

Competencies framework

Caring

Leadership

Risk

Communication

Team Working

Creativity

Professionalism





Caring:

We are respectful, focus on strengths and assets, and treat people with non-judgemental empathy

Level 1

Is able to demonstrate empathy and show compassion when working with and/or supporting people

Treats themselves and others with kindness, care, and attention

Responds to requests for care and provides support promptly and efficiently

Embodies Salford Foundation's 'many hearts creating one community' approach to equality, diversity and inclusion

Understands and respects the diverse needs of others

Level 2

Assesses and reviews projects to fully understand people's needs, views, and experiences

Identifies and builds on the strengths and assets of people to achieve positive outcomes

Assures consistent and appropriate levels of care and support

Works in partnership with others to explore alternative care and support options and solutions

Level 3

Pro-actively anticipates, manages, plans and reviews the care and support needs of others

Empowers people to develop the right skills, knowledge, and experience to optimise outcomes and longer-term impact

Ensures best practice and the relevant quality standards are implemented

Connects business decisions to service users– always bring things back to charitable objectives/ beneficiaries



Leadership:

Positive role-modelling, taking ownership of outcomes and results, being empowered to decide

Level 1

Understands the charity's vision and values and understands their role in delivering that vision

Committed to achieving the best outcomes and results

Positive role model and provides peer support to others

Open to feedback, coaching and support to grow and develop

Acts as an ambassador for the charity, communicating positively and passionately about our work

Level 2

Clearly understands and communicates the charity's vision to achieve impact

Taking ownership of team outcomes and results

Motivates and develops the team to reach its full potential

Provides constructive feedback and adapts leadership style as needed

Builds compromise and consensus within and between teams

Level 3

Develops and clearly communicates the charity's vision to achieve impact

Leads by example with fairness, integrity and resilience, in an approachable manner.

Uses effective influencing skills to manage for positive change

Offers opportunities for all to reach their potential – coaching, empowering, developing, and challenging

Alleviates conflicts with diplomacy and impartiality

Strategically leads a major area of resources (e.g. finance; HR; ICT) and/or contributes to cross-cutting strategy as a member of SMT



Risk:

Recognising
key risks and
able to manage
risks to
safeguard
clients and the
organisation

Level 1

Keeps manager informed about what they are working on, highlighting any risks or issues that could affect them, our clients or the organisation

Weighs up the pros and cons of possible actions, thinking about potential risk and using this to inform decisions

Seeks guidance from colleagues/ managers/ relevant professional bodies

Feels comfortable to alert management to situations that may cause harm to the organisation

Understands and follows organisation's policies and procedures

Level 2

Considers evidence from a range of expert sources when making risk-based decisions

Identifies the need to act on the basis of limited information and thinks about how to mitigate risks in doing so

Challenges actions that do not safeguard the resources of the organisation, its staff, or its clients

Escalates breaches to the relevant level in a timely and proportionate manner

Level 3

Considers wider impact when making organisational decisions – balancing risk, costs and benefits

Identifies trends and opportunities and defines risk mitigation strategies in line with the organisation's needs and in compliance with relevant policies, guidance, and regulations

Escalates to CEO or relevant board level as outlined in risk register

Creates a supportive culture that enables everyone to manage risk safely in a changing environment



Communication:

We listen effectively and communicate clearly with our stakeholders, from the heart and with passion

Level 1

Is approachable and uses language that is inclusive, non-judgemental and inspiring when communicating

Actively listens and encourages others to participate and express themselves

Records and responds to service user and stakeholder voices

Adapts their language, style, tone, and content to meet differing audience needs

Communicates success (e.g. case studies, positive news)

Records information clearly in accordance with procedures and systems

Level 2

Communicates regularly and invites response to build rapport

Actively engages, listens, and communicates effectively using a range of methods and channels

Understands and acknowledges the perspectives and views of others

Understands communication styles and preferences, and amends these to improve effectiveness

Effectively communicates operational messages and priorities

Able to simplify and disseminate information to staff that is easily understandable

Level 3

Manages and plans communication and consultation

Communicates how people's targets fit in with strategic priorities

Is able to negotiate and advocate with key stakeholders

Takes time to listen, reflect and assess the wider impacts before engaging and communicating

responds to the nuances and subtleties of organisational communication (e.g. what was implied; what wasn't said)



Team Working:

Collaborating, giving and asking for help, understanding stakeholders and the broader environment

Level 1

Contributes and is committed to the team and the team's priorities

Understands own role within the team

Creates positive working relationships with others, recognises when others need help

Celebrates the achievements of the team

Values contributions from other team members

Understands the contexts within which the team operates

Level 2

Creates a climate of trust and collaboration

Creates opportunities to forge links and connections between teams

Recognises when to offer help and support to others

Takes responsibility for helping others resolve conflict and find solutions

Recognises skills and strengths and offers opportunities to use them. Nurtures talent and potential

Level 3

Networks effectively both internally and externally

Fosters team spirit and works to develop a one-team approach across whole organisation

Implements partnership working to achieve strategic objectives

Creates a culture of consistency and collaboration, embedding processes that enable this

Develops cross-functional project teams to deliver specific goals that support the organisations strategy



Creativity:

Able to solve problems in a responsive and innovative way, able to adapt to changing needs, willing to strive

Level 1

Recognises when a change arises and takes appropriate action

Consults and works with other to find different options and solutions

Responds positively to change and is open to new and creative ways of working

Feels empowered to try innovative ideas

Curious and willing to strive to implement improved ways of working

Level 2

Anticipates opportunities and challenges before they arise and takes corrective action

Understands and adapts to changing needs and thinks outside the box

Appraises different options and finds practical, timely and cost-effective solutions

Works collaboratively with others to develop and implement new ways of working

Level 3

Creates a culture that enables people to think, question, learn and do differently

Researches, identifies, appraises, and implements new and creative ways of working

Strives for innovation and excellence to achieve the best results and outcomes for the charity

Identifying opportunities/ horizon scanning for new initiatives



Professionalism:

Acts responsibly and with accountability for people and resources, consistently achieving high standards

Level 1

Demonstrates personal accountability and effective work habits (e.g. working effectively with others, managing time/workload, punctuality, maintaining required service levels)

Acts with honesty and integrity

Customer service – meets commitments effectively and efficiently and delivers results on time

Takes ownership of own learning and development, asking for help when needed

Safeguards the assets of the organisation, and is careful with all types of resource

Level 2

Displays competency and expertise in a specialised field and is motivated to achieve results

Shares their competency with non-specialised colleagues

Dedicated to achieving the highest standard of team performance for the benefit of the organisation

Committed to, and manages objectively, the personal and professional development of the team

Remains calm and collected when working under pressure

Monitors resources against plans and budgets, identifies and flags up variances

Level 3

Leads on professional accreditations regarding internal and external standards

Promotes and develops the reputation/ expertise of the organisation to position us as a viable and desirable partner to external partners and stakeholders

Manages resources effectively and efficiently across services areas to meet operational challenges

Creates norms, expectations and culture through consistent role-modelling of professional behaviours and attitudes

Results focused and driven. Consistently strives for 'best and better'

Ability to balance competing demands and prioritise effectively when there is too much to do.