication effectively to assist planning between managers, team members and service users  | Considers how their own expertise can contribute to planning for themselves, the team and the organisation as a whole Supports and promotes plans for services that are part of the strategy for CWSX Mind | Appraises options in terms of benefits and risksPresents proposals which are logical, practical and persuasiveMonitors and controls implementation of plans to ensure that their objectives are achieved to specification, in time and within budget | Makes a significant contribution to WSX Mind’s strategic planning Removes duplication and overlap of work effort and gives clear accountability and resources to appropriate functions/teams | Plans and creates clear long-term strategies focused on adding value to and making real, lasting change to WSX Mind and their service users |
| **3.2 Managing Resources****(staff, funding, buildings, materials etc..)**  | Ensures services are delivered as efficiently as possible, within available resources and avoiding unnecessary waste | Takes appropriate action when resources are not being used efficiently and effectivelySuggests how resources can be used more effectively and creatively, working collaboratively with service users | Makes sensible contributions for budget setting in relation to constraints of resources Reviews the performance/roles of resources to ensure that planned service outcomes are metMotivates and makes staff feel valued | Inspires others to be creative and generate ideas in order to utilise resources in the most effective manner for service usersContinuously monitorsservice and performance levels, taking swift corrective actionwhen necessary | Effectively manages all resources to achieve the best outcomes for WSX Mind’s service users |

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| **3.3 Work Contribution** | Ensures set job tasks are met, surpassing minimum requirementsAssists colleagues where possibleCommunicates effectively with managers and colleagues if there are issues with their work and/or deadlinesUses sound communication skills (written and verbal) to maximise work contribution Demonstrates proficient organisational skills and the ability to undertake administrative tasks efficiently and to a reasonable standardHas good IT skills and uses email and the internet appropriately in order to enhance their workIs flexible and adaptable  | Whenever possible, uses initiative with their work and is creative in order to generate new ideas and solutions to problems | Makes a significant contribution to the work outputReaches clear conclusions based on understanding of underlying issuesMakes contingency plans Has excellent verbal and written communication skills  Can deliver administrative tasks efficiently and to a high standard.  | Demonstrates an understanding of critical issues and acts upon them | Focuses on what creates good value and outcomes for WSX Mind and formulates strategy accordingly |
| **3.4 Managing Performance & Critically Evaluating** | Takes responsibility/accountability for work performance and takes the opportunity to learn from past experiencesTakes action to improve performanceAcknowledges and is proud of oneself and colleagues when good work and outcomes are achieved for service users | Analyses information from a range of sources, both positive and negative, about their own performance (i.e. self-reflection, colleagues, managers and service users) and acts upon and makes positive changes to their work performance | Assists and supports team members to respond positively to constructive criticism and to develop their roles and responsibilities Encourages team members to take joint responsibility for their achievements and to be proud of theseTakes responsibility for tackling difficult issues with staff members and their performance | Supports supervisors in managing and developing their staffAnalyses and actively seeks information from a range of sources about performance across the whole organisation Supports staff and colleagues to evaluate and audit service user outcomes  | Builds learning from experience into future strategic plansConstantly seek ways to enhance WSX Mind performance in relation to outcomes for service users |

**4. Continually and Creatively Improving**

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| **Competencies** | **Indicators** |
| **Core** | **Skilled** | **Supervisory** | **Management** | **Executive** |
| **4.1 Encouraging improvement, creativity and innovation** | Thrives to be creative in their work and generate new ideas in order to assist the best outcomes for service usersObtains and acts on service user feedback and experiences to develop new and existing services |  Is confident to make their own suggestions and ideas for improvement and innovation to managers and colleaguesLikewise, must be open to other suggestions even if they conflict with their own ideas | Uses evidence from a range of sources, both positive and negative, to identify options and solutionsAppraises options, plans and takes action to implement and evaluate improvements | Encourages dialogue and debate with a wide range of stakeholders of WSX MindAct as a positive role model for innovation and inspires others to be creative in their approach to their ideas and work at WSX Mind.  | Creates and promotesopportunities for colleagues and service users to generate, discuss and openly debate ideas for improvement and change, encouragingthem to feel safe to challenge existing practises |
| **4.2 Facilitating transformation** | Understands the need for change and continually improvingActs positively and confidently to propose and make changes  |  Questions the status quo in order to facilitate the organisation to continually grow and developConsiders change as an opportunity and understands the importance of change Is open, supportive and flexible in their work as well as when presented with change | Acts as a positive role model for innovation, creativity and changeArticulates the need for innovation, creativity and change and its impact on people and servicesMotivates and focuses a team to accomplish innovation, creativity and change | Develops creative solutions to transform servicesLeads, inspires and motivates the staff group to accomplish change and innovation in a creative manner | Monitors the effects and outcomes of change and responds to these conclusions accordingly |
| **4.3 Making Decisions** | Acts in a manner consistentwith the values and priorities of WSX MindContributes their unique perspective to team, department, system and organisational decisionsWhere appropriate, be decisive after considering service users views and feeling |  Uses information to challenge existing practices and processes | Carries out analysis against an evidence-based criteria set to make effective decisions | Takes responsibility for making tough or unpopular decisions, demonstrating the reasons has to why these decisions have been made in order to deliver better services Considers potential barriers to decisions with methods in place to overcome these | Proactively educates and informs key decision makers to effectively influence organisational strategy |