

Vision 21 Cyfle Cymru Defined Competencies

Competencies are the key behaviours that drive people's performance. Getting the right people into the right job roles and ensuring an optimum match between a person's competencies and those required for the job, has become a key driver for organisations seeking improved performance.

Competency levels (1 to 4) within the following areas will be agreed for each job role within Vision 21 Cyfle Cymru and will be built into a competency framework. This framework can then be used to compliment the technical and professional knowledge required for each job role. When viewed together with the assessment of performance (annual appraisal and regular supervision meetings) against targets, the framework will provide a more rounded picture of an individual's performance.

Communication

Oral and written skills
Awareness of audience
Presentation skills
Networking

Teambuilding

Building Rapport
Personal Impact
Team awareness

Leadership & Management

Leadership
Vision
Motivation / Inspiration
Responsibility
Improvement

Organisation Skills

Project Planning
Time Management
Quality
Security

Please refer to Vision 21 Cyfle Cymru's 'Competency Framework' for details of the competencies required at each level.

Job Role	Communication	Teambuilding	Leadership and Management	Organisation Skills
Director	4	4	4	4
Development Manager	4	4	4	4
Finance Manager	4	4	4	4
H R Manager	4	4	4	4
Projects Manager	4	4	4	4
Assistant Finance Manager	4	3	3	4
Health & Safety Advisor	4	3	3	4
Development Coordinator/s	4	3	3	4
Marketing Officer	3	2	3	2
Funding Officer	3	2	3	2
Office Administrator	3	2	2	2
Finance Assistant	2	2	1	2
Administration Assistant	2	1	1	2
Project Workers				
Project Coordinators	3	4	3	3
Instructors	3	3	2	2
Student Support Workers	1	2	2	2
Head Caretaker	1	2	2	2
Caretakers	Good oral Communication	1	1	1
Assistants		1	1	1
Cleaners		Ability to take responsibility	1	1

Vision 21 Cyfle Cymru - COMPETENCY FRAMEWORK

COMMUNICATION	Level 1	Level 2	Level 3	Level 4
Oral and written skills	<p>Communicates information Accurately and clearly both orally and in writing on a timely basis</p> <p>Observes confidentiality</p>	<p>Assimilates information and communicates effectively with a wide range of people (staff, volunteers and students)</p> <p>Checks understanding</p>	<p>Expresses own view convincingly with structured arguments</p> <p>Demonstrates a clear and succinct communication style</p> <p>Thinks on feet, handles difficult questions</p> <p>Questions effectively (using open and probing questions)</p> <p>Presents a rational and credible case</p>	<p>Influences at a senior level</p> <p>Verbalises concepts</p>
	<p>Is aware for the need for effective communication</p>	<p>Expresses spoken and written ideas and information in individual and group situations</p>	<p>Communicates effectively with a wide range of stakeholder groups</p>	<p>Clearly communicates outcomes and influences others to ensure they are achieved</p>
Awareness of audience	<p>Conveys a professional and confident manner in all internal and external contact</p>	<p>Uses appropriate communication for a range of audiences</p>	<p>Change communication style as appropriate</p> <p>Thinks on feet; handles difficult questions</p>	<p>Demonstrates an understanding of sensitive issues and communicates appropriately</p>

COMMUNICATION Cont....	Level 1	Level 2	Level 3	Level 4
Presentation skills	<p>Produces clear documents, in line with corporate guidelines</p> <p>Is aware of presentation guidelines</p>	<p>Assimilates information and prepares presentational material</p>	<p>Prepares and presents information effectively</p>	<p>Visualises concepts and communicates these effectively to others</p>
Networking	<p>Can service networks</p>	<p>Represents Vision 21 Cyfle Cymru confidently.</p> <p>Understands the interaction between various networks</p>	<p>Builds new formal and informal networks within which Vision 21 Cyfle Cymru can operate</p> <p>Identifies opportunities for collaborative work</p>	<p>Liaises with other key agencies and organisations</p>

LEADERSHIP & MANAGEMENT	Level 1	Level2	Level 3	Level4
Leadership	<p>Responds appropriately to leadership of others</p> <p>Seeks advice and guidance as appropriate</p>	<p>Delegates work appropriately and oversees satisfactory completion</p>	<p>Identifies issues which are impacting on service delivery and communicates these as appropriate</p> <p>Acts as a role model</p> <p>Promotes corporate decisions</p> <p>Knows when to make concessions</p>	<p>Manages conflict diplomatically and appropriately</p> <p>Participates in corporate decisions</p> <p>Resolves issues which are impacting on service delivery</p> <p>Gives advice, guidance and support as appropriate</p>
Vision	<p>Demonstrates an awareness of the organisations vision</p>	<p>Understands the organisations vision and own role in relation to this</p>	<p>Contributes to the development and promotion of the organisations vision</p> <p>Sets clear objectives and establishes effective personal development plans</p>	<p>Develops and promotes a clear corporate vision</p> <p>Sets clear strategic objectives and personal development plans</p> <p>Wins commitment</p>
Motivation / Inspiration	<p>Shows enthusiasm and commitment</p>	<p>Demonstrates a positive "can-do" attitude</p>	<p>Makes staff feel their contribution is valued</p> <p>Gives praise and credit where appropriate</p> <p>Sustains high morale and maximises performance</p>	<p>Motivates staff</p> <p>Offers practical support without removing responsibility</p>
Responsibility	<p>Takes responsibility for self, with regular support and supervision</p>	<p>Takes ownership of work but seeks advice as appropriate</p> <p>Consults with others where appropriate</p>	<p>Takes responsibility for own projects</p> <p>Delegates routine tasks to others</p>	<p>Takes responsibility for own work area</p> <p>Makes and supports others in difficult decisions</p>

		Identifies opportunities to delegate routine tasks to others	Solves problems and uses judgement appropriately	Takes and shares corporate responsibility
LEADERSHIP & MANAGEMENT	Level 1	Level2	Level 3	Level4
Improvement	Identifies ways to improve current processes and approaches Has a proactive approach to understand own development needs	Reviews current processes and approaches in order to improve Identifies own development needs and seeks ways of addressing these	Actively challenges existing current processes and approaches Identifies development needs of staff Gives on-the-job training and transfers “how to” skills to others Recognises good and/or poor performance Effectively addresses poor performance Develops new and innovative ways of working Is open to new ideas	Ensures identified development needs are met Develops and promotes a strategic approach to improvement Rewards good performance Recognises and exploits the link between staff development and the meeting of organisational goals

TEAMBUILDING	Level 1	Level 2	Level 3	Level 4
Building Rapport	<p>Looks for opportunities to build rapport with others</p> <p>Understands own role and that of others</p> <p>Makes an effort to listen</p>	<p>Builds rapport with colleagues to ensure effective working relationships across the organisation</p>	<p>Promotes effective inter-team working</p>	<p>Promotes organisation wide team working</p>
Personal Impact	<p>Is aware of impact of own behaviour</p>	<p>Takes responsibility for own behaviour</p>	<p>Leads by example</p>	<p>Demonstrates awareness of impact of own behaviour as a leader and addresses any shortcomings</p>
Team Awareness	<p>Is aware of own role within Team</p>	<p>Contributes to the achievement of team goals through successful achievement of individual objectives</p>	<p>Is aware of team morale</p> <p>Identifies and communicates issues that may impact on team morale</p>	<p>Actively monitors team spirit and takes actions to address any difficulties</p> <p>Develops team to fulfil Vision 21 Cyfle Cymru's business needs</p> <p>Ensures team contributes effectively to the achievement of Vision 21 Cyfle Cymru goals.</p>

ORGANISATION SKILLS	Level 1	Level 2	Level 3	Level 4
Project planning	<p>Accurately records own activity against projects</p> <p>Able to progress tasks with assistance</p>	<p>Is clear about objectives, remains focussed</p> <p>Plans ahead, breaks down objectives into manageable tasks</p>	<p>Develops comprehensive project plans and documentation</p> <p>Keeps abreast of developments and amends project plans appropriately</p> <p>Prioritises effectively</p> <p>Communicates progress appropriately</p>	<p>Demonstrates an awareness of strategic priorities and reflects these in project plans</p> <p>Regularly monitors, reviews and reports on project plans</p> <p>Identifies and manages project risks</p> <p>Is able to explore service delivery needs and translate into project brief</p>
Time Management	<p>Practises good time management and record keeping</p> <p>Ensures accuracy and timeliness in completion of work</p>	<p>Plans own time effectively</p> <p>Identifies and communicates potential difficulties</p> <p>Has a flexible attitude to working times</p>	<p>Monitors workload of staff to ensure all time scales are met and takes appropriate remedial action where necessary</p> <p>Acknowledges need to work the hours required to get the job done</p>	<p>Assimilates and processes relevant information to ensure projects' objectives are met</p>
Quality	<p>Is committed to high standards</p> <p>Works with team colleagues and other departments / projects to ensure total quality of service</p> <p>Is aware of Vision 21 Cyfle Cymru's quality expectations</p>	<p>Promotes quality in own work and that of others</p>	<p>Monitors the quality of own and others' outputs</p>	<p>Develops and sets strategic quality standards</p> <p>Applies and monitors quality standards for own service area</p>

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Security	Is aware of IT security/confidentiality	Complies with V21's acceptable use policy	Actively monitors and manages security	Understands implications of security legislation and ensures compliance
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