

EVOC – Competency Framework – Grade 5

1.	<p>Introduction</p> <p>This framework sets out how we want people in EVOC to work. It puts our mission at the heart of everything we do.</p> <p>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.</p> <p>We are a leader in the field of supporting, building the capacity of and a model of good practice for the sector.</p> <p>EVOC has set 5 strategic objectives for 2012 - 2015. These objectives will be central to all potential developments, team and individual work plans.</p> <ol style="list-style-type: none">1. Consulting, supporting and representing the Sector2. Building the capacity of and developing the Sector3. Developing partnership approaches, principles and practice4. Providing improved services by supporting and developing our people5. Being a high quality, effective and developing organisation <p>Objective 4 above has a clear focus on our most important resource – our people. We have stated in our strategic plan:</p> <ul style="list-style-type: none">• 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.	<p>About this framework</p> <p>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.</p> <p>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</p>

	<p>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.</p> <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> • 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. <p>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.</p>
3.	<p>The three clusters and nine competencies</p>
	<p>1. Strategic understanding and knowledge</p> <p>1.1 Strategic awareness</p> <p>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.</p>

	<p>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.</p> <p>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.</p>
	<p>2. Working with and engaging people</p> <p>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.</p> <p>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.</p> <p>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.</p>
	<p>3. Service Delivery</p> <p>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.</p>

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 5	1.1 Strategic awareness Strategic awareness is about attaining all the competencies of grades below your post, it's about having an in-depth understanding of, and the skills to anticipate, the impact of emerging and current policies and strategies. It's about using this knowledge and skill to focus your contribution on the activities which will meet EVOC's objectives and deliver the greatest value to EVOC and our stakeholders.	
	Effective Behaviour	Ineffective Behaviour
1	Anticipate economic, social, political, environmental and technological developments and keep activities relevant and targeted	Lack knowledge and insight into wider issues and the impact relating to EVOC and the Third Sector
2	Ensure relevant issues relation to activities are effectively fed into strategy and big picture considerations	Miss opportunities to ensure important issues are considered by senior staff, raise small details as big picture issues
3	Collate and evaluate views and perspectives of stakeholders to gain a wider understanding of the landscape surrounding activities and policies	Operate within your own area without sufficient regard to reflecting and supporting the Third Sector priorities and concerns or understanding the implications for stakeholders
4	Ensure your own area /teams activities are aligned to EVOCs strategic plan	Be overly focused on your individual activities without due regard to how they meet the demands of EVOC, stakeholders or funders
5	Actively seek out and share own experience and knowledge with others to develop wider understanding of your work	Take actions which conflict with or mis-align to other activities
6	Understand how services, activities and strategies EVOC can work together to create value for stakeholders	Commit to actions with considering the impact on EVOC or stakeholders needs

1.2 Quality and change

G 5	1.2 Quality and change To be effective in this area you will have achieved the competencies expected of grades below your post. You will actively contribute towards a culture of continuous improvement and change and be focused on smart effective ways of working	
	Effective Behaviour	Ineffective Behaviour
1	Capture, utilise and share stakeholders insights and views to ensure better policy, strategic analysis and service delivery	Do not effectively capture, utilise and share stakeholders insights
2	Give people the space to think creatively	Take a narrow and risk averse approach by not considering and following up on ideas
3	Spot warning signs of things going wrong, provide decisive responses to significant service delivery changes	Be wedded to one course of action, be unresponsive to changing needs and demands of stakeholders
4	Provide constructive challenge to senior management on change proposals	Fail to give feedback, spend limited time considering, testing and reviewing proposals
5	Analyse and reflect on the cumulative impact on your own area of work of implementing changes	Give limited time to acknowledging anxieties and overcoming cynicism
6	Regularly review procedures to identify improvements and simplify processes and decision making	Repeat mistakes and overlook lessons learned, do not review systems which are resource intensive
7	Be prepared to recommend and take managed risks, ensuring these are planned and the impact is assessed	Act on ideas that are unfocused, have little connection to EVOCs strategic objectives and stakeholders needs

1.3 Effective decisions

G 5	1.3 Effective decisions To be effective in this area you will have attained the competencies of the grades below your post. You will be able to assess, review and weigh information from different sources to inform strategic priorities and evidence based strategies.	
	Effective Behaviour	Ineffective Behaviour
1	Weigh up information from different sources and recognise when to bring in stakeholders	Underestimate the work required to gather, review and analyse all the evidence and don't involve stakeholders enough
2	Assess pros and cons and identify risks to make decisions that take account of context and sustainability	Take decisions without considering the context, risks and impacts
3	Present reasoned and reasonable conclusions from a range of incomplete and complex information; be able to act even when details are not clear	Consider only simple straightforward information; be confused by complexity
4	Identify the main issues in complex problems, clarify stakeholders expectations and seek the best option	Rely too heavily on gut instinct and give unclear or illogical analysis of core issues
5	Make difficult decisions by pragmatically weighing the complexities involved	Make expedient decisions that offer least resistance rather than decisions that are best for EVOC and stakeholders

2. Working with and engaging people

2.1 Communication and Leadership

G 5	2.1 Communication and leadership To be effective in this area you will have obtained the competencies of the grades below your post. You will work with integrity and honesty and be able to communicate clearly, succinctly and effectively.	
	Effective Behaviours	Ineffective Behaviours
1	Be visible to stakeholders, engage with and build trust with stakeholders	Only speak to people when pressed to
2	Be able to clarify strategies and plans, give a clear sense of purpose and direction	Be unclear about vision and goals
3	Support colleagues	Leave colleagues to cope alone in difficult situations
4	Work with stakeholders to agree mutually beneficial goals and outcomes	Miss opportunities, wait on others to take the lead
5	Lead by example, demonstrate impartiality and integrity	Act in ways that are at odds with professional standards, be disrespectful when dealing with others
6	Be open and invite the views of others and respond thoughtfully	Set a course of action and proceed without listening to others or adapting in light of views from stakeholders
7	Recognise, respect and acknowledge the contributions and achievements of others	Take the credit for others achievements
8	Communicate succinctly, engage with people and be prepared to stand your ground when needed	Give in readily when challenged
9	Demonstrate enthusiasm and energy and encourage others to do the same	Put little effort into communication with others

2.2 Partnership working

G 5	2.2 Partnership working To be competent in this area you will have achieved the competencies of the levels below your post. You will be able to actively engage with a wide range of stakeholders, build and maintain networks focused on mutually agreed outcomes	
	Effective behaviour	Ineffective Behaviour
1.	Build and maintain networks to achieve shared interests and goals	Build contacts in your immediate work groups, do not create wider networks beyond your immediate remit
2.	Build strong interpersonal relationships, support colleagues	Neglect relationships during difficult times
3.	Foster and encourage contributions and involvement from a diverse range of colleagues and stakeholders	Work within a narrow frame of reference
4.	Build and maintain networks to achieve better outcomes for the Third Sector	Actively ignore other stakeholders agendas
5.	Challenge assumptions, be constructive when working towards outcomes, be willing compromise	Refuse to compromise, say wedded to one methodology and outcome
6.	Actively challenge bullying, harassment and discriminatory behaviour	Permit unacceptable and disrespectful behaviour

2.3 Continuous Professional Development

G 5	2.3 Continuous professional development To be competent in this area you will have achieved the competencies of the levels below your post. You will be able to demonstrate you are open to learning, sharing knowledge and expertise. You will be able to support colleagues and demonstrate the benefits in reflective practice.	
	Effective Behaviour	Ineffective behaviour
1	Ensure learning opportunities are fully exploited to develop individual and organisational capabilities	Ignore learning and development opportunities
2	Role model work place learning and encourage stakeholders to participate fully	Do not maximise opportunities to learn or engage with stakeholders
3	Coach and support colleagues to take responsibility for their own learning	Allow colleagues to de-prioritise their own development
4	Identify learning and skills requirements for yourself and team	Allow learning and skills requirements for yourself and team to go unaddressed
5	Be a role model by addressing your own CPD	Place a low priority on developing new skills and knowledge
6	Facilitate an inclusive environment	Tolerate discrimination

3. Service delivery

3.1 Knowledge and skills

G 5	3.1 Knowledge and skills To be competent in this area you will have achieved the competencies of the levels below your post. You will have a sound understanding of how to apply community development theory, policy and practice across a wide range of sectors	
	Effective behaviour	Ineffective behaviour
1	Work effectively with stakeholders (public, private and Third Sector)	Take a narrow view of options
2	Understand the political, financial and policy drivers that will influence stakeholders and the levers which will stimulate collaboration	Do not appreciate the drivers that influence people's behaviour and willingness to collaborate
3	Interact confidently and effectively as a credible catalyst for collaborative partnerships	Demonstrate low levels of knowledge and understanding, lose respect from stakeholders
4	Motivate improved performance from stakeholders, challenge any gaps or restrictive practices and actually deliver through collaborative practice and approaches	Take it for granted that people will understand what is needed to deliver quality services

3.2 Delivering quality service

G 5	3.2 Delivering quality service To be competent in this area you will have achieved the competencies of the levels below your post. You will be able to structure your activities effectively, taking account of impact, risks and benefits.	
	Effective behaviour	Ineffective behaviour
1	Understand the impact and delivery of services with a view to continuously improving their efficiency and effectiveness	Pay little heed to reflective practice and continuous improvement structures
2	Balance aspirations with delivery – consider risks and benefits of different options, return on investment (time as well as financial)	Minimise focus on delivery, do not push the boundaries
3	Weigh up priorities and benefits of different actions and interactions	Work to a set pattern without considering alternatives
4	Work confidently with performance management information and data	Mis-interpret or overestimate performance management information and data
5	Recommend actions to achieve value, improve services, outcomes and impact	Ignore intelligence gathered and do not share experience

3.3 Taking responsibility

G 5	3.3 Taking responsibility To be competent in this area you will have achieved the competencies of the levels below your post. You will be able to create and deliver clear manageable work plans within given resources focused on stakeholders needs	
	Effective behaviour	Ineffective behaviour
1	Promote a culture focused on stakeholders needs	Take little account of stakeholders needs
2	Make clear, pragmatic and manageable plans for service delivery using project management and work plan resources	Allow service delivery to lose momentum and have no contingencies in place
3	Create regular opportunities for stakeholders to review quality of services and demonstrate involvement	Make changes to service delivery with no involvement from others
4	Ensure the service offered meets the needs of stakeholders	Maintain a limited view of how to respond to stakeholders
5	Make effective use of project management resources to deliver against agreed outcomes	Have minimal understanding of what could go wrong or what should be a priority
6	Implement “plan, do, review” cycles to ensure quality, efficiency and shared learning	Focus on delivering tasks to the exclusion of other stakeholders
7	Develop proposals to improve the quality of the service involving stakeholders colleagues and delivery partners	Generate limited proposals to improve service delivery and do so with little involvement

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

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