EVOC – Competency Framework: Grade 3

1.	**Introduction**
	This framework sets out how we want people in EVOC to work. It puts our mission at the heart of everything we do.
	Edinburgh Voluntary Organisations' Council is an organisation which is highly respected, regarded and trusted as an effective strategic partner. EVOC is the first point of contact for the Third Sector in Edinburgh and other bodies for issues, which affect the sector.
	We are a leader in the field of supporting, building the capacity of and a model of good practice for the sector.
	EVOC has set 5 strategic objectives for 2012 - 2015. These objectives will be central to all potential developments, team and individual work plans.
	1. Consulting, supporting and representing the Sector
	2. Building the capacity of and developing the Sector
	3. Developing partnership approaches, principles and practice
	4. Providing improved services by supporting and developing our people
	5. Being a high quality, effective and developing organisation
	Objective 4 above has a clear focus on our most important resource – our people. We have stated in our strategic plan:
	• EVOC understands that our greatest asset is the experience, expertise and knowledge that our staff team and Board bring to the organisation.
	• Our staff team is the public face of the organisation. It is therefore vital that we consistently deliver the highest quality service to our partners and the Sector. To ensure this is the case we must invest in our staff team to ensure they can meet this challenge. There will be a clear line of sight from the five strategic objectives of the organisation, through team and individual work plans
2.	**About this framework**
	We are introducing a competency framework to provide the foundation for our revised appraisal and support and supervision procedures and processes. The aim is to ensure we are able to demonstrate that we are an organisation, which has a culture of reflective practice and continuous improvement.
	Competencies are the skills, knowledge and behaviours that lead to successful performance. The framework outlines 9 competencies, which are grouped in 3 clusters. For each competency there is a description of what it means in practice and some examples of effective and ineffective behaviours at all levels. The competencies are intended to be discrete and cumulative, with each level building on the level below i.e. a

	person demonstrating a competency at Grade 6 should be demonstrating the competency at grade 4 and 5 as a matter of course. These indicators of behaviour are not designed to be comprehensive, but the aim is to provide a clear sense of and greater understanding and consistency about what is expected from individuals with EVOC. The framework will be used for recruitment, performance management and professional development discussions. In these arrangements your work plan objectives will set out "what" you need to achieve over the year and this competency framework will set out "how" you need to work to achieve those objectives. Job descriptions, appraisals and support and supervision will also flow from the competency framework. EVOC's success depends on all of us working together and sharing common values. It is important that EVOC is an organisation which values and supports the staff team by ensuring you receive appropriate training, support and supervision, feel involved and motivated and that you are proud to be part of EVOC. Our values as detailed in our strategic plan are: - Enabling – we work to enable and build capacity of organisations rather than doing this for them - Independence – we work in partnership and collaboration with the statutory sector but we are an independent organisation, representing the interests of the third Sector - Connectivity – we work to maximise the connectivity of the sector – to share good practice, to promote collations and to catalyse action. We support collaboration and partnership within the sector and between sectors. - Creativity – we are innovative in everything we do and embrace change positively - Pursuit of excellence – we work towards the highest possible standards in everything we do. - Leading edge – we are a leader in the development of new methodologies for the benefit of the sector - Bold – we are confident in our expertise and willing to take risks. At the heart of this competency framework is the explicit understanding that working with integrity, impartiality, professionalism, efficiency and with mutual respect will ensure EVOC provides high quality services to our stakeholders. Extending the same courtesy and principles to our work colleagues will also ensure that we have a positive, learning and respectful working environment.
3.	**The three clusters and nine competencies**
	1. Strategic understanding and knowledge **1.1 Strategic awareness** Strategic awareness is about having an appropriate understanding and knowledge of how your role fits with and supports organisational objectives and the wider sector and stakeholders' needs. It is about focusing your contribution on the activities which will meet EVOCs goals and deliver the greatest value. At senior levels, it is about scanning the policy and political context and taking account of wider impacts. **1.2 Quality and change**

People who are effective in this area are responsive, innovative and seek out opportunities to create effective change. It's about being open to change, suggesting ideas for improvements to the way things are done, and working in "smarter", more focused ways. At senior levels, this is about creating and contributing to a culture of innovation and allowing people to consider and take managed risks. Doing this well means continuously seeking out ways to improve our services and building a more flexible and responsive organisation.

1.3 Effective decisions

Effectiveness in this area is about being objective; using sound judgement, evidence and knowledge to provide accurate, expert and professional advice. It means showing clarity of thought, setting priorities, analysing and using evidence to evaluate options before arriving at well-reasoned justifiable decisions. At senior levels, leaders will be creating evidence-based strategies, evaluating options, impacts, risks and solutions. They will aim to maximise return while minimising risk and balancing social, political, financial, economic and environmental considerations to provide sustainable outcomes.

2. Working with and engaging people

2.1 Communication and leadership

At all levels, effectiveness in this area is about communicating with clarity, conviction and enthusiasm, using your wide knowledge base and skills. At senior levels, it is about establishing a strong direction and a persuasive future vision; managing and engaging with people with honesty and integrity, and upholding the reputation of EVOC.

2.2 Partnership working

People skilled in this area create and maintain positive, professional and trusting working relationships with a wide range of stakeholders to help get business done. At all levels, it requires sharing information and building supportive, responsive relationships with colleagues and stakeholders, whilst having the confidence to challenge assumptions. At senior levels, it's about delivering EVOC's and the sectors objectives through creating an inclusive environment, encouraging collaboration and building effective partnerships.

2.3 Continuous professional development

Effectiveness in this area is having a strong focus on continuous learning for you, others and the organisation. It's being open to learning, about keeping your own knowledge and skill set current and evolving. At senior levels, it's about talent management and ensuring a diverse blend of capability and skills is identified and developed to meet current and future business needs. It's also about creating a learning and knowledge culture across the organisation to inform future plans and transformational change.

3. Service Delivery

3.1 Knowledge and skills

Effectiveness in this area means you will have a sound understanding of the principles, theories and practice relevant to your area of work e.g. data management, finance, administration and community development and how they can be applied within EVOC and when working with stakeholders. People who do this well apply this knowledge in their day to day project delivery. At senior level, it's about extensive experience across multiple themes.

3.2 Delivering a quality service

This means being organised, striving to improve the quality of EVOCs service, taking account of stakeholders' needs and requirements. People, who are effective, plan, organise and manage their time and activities to deliver a high quality and efficient service; they apply programme and project management approaches to support their service delivery. At senior levels, it's about creating an environment of continuous improvement to deliver cost effective excellence

3.3 Taking responsibility

This means focusing on delivering service to agreed goals, taking responsibility for and being accountable for quality outcomes; it's about dealing with challenges in a constructive way. At senior levels, it's about creating a culture, which delivers outcomes with a clear focus on addressing issues resolutely, fairly and promptly. It's about providing the support and to encourage staff to perform effectively during challenging and changing times.

The Competency Framework

1. Strategic Knowledge and Understanding

1.1 Strategic awareness

G 3	**1.1 Strategic awareness** Strategic awareness is about understanding how your role fits with and supports organisational objectives and the wider sector and stakeholders' needs. It is about focusing your contribution on the activities, which will meet EVOC's goals and deliver the greatest value.	
	Effective behaviours	**Ineffective behaviours**
1	Keep up to date with emerging issues and trends which might impact or benefit own or EVOCs work	Have a narrow view of their role without understanding the wider work of EVOC
2	Develop understanding of how their own work supports EVOCs priorities	Carries out their own tasks without considering how their work impacts or interacts with other workstreams
3	Develops understanding of how own and team's work supports the achievements of EVOC's objectives	Carries out own tasks without considering how their work impacts or interacts with EVOC as a whole
4	Understand how the task contributes to the strategic priorities	Fails to take account of the bigger picture
5	Takes an active interest in expanding the skills relating to their own role	Relies on the skills they already have gained

1.2 Quality and change

G 3	**1.2 Quality and change** People who are effective in this area are quick to understand opportunities and respond positively to opportunities to make effective change. You will understand continuous improvement, contribute to ideas for improvement and be focused on working "smarter" with colleagues.	
	Effective behaviours	**Ineffective behaviours**
1	Review working practices and come up with ideas to improve the way things are done	Remain attached to outdated procedures and technologies
2	Cooperate with and be open to the possibilities of change and consider ways to implement and adapt to change in their own role	Constantly make negative comments about change – unwilling to consider how change could help their own role

3	Learn new procedures, seek to exploit new technologies and help colleagues to do the same	Adopt new processes without reporting difficulties that occur
4	Be constructive in raising issues with managers about implemented changes and the impact these are having on their role in particular and the service in general	Be resistant to listening to ideas or plans for change, show little interest in the reasons for change and how they can adapt their behaviour to thrive in the new environment

1.3 Effective decisions

G3	1.3 Effective decisions To be effective in this area you will able to demonstrate your abilities to set priorities, assess options and evidence to provide accurate and professional support.	
	Effective Behaviours	**Ineffective Behaviours**
1	Demonstrate accountability and make unbiased decisions	Avoid making decisions that lie within their own remit, continually push decisions up
2	Examine complex information and obtain further information to make accurate decisions	Miss important evidence or make hasty judgements
3	Speak with the relevant people in order to obtain the most accurate information and get advice when unsure of how to proceed	Encounter problems by failing to check issues and relevance of information before using it
4	Undertake appropriate analysis to support decisions or recommendations	Make decisions or recommendations without the evidence to back them up
5	Speak up to clarify decisions and query these constructively	Miss opportunities to take part in constructive conversations about decision making
6	Investigate and respond to gaps, errors and irregularities in information	Overlook anomalies in evidence presented

2. Working with and engaging people

2.1 Communication and Leadership

G 3	**2.1 Communication and leadership** Effectiveness in this area is about having the ability to communicate clearly, using your knowledge, understanding and skills.	
	Effective behaviours	**Ineffective behaviours**
1	Recognise, respect and acknowledge the contribution and achievements of others	Take the credit for others achievements
2	Communicate in a succinct, engaging manner and stands ground when needed	Give in readily when challenged
3	Confidently handle challenging conversations	Is biased, exclusive and disrespectful of different views and ways of working
4	Deals promptly with inappropriate language or behaviours	Unable to deal objectively with conflicts and disputes when they arise
5	Put forward their own views in a clear and constructive manner, choosing an appropriate communication method e.g. email, phone, face to face	Talk negatively about EVOC and their colleagues
6	Acts in a fair and respectful way in dealing with others	Shows bias or a lack of respect and treats some groups more favourably then others

2.2 Partnership working

G 3	**2.2 Partnership working** People skilled in this area support and maintain positive, professional and trusting working relationships with a wide range of stakeholders. You will share information and build supportive, approachable relationships with colleagues and stakeholders and have the confidence to challenge assumptions.	
	Effective behaviours	**Ineffective behaviours**
1	Demonstrate interest in others and develop a range of contacts outside your own workstream to help get the job done	Ignore the knowledge and expertise that a wider network of colleagues and partners can bring to the workstream
2	Change ways of working to facilitate collaboration for the benefit of the workstream	Continue to work in set ways that make it difficult for colleagues to contribute to or benefit from their workstream
3	Readily identify opportunities to share knowledge, information and learning and make progress by working with colleagues	Rarely share information, or restrict it to immediate colleagues only

4	Proactively contribute to the work of the whole team	Focus on own objectives at the expense of supporting colleagues
5	Seek help when needed in order to complete their own work effectively	Miss opportunities to generate better outcomes for stakeholders through collaboration with others
6	Be open to taking on different roles	Assume specific, unvarying role responsibility

2.3 Continuous Professional Development

G 3	**2.3 Continuous professional development** Effectiveness in this area is about understanding the need and impact of continuous learning for you and the organisation. You will be open to learning opportunities, keep your knowledge and skills current and sharing with others.	
	Effective Behaviour	**Ineffective Behaviour**
1	Identify own skills, knowledge and behaviour gaps to inform own development plans and discuss these with line manager	Take a passible approach to personal development, mostly relying on others to identify learning points or dismissing constructive feedback.
2	Recognise and take time to achieve own learning and development objectives	Lack interest in personal development, decline all opportunities to learn e.g. through attending training or engaging in work placed learning
3	Find ways to learn and personal improve in the completion of day to day tasks	Maintain a rigid view of daily tasks, missing opportunities to learn or to improve how they do things
4	React constructively to developmental feedback and make changes as a result	Do little to follow through on constructive developmental feedback, ignore or dismiss its value

3. Service delivery

3.1 Knowledge and skills

G 3	**3.1 Knowledge and skills** Effectiveness in this area means you will understand the core principles of community development theory, policy and practice. You will also understand how these can be applied to the benefit of the sector.	
	Effective Behaviour	**Ineffective Behaviour**
1	Understand and be able to explain EVOCs approach to stakeholders	Overlooks opportunities to ensure stakeholders have the information they need
2	Learn about stakeholders needs	Shows little motivation to learn about stakeholders interests and concerns
3	Be able to identify and access expertise within the EVOC	Make poor decisions or take actions without engaging with expertise within EVOC
4	Ensure colleagues and stakeholders are providing and provided with accurate, relevant and timely data	Provide inaccurate, irrelevant and late information

3.2 Delivering quality service

G3	**3.2 Delivering a quality service** This is all about being organised, planning and managing your time and activities to deliver high quality and effective services; you will use programme and project management approaches to support your service delivery.	
	Effective behaviour	**Ineffective behaviour**
1	Organises information and data so that it is accurate, easily located and reusable	Ignores information management procedures
2	Contributes positively to ensure resources are used effectively	Takes the easiest route – ignores or creates duplication of work Works in a silo
3	Considers own performance against work plans and highlights variances. Seeks assistance when required	Works reactively, without considering medium and longer term impacts

3.3 Taking responsibility

G 3	**3.3 Taking responsibility** This is about understanding how your workstream contributes to the effective delivery of a quality service. It's about taking responsibility for your workstream and problem solving constructively.	
	Effective behaviour	**Ineffective behaviour**
1	Contributing to the development of team priorities and individual work plans, takes responsibility for own workload.	Pays little attention to individual work plan and team priorities,
2	Meets agreed deadlines, discusses with line manager any issues	Concentrates on individual tasks without considering the bigger picture
3	Highlights issues which create or could create problems and therefore impact on service delivery	Follows policy and procedures without consider improvements
4	Understand relevant policies and procedures	Disregards EVOC's policies and procedures
5	Communicates clearly and effectively with stakeholders and colleagues and gives a favourable impression of EVOC	Creates confusion and misunderstanding though negative communication
6	Highlights potential issues	Disregards issues and problems, finds "work arounds" rather than addressing the problem

Glossary:

Stakeholders = colleagues, Third Sector organisations, public sector partners, independent sector;

Third Sector = incorporated and unincorporated bodies, e.g. registered charities, community organisations, community interest companies, all non-profit distributing;

Independent sector = private profit making organisations regardless of legal format, including sole traders.