**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 WSX 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. WSX 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 WSX 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 WSX Mind Competency Framework:

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

**CORE**

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| **Demonstrating Personal Qualities** | **Partnerships & Working With Others** |
| 1. Recognises and articulates their own values and principles, understanding how these may differ from those of other individuals and groups
2. Is open to and responds positively to constructive feedback from colleagues and managers
3. Undertakes their workload and activities to a high standard, fulfilling work requirements and commitments, without constant supervision
4. 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 health
5. Able to model what they are promoting, including good physical and mental health, straightforward communication, demonstrating hope and belief in new opportunities and positive outcomes
6. Positively changes their behaviour in the light of feedback and reflection
7. Completes training and learning opportunities where appropriate and available
8. Values, respects and promotes equality and diversity in work in-line with WSX Mind’s Equalities Policy
9. Is able to vary work methods and approaches to meet diverse needs of service users
10. Values differences in other people
 | 1. Proactively works with service users in order to provide the best service they, and WSX Mind, can deliver
2. Actively involves and values service users as part of the team
3. Able to maintain solid professional boundaries with service users
4. Able to promote and work diligently to support service users’ autonomy
5. Has and seeks positive links with colleagues, service users and people working in partner agencies
6. Gains and maintains the trust, support and respect of colleagues and service users by using sound interpersonal skills
7. Able to demonstrate patience and actively listens and empathises with others recognising different perspectives and points of view
8. Manages positions of power appropriately
9. Respects, values and acknowledges the roles, contributions and expertise of others
10. Confident in suggesting their own ideas
11. Actively considers other people’s suggestions
12. Recognises the common purpose of the team and respects team decisions, contributions and compromises
13. Actively participates in the team in order to generate ideas and to adopt a team approach
14. Has a clear sense of their role, responsibilities and purpose within the team
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| **Managing Work** | **Continually & Creatively Improving** |
| 1. Uses appropriate tools (i.e. to do lists, calendars) to plan workload and prioritise effectively
2. Uses communication effectively to assist planning between managers, team members and service users Person
3. Ensures services are delivered as efficiently as possible, within available resources and avoiding unnecessary waste
4. Ensures set job tasks are met, surpassing minimum requirements
5. Assists colleagues where possible
6. Communicates effectively with managers and colleagues if there are issues with their work and/or deadlines
7. Uses sound communication skills (written and verbal) to maximise work contribution
8. Demonstrates proficient organisational skills and the ability to undertake administrative tasks efficiently and to a reasonable standard
9. Has good IT skills and uses email and the internet appropriately in order to enhance their work
10. Is flexible and adaptable
11. Takes responsibility/accountability for work performance and takes the opportunity to learn from past experiences
12. Takes action to improve performance
13. Acknowledges and is proud of oneself and colleagues when good work and outcomes are achieved for service users
 | 1. Thrives to be creative in their work and generate new ideas in order to assist the best outcomes for service users
2. Obtains and acts on service user feedback and experiences to develop new and existing services
3. Understands the need for change and continually improving
4. Acts positively and confidently to propose and make changes
5. Acts in a manner consistent with the values and priorities of WSX Mind
6. Contributes their unique perspective to team, Department system and organisational decisions
7. Where appropriate, be decisive after considering service users views and feelings
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**SKILLED**

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| **Demonstrating Personal Qualities** | **Partnerships & Working With Others** |
| 1. 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
2. Uses creativity, initiative and good judgement throughout their work
3. Upholds personal and professional ethics, in-line with the values and culture of WSX Mind
4. Acknowledges mistakes and treats them as learning opportunities
5. Participates in various continuing professional development activities (e.g. meetings, training, reading relevant literature)
6. Where appropriate, challenges other people’s views if they are not in-line with appropriate conduct or WSX Mind’s Equalities Policy
7. Communicates effectively with individuals, appreciating their social, cultural, religious and ethnic backgrounds and their age, gender and abilities
 | 1. Develops effective partnerships with service users which support person centred practice and self efficacy
2. Promotes the sharing of information and resources with team members and managers/supervisors
3. Pro-actively develops links and networks with external partner agencies which can support their work
4. Communicates effectively with individuals and groups,

and acts as a positive role model 1. 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 agencies and uses tact and diplomacy
2. Actively contributes to creating a respectful working

environment which values contributions from all 1. Aligns team and individual objectives, to enable the team to be efficient, effective and creative
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| **Managing Work** | **Continually & Creatively Improving** |
| 1. Considers how their own expertise can contribute to planning for themselves, the team and the organisation as a whole
2. Supports and promotes plans for services that are part of the strategy for WSX Mind
3. Takes appropriate action when resources are not being used efficiently and effectively
4. Suggests how resources can be used more effectively and creatively, working collaboratively with service users
5. Whenever possible, uses initiative with their work and is creative in order to generate new ideas and solutions to problems
6. 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
 | 1. Is confident to make their own suggestions and ideas for improvement and innovation to managers and colleagues
2. Likewise, must be open to other suggestions even if they conflict with their own ideas
3. Questions the status quo in order to facilitate the organisation to continually grow and develop
4. Considers change as an opportunity and understands the importance of change
5. Is open, supportive and flexible in their work as well as when presented with change
6. Uses information to challenge existing practices and processes
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SUPERVISORY

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| **Demonstrating Personal Qualities** | **Partnerships & Working With Others** |
| 1. Identifies their own emotions and prejudices and understand how these can affect their judgment and behaviour.
2. 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)
3. Challenges perceptions and inbuilt prejudices of others positively
4. Acts decisively, confidently, positively and confronts and resolves issues in a timely manner
5. Actively involved in promoting high levels of service and expected behaviour across WSX Mind by being a positive role model
6. Actively seeks opportunities and challenges for personal and professional learning and development
7. Upholds personal and professional ethics and values, taking into account the values of WSX Mind and respecting the culture, beliefs and abilities of individuals
 | 1. Identifies and leads opportunities for service user involvement and ways to learn from their experience and feedback
2. Identifies and discusses potential opportunities where

working in collaboration with others, internally and externally, enhances their work1. Creates opportunities to bring individuals and groups together to achieve goals, including service users
2. Ensures contacts are spread throughout the organisation which represent WSX Mind as a whole
3. Gains and maintains the trust and support of external networks
4. Encourages people to engage in decision-making and to constructively challenge
5. Looks for ways to constructively solve problems & disagreements
6. Wiling to lead the team in an engaging, encompassing and creative manner
7. Expresses ideas lucidly and presents arguments and messages to team members both verbally and in writing in a logical and clear manner
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| **Managing Work** | **Continually & Creatively Improving** |
| 1. Appraises options in terms of benefits and risks
2. Presents proposals which are logical, practical and persuasive
3. Monitors and controls implementation of plans to ensure that their objectives are achieved to specification, in time and within budget
4. Makes sensible contributions for budget setting in relation to constraints of resources
5. Reviews the performance/roles of resources to ensure that planned service outcomes are met
6. Motivates and makes staff feel valued
7. Makes a significant contribution to the work output
8. Reaches clear conclusions based on understanding of underlying issues
9. Makes contingency plans
10. Has excellent verbal and written communication skills
11. Can deliver administrative tasks efficiently and to a high standard.
12. Assists and supports team members to respond positively to constructive criticism and to develop their roles and responsibilities
13. Encourages team members to take joint responsibility for their achievements and to be proud of these
14. Takes responsibility for tackling difficult issues with staff members and their performance
 | 1. Uses evidence from a range of sources, both positive and negative, to identify options and solutions
2. Appraises options, plans and takes action to implement and evaluate improvements
3. Acts as a positive role model for innovation, creativity and change
4. Articulates the need for innovation, creativity and change and its impact on people and services
5. Motivates and focuses a team to accomplish innovation, creativity and change
6. Carries out analysis against an evidence-based criteria set to make effective decisions
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MANAGEMENT

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| **Demonstrating Personal Qualities** | **Partnerships & Working With Others** |
| 1. Models and leads self-awareness and reflective practices across the organisation at all levels
2. 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 work
3. Role models exemplary positive work attitude, time management and work–life balance principles
4. Models and leads continuous personal development across the organisation at all levels
5. Takes appropriate action if ethics and values are

Compromised | 1. Acts as a role model to all staff at WSX Mind in creating and promoting partnership working with service users
2. Represents WSX Mind externally and internally, creating relevant networks and relationships, to drive WSX Mind forward
3. Provides powerful and compelling arguments which clearly address the issue and are developed logically from the facts
4. Works to achieve consensus, rather than force their own direction
5. Employs strategies to manage conflict of interests and differences of opinion
6. Encourages open, honest and constructive behaviour that helps WSX Mind to achieve
7. Can inspire a team, involving the right people at the right time
8. Speaks persuasively and with conviction and gains the complete attention to those they are addressing
9. Selects the most appropriate means of communication
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| **Managing Work** | **Continually & Creatively Improving** |
| 1. Makes a significant contribution to WSX Mind’s strategic planning
2. Removes duplication and overlap of work effort and gives clear accountability and resources to appropriate functions/teams
3. Inspires others to be creative and generate ideas in order to utilise resources in the most effective manner for service users
4. Continuously monitors service and performance levels, taking swift corrective action when necessary
5. Demonstrates an understanding of critical issues and acts upon them
6. Supports supervisors in managing and developing their staff
7. Analyses and actively seeks information from a range of sources about performance across the whole organisation
8. Supports staff and colleagues to evaluate and audit service user outcomes
 | 1. Encourages dialogue and debate with a wide range of stakeholders of WSX Mind
2. Act as a positive role model for innovation and inspires others
3. to be creative in their approach to their ideas and work at WSX
4. Mind
5. Develops creative solutions to transform services
6. Leads, inspires and motivates the staff group to accomplish change and innovation in a creative manner
7. 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
8. Considers potential barriers to decisions with methods in place to overcome these
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EXECUTIVE

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| **Demonstrating Personal Qualities** | **Partnerships & Working With Others** |
| 1. Actively seeks feedback, both formally and informally, from all stakeholders of WSX Mind to ensure that self-reflection assists to make effective strategic decisions
2. Manages ambiguity and pressure in a self-reflective and positive way and views criticism/feedback as an opportunity to make improvements
3. Engages in a range of resources, literature, conferences, meetings, training etc. to enhance professional learning
4. Ensures that professional values and ethics are taken in to account for all strategic decisions
5. Acts on information which would lead to improvements for service users even when these involve difficult decisions for WSX Mind and the staff group
 | 1. Ensures service users’ views are considered for all strategic decisions and that they are viewed as partners of WSX Mind
2. Creates opportunities to enhance WSX Mind’s PR profile. For example, making presentations at conferences, meetings or workshops, internally and externally
3. Develops professional communities and multi-agency networks through ongoing collaboration and networking
4. 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
5. Keeps the focus of contribution on delivering and improving services
6. Champions collaborative and partnership working across WSX Mind, internally and externally
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| **Managing Work** | **Continually & Creatively Improving** |
| 1. Plans and creates clear long-term strategies focused on adding value to and making real, lasting change to WSX Mind and their service users
2. Effectively manages all resources to achieve the best outcomes for WSX Mind’s service users
3. Focuses on what creates good value and outcomes for WSX Mind and formulates strategy accordingly
4. Builds learning from experience into future strategic plans
5. Constantly seek ways to enhance WSX Mind performance in relation to outcomes for service users
 | 1. Creates and promotes opportunities for colleagues and service users to generate, discuss and openly debate ideas for improvement and change, encouraging them to feel safe to challenge existing practises
2. Monitors the effects and outcomes of change and responds to these conclusions accordingly
3. Proactively educates and informs key decision makers to effectively influence organisational strategy
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