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**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 groups  Is 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 health  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 | 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 manner  Actively 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 work  Role 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 reflection  Completes training and learning opportunities where appropriate and available | Acknowledges mistakes  and treats them as  learning opportunities  Participates in various  continuing 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 Policy  Is able to vary work methods and approaches  to 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 Policy  Communicates 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 decisions  Acts 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 deliver  Actively 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/supervisors  Pro-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 work  Creates 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 externally  Develops professional communities  and multi-agency networks through  ongoing 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 view  Manages 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 agencies  and 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 facts  Works 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 f  from 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 compromises  Actively 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 manner  Expresses 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 achieve  Can inspire a team, involving the right people at the right time  Speaks persuasively and with conviction and gains the complete attention to those they are addressing  Selects 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 effectively  Uses 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 risks  Presents proposals which are logical, practical and persuasive  Monitors 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  effectively  Suggests 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 met  Motivates 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 users  Continuously monitors  service and performance  levels, taking  swift corrective action  when 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 requirements  Assists colleagues where possible  Communicates effectively with managers and colleagues if there are issues with their work and/or deadlines  Uses 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 standard  Has good IT skills and uses email and the internet appropriately in order to enhance their work  Is 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 output  Reaches clear conclusions based on understanding of underlying issues  Makes 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 experiences  Takes action to improve performance  Acknowledges 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 these  Takes responsibility for  tackling difficult issues with  staff members and their  performance | Supports supervisors in managing and developing their staff  Analyses 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 plans  Constantly 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 users  Obtains 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 colleagues  Likewise, 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 solutions  Appraises options, plans and  takes action to implement and evaluate improvements | Encourages dialogue  and debate with a wide  range of stakeholders of  WSX Mind  Act 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 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 |
| **4.2 Facilitating transformation** | Understands the need for  change and continually  improving  Acts positively and confidently to propose and make changes | Questions the status quo in order to facilitate the organisation to continually grow and develop  Considers 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 change  Articulates the need for innovation, creativity and change and its impact on people and services  Motivates and focuses a team to accomplish innovation, creativity and change | Develops creative  solutions to  transform services  Leads, 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 consistent  with the values and priorities of  WSX Mind  Contributes their unique  perspective to team, department,  system and organisational decisions  Where 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 |