Services for schools, owned by schools

Competency Framework

Human Resources

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Introduction

This document sets out NPW's staff competences (the framework). This framework is relevant to all employees of NPW. It has been designed to compliment the Strategic Themes, and will be used to;

- Clearly state expected standards of performance
- Identify areas of strength and development
- Embed the core values for NPW

The Framework has various levels within each competency to make it relevant for all grade of employee. Line managers, in consultation with the employee, will decide on which competencies and the minimum level most appropriate for their role.

NPW are dedicated to and support equality and diversity in all aspects of performance. All staff are expected to understand and promote equality and diversity.

Levels within the Framework

Level 1 – Core Behaviours

These are the minimum standards required by all NPW employees.

Level 2 – Evolving Behaviours

These behaviours demonstrate a progression in personal skills. (Supervisory)

Level 3 – Advanced Behaviours

These behaviours are more strategic, demonstrating a high level of skills. (Management)

Working in the Levels

The levels are cumulative, meaning that in order to operate successfully at a Level 2, you must be able to demonstrate all of the behaviours expected at Level 1.

An employee does not need to operate at the same level for each competency – this will depend on the individual job role.

Positive and Negative Indicators

Indicators help individuals and managers identify strengths and weaknesses, highlighting any immediate training needs. These are included in the framework to help set clear expectations and consistency for all NPW staff.

Customer Care and Service Delivery

Understanding the needs of the customer and prioritising to ensure customer satisfaction

Level 1

Has a high standard of work and customer service

Understands what good customer service is and provides an excellent service to all customers

Meets immediate needs of customers and colleagues promptly

Recognises customer dissatisfaction and responds positively to address and prevent it

Takes personal responsibility for own work and considers the customer when prioritising tasks

Level 2

Proactively improves customer experience

Develops internal relationships to improve service delivery

Introduces improvements to the way things are done to maximise customers' experience

Acts quickly to resolve problems and issues, giving priority to maintaining service to customers

Challenges poor services by others and helps them to improve

Level 3

Drives excellence in customer service and delivery

Uses internal and external measures to identify shortfalls in customer service and quality and then acts on the information

Develops innovative practices and services that ensure a customer driven service

Tries to match business strategies to current and emerging customer needs

Anticipates potential problems and takes pre-emptive action

Positive Indicators

Has a positive attitude when dealing with all customer queries

Tries to see things from the customers perspective

Generates ideas to improve procedures and service delivery

Negative Indicators

Shows lack of concern for customer service standards and quality improvement (e.g. not answering calls/queries promptly)

Unwillingness to do what is necessary to meet the unexpected needs of customers

Collaborative Working

Working with and understanding the roles of internal staff / service and external agencies

Level 1

Works collaboratively

Offers to help when resources or deadlines are tight

Shares information with colleagues to achieve consistency

Works collaboratively with people from other teams / services to provide the best service for the customer

Works sensitively with others, taking their needs into consideration

Responds positively to requests for help and support

Level 2

Creates involvement

Puts own priorities to one side if necessary to support the greater need of the team

Recognises and values different contributions from colleagues – allocated the most suitable work based on individual skills

Keeps team informed and encouraged

Seeks views and opinions from colleagues and stakeholders, considering them when making decisions

Level 3

Enables collaboration

Tackles conflict within the team, trying to balance team and individual needs

Proactively develops relationships with customers, colleagues and external organisations, ensuring frameworks are in place to achieve outcomes

Shares resources for the benefit of the wider organisation

Encourages teams during difficult or challenging times

Uses idea from team members to improve ways of working

Positive Indicators

Understands the services provided throughout all teams / departments within the organisation

Encourages involvement of all appropriate people

Has a positive attitude

Negative Indicators

Knowingly fails to involve people where appropriate

Deliberately creates barriers and boundaries between people and teams

Stifles participation of others

Seeking Excellence

Identifying potential for improvement in our own service area and NPW as an organisation

Level 1

Deals with change positively

Recognises the need to develop and asks for feedback to improve

Tries out or suggests improvement to own work processes

Works to new timetables or priorities without complaint

Willingly adjusts to new tasks and methods

Has an awareness of the financial implications of own role and team

Level 2

Proactively seeks opportunities to improve

Uses feedback from others to self develop and improve work processes

Listens to concerns about change and tries to find solutions

Adapts quickly to changes and encourages positive thinking

Encourages a culture of continuous improvement, clearly explaining the benefits of change

Level 3

Encourages an environment of improvement and change

Seeks ideas and inspiration from sources inside and outside of the organisation

Evaluates own and others performance, giving and implementing feedback to improve

Encourages others to look at issues from varying perspectives

Identifies, implements and measures efficiency

Positive Indicators

Willing to adapt to suggested and implemented changes

Considers ways to improve and develop

Considers the effectiveness of current work processes

Negative Indicators

Does not recognise a need to be developed and improve

Unwilling to engage in continuous performance improvement

Does not consider the effectiveness or work processes

Communication and Relationships

Ability to work effectively with other people via different methods, both inside and outside of NPW, building and promoting effective working relationships

Level 1

Communicates clearly and creates a positive impression

Is clear and concise, using language relevant to the customer / colleague

Presents information and ideas in an easy to understand format

Actively listens and asks questions when unsure

Raises difficult issues with colleagues to improve relationships or sort out misunderstandings

Checks to make sure that there is a shared understanding

Level 2

Boosts communication, promoting self and others

Shows understanding of others viewpoints and ideas

Enhances communication through the use of visual aids and technology when appropriate

Shares information and communicates effectively with others

Provides active support to enable individuals to communicate and participate in communication

Successfully persuades people of the benefits of a particular approach / idea

Level 3

Maximises communication and leads by example

Uses appropriate communication channels to keep people informed and promote understanding

Adapts the method and style of communication to suite changing circumstances and needs

Identifies and overcomes barriers to communication

Builds partnerships both within and outside of the organisation

Encourages openness and clear communication with others by role-modelling it

Positive Indicators

Shares information freely, where appropriate

Communicates in a clear and concise manner

Understands and acknowledges any communication barriers

Negative Indicators

Fails to communicate in a timely manner

Withholds information

Difficult to understand message / information

Achieving Results

How well we reach our individual objectives and deadlines, dealing with obstacles to ensure completion

Level 1

Strives to achieve results

Keeps relevant people informed of progress and issues on key tasks

Follows procedures which are designed to meet agreed standards

Works effectively and makes decisions appropriate to their role

Regularly reviews progress and standards against objectives

Doesn't get distracted by people and activities around them

Level 2

Encourages others to achieve results

Willingly accepts challenging goals

Encourages hard work and high standards in self and others

Takes responsibility for achieving outcomes and making appropriate decisions

Develop new ways of working to achieve results

Puts in extra effort to overcome difficulties

Level 3

Enables others to achieve results

Takes personal responsibility for the performance of their team

Makes a significant contribution to the wider objectives of the business

Achieves results through effective management of self and others

Identifies and manages risk

Deal with poor performance of others before it becomes critical

Sets demanding but achievable objectives

Positive Indicators

Has a "can do" attitude

Needs minimal supervision to obtain high quality outcomes

Delegates effectively and involves colleagues

Negative Indicators

Does not take responsibility for performance or self / team

Sets unrealistic deadlines

Does not review or evaluate own / teams work

Forward Planning

Having a clear plan for achieving objectives and monitoring progress

Level 1

Plans own work to meet deadlines and objectives

Plans own workloads to meet agreed deadlines, objectives and priorities

Keeps track of tasks without being reminded

Checks own work for quality and accuracy against agreed standards

Alerts others if potential problems appear

Plans and prioritises workload appropriately

Makes effective use of time

Level 2

Manages plan to meet deadlines and objectives

Has contingency plans and fall-back options in place

Regularly checks on progress against objectives and acts on findings

Communicates plans to appropriate staff / stakeholders

Develops/monitors and adjusts plan as necessary

Plans and prioritises workload to ensure deadlines are met during busy periods

Level 3

Develops and implements plans looking at the wider picture

Takes account of conditions both inside and outside of the organisation, and adapts to the changing needs

Considers budgets when planning projects

Incorporates strategic and/or longer issues in plans

Puts contingency plans into place to cope with any potential problems

Uses appropriate range of tool and techniques to plan and manage projects

Positive Indicators

Plans ahead effectively, clarifying standards and quality indicators

Manages own time effectively to complete tasks within the agreed deadlines – clear about the impact on others

Negative Indicators

Shows poor and ineffective planning skills

May be inflexible in dealing with priority conflicts or lacks confidence to raise difficulties

Little ongoing review until close to / after deadline

Financial and Resource Management

Managing the resources or budget available, ensuring that we keep within agreed limits and use this to the best effect

Level 1

Aware of available resources and budgets

Aware of decisions that they make that have a financial impact, for example, placing an order

Accurately codes expenditure and income

Follows procedures that are designed to meet financial management requirements

Level 2

Actively manages available resources and budgets

Understands what makes up a budget and how to monitor spend against a budget

Identifies items that may cause a budget to be overspent or underspent

Knows how to prepare a projection of budget out turn

Aware of, and complies with, Financial Regulations and procedures

Level 3

Responsible for available and enhancing resources and budgets

Reporting over/underspends and proposing appropriate actions to avoid/prevent these

Ensure all decisions take financial consequences into account

Shows an in-depth understanding of financial strategy and finance regulations

Looks for ways to work with others, both internally and externally, to minimise costs and increase income

Positive Indicators

Actively keeps up to date and aware of the financial regulations and procedures

Considers the budgets when ordering / making decisions

Negative Indicators

Not aware of the budgets or possible financial implications

Miscodes expenditure / income

Not able to identify causes for concern

Business Awareness

Understanding the direction and strategic plan for our service area and NPW as an organisation

Level 1

Aware of current and future plans for the business

Shows understanding of the purpose of own job within the organisation

Is aware of the services provided throughout all departments within the organisation

Understanding the strategic themes and their importance to the business

Shows understanding of the knock-on effects of mistakes and poor communication

Level 2

Understands the current and future plan for the business

Understands the main services provided by all departments within the organisation

Understands all roles within their service area and can explain these clearly

Involves other business areas when taking actions or decisions that need their support or may affect them

Keeps up to date with key services provided by own team and the wider organisation

Level 3

Enhances the current and future plans for the business

Looks for ways to collaborate with or support other areas of the business

Shows an in-depth understanding of the long term business strategies

Develops networks internally and externally to get regular and up to date information

Positive Indicators

Actively keeps up to date with strategic themes and objectives

Aware of the services provided by all departments

Actively signposts customers to relative internal services

Negative Indicators

Unaware of the strategic themes and objectives

Does not involve other business areas when necessary

Unaware of the services provided by all departments

Leadership and Development

The ability to lead and inspire others, helping them to develop and hone their skills

Level 1

Encourages and supports staff to develop and improve

Recognises and acknowledges success and good performance

Trusts staff to deliver work once appropriately delegated

Encourages work-life balance

Gives feedback in a clear and helpful way

Acts on development needs of team members, including spending time personally coaching them

Level 2

Enables others to develop and improve

Encourages and supports individuals, even when mistakes have been made

Demonstrates awareness of own leadership style and adapts to bring out the best in others

Develops self and others

Works at giving staff ownership of their work rather than controlling everything

Gives, and is open to receiving feedback identifying where there is room for improvement

Level 3

Inspires others to self develop and continuously improve

Encourages sharing of skills within and across teams

Inspires, encourages and supports others

Assess and plans to meet organisational skill and capability gaps

Inspires commitment and a shared sense of purpose across the team / service

Promotes continuous improvement and value for money in all activities

Positive Indicators

Leads by example and models desired organisational behaviours

Encourages team members to come up with own ideas and solutions

Has a clear vision, inspires the team and defines expectations

Negative Indicators

Inability to demonstrate supporting and developing others and unwilling to delegate

Focuses on actions rather than outcomes

Does not demonstrate effective listening skills

Overall Performance Rating

Score	Description	What does this mean?
1	Unsatisfactory	Requires active intervention
2	Requires Improvement	Did not meet the expectation in certain key areas
3	Good	Met expectations to the standards required. A good overall performance.
4	Very Good	Both performance and contribution are generally above expectations
5	Excellent	Performance and contribution consistently above expectations in all areas

Supporting Evidence

