



## Bishopsgate Institute – Competency Framework

At Bishopsgate Institute we have introduced a competency-based approach to staff recruitment, performance review and development. The Framework underpins the culture of the organisation and adds to what we do to enable us to reach our potential both as individuals and as an organisation.

How we are managed and manage each other using the competencies will be made clear and both managers and staff will have support and training to implement them once the new structure is in place.

Until then, they are in place to support the redeployment/recruitment to all roles in the new structure. The selection process we use will be designed to test each applicants skills, expertise, knowledge and their ability to demonstrate how they meet the competency framework.

All competencies apply to **all** roles:

| <b><u>Performance</u></b>   | <b><u>Insight</u></b>   | <b><u>Engagement &amp; Inspiring Others</u></b>   |
|---|---|---|
| <ul style="list-style-type: none"> <li>• Accountability</li> <li>• Delivering Performance</li> <li>• Alignment &amp; Planning</li> <li>• Learning &amp; Change</li> </ul> | <ul style="list-style-type: none"> <li>• Breadth of Perspective</li> <li>• Making Effective Judgements</li> <li>• Applying Specialist Knowledge</li> <li>• Customer &amp; Audience Awareness</li> </ul> | <ul style="list-style-type: none"> <li>• Working Collaboratively</li> <li>• Communicating &amp; Influencing</li> <li>• Empowering Leadership</li> </ul> |

There are different levels within each that apply to each grade or level of role in the organisation:

- Assistants, Administrators, Officers – *all non management level staff.*
- Line Managers/ Specialists – *all staff that line manage one or more members of staff or are defined in their job role as a 'Specialist'.*
- Senior Managers/Specialists – *the Chief Executive, Heads and Senior Specialists.*

The competencies relate to certain key abilities that we should be able to demonstrate in the way we carry out our jobs. While objectives are concerned with ***what*** we achieve in terms of tangible results or 'outputs' and 'outcomes',



these competencies look more at **how** we carry out our work - for example how much initiative we demonstrate; how well we work with others; how good our communication skills are; how well we organise our work.

Most of the core competencies could relate to a person doing any job of a comparable level/grade, regardless of the particular functional or technical expertise and skill that is required.

Although no-one is expected to demonstrate the competencies that do not apply to their job, staff will need to think laterally and creatively about whether they apply. For example, if your role is to support other staff in the organisation, you may not feel that you directly support the public. However, if you think hard enough you will likely be able to see that by supporting your colleagues in other departments you indirectly do support the public and what you do in that regard is very important.

The following pages outline how each competency applies to each level within the organisational structure and some examples of effective activity under each competency area.

If you have any questions about the competencies framework and how it impacts on you please email them to Team Update prior to applying for any vacant positions or raise them within the formal consultation process.

## Performance

### Accountability

### Delivering Performance

### Alignment & Planning

### Learning & Change

| Accountability:  |   |   |
|--|---|---|
| Assistants, Administrators, Officers   | Line Managers/ Specialists  | Senior Managers/Specialists   |
| <ul style="list-style-type: none"> <li>• Takes accountability &amp; ownership.</li> <li>• Is positive &amp; proactive.</li> <li>• Has a “can do” attitude.</li> <li>• Takes responsibility for own actions.</li> <li>• Shows integrity &amp; delivers on commitments.</li> </ul> | <ul style="list-style-type: none"> <li>• Takes accountability &amp; ownership.</li> <li>• Is positive &amp; proactive.</li> <li>• Has a “can do” attitude.</li> <li>• Takes responsibility for taking decisions &amp; initiating action.</li> <li>• Shows integrity &amp; delivers on commitments.</li> <li>• Ensures team members are clear on their role &amp; responsibilities &amp; holds themselves &amp; others accountable for their actions.</li> </ul> | <ul style="list-style-type: none"> <li>• Acts as a role model in taking accountability &amp; initiating action.</li> <li>• Is positive &amp; proactive.</li> <li>• Role models a “can do” attitude.</li> <li>• Has the courage to make bold &amp; timely decisions &amp; take risks.</li> <li>• Shows integrity &amp; delivers on commitments.</li> <li>• Ensures others are clear on their role &amp; responsibilities &amp; holds themselves &amp; others accountable for their actions.</li> </ul> |

| Delivering Performance   |   |  |
|--|---|--|
| Assistants, Administrators, Officers   | Line Managers/ Specialists  | Senior Managers/Specialists  |
| <ul style="list-style-type: none"> <li>• Sets high standards for themselves.</li> <li>• Consistently delivers high levels of personal performance.</li> <li>• Shows determination to achieve results.</li> <li>• Shows resilience &amp; persistence to overcome obstacles.</li> <li>• Looks for ways to do things more efficiently &amp; make best use of resources</li> </ul> | <ul style="list-style-type: none"> <li>• Sets high standards for themselves &amp; their team(s).</li> <li>• Challenges themselves &amp; others to improve their performance.</li> <li>• Gives constructive feedback &amp; takes prompt action to tackle poor performance.</li> <li>• Shows determination to achieve results.</li> <li>• Shows resilience &amp; persistence to overcome obstacles.</li> <li>• Drives efficiency &amp; optimises use of resources.</li> </ul> | <ul style="list-style-type: none"> <li>• Acts as a role model in setting &amp; delivering high standards.</li> <li>• Challenges themselves &amp; others to improve their performance.</li> <li>• Gives constructive feedback &amp; takes prompt action to tackle poor performance.</li> <li>• Shows determination to achieve results.</li> <li>• Shows resilience &amp; persistence to overcome obstacles.</li> <li>• Drives efficiency &amp; optimises use of resources.</li> </ul> |

| <b>Alignment &amp; Planning</b>   |   |  |
|---|---|--|
| <b>Assistants, Administrators, Officers</b>   | <b>Line Managers/ Specialists</b>   | <b>Senior Managers/Specialists</b>   |
| <ul style="list-style-type: none"> <li>Plans &amp; prioritises own work effectively, focusing their time on activities in line with organisational goals.</li> <li>Sets appropriate &amp; realistic deadlines.</li> <li>Is methodical &amp; accurate with detail.</li> <li>Monitors &amp; tracks performance against plan.</li> <li>Ensures deadlines are met.</li> </ul> | <ul style="list-style-type: none"> <li>Aligns own work &amp; that of their team(s) with the vision &amp; strategy.</li> <li>Sets clear priorities &amp; plans in line with organisational goals.</li> <li>Sets appropriate &amp; realistic deadlines.</li> <li>Monitors &amp; tracks performance against plan.</li> <li>Ensures deadlines are met.</li> </ul> | <ul style="list-style-type: none"> <li>Ensures own work &amp; that of others is aligned with the vision &amp; strategy.</li> <li>Sets clear priorities &amp; plans to enable achievement of organisational goals.</li> <li>Sets appropriate &amp; realistic deadlines.</li> <li>Monitors &amp; tracks performance against plan.</li> <li>Ensures deadlines are met.</li> </ul> |

| <b>Learning &amp; Change</b>   |   |  |
|--|---|--|
| <b>Assistants, Administrators, Officers</b><br>-----<br><b>Engaging With Change</b>  | <b>Line Managers/ Specialists</b><br>-----<br><b>Engaging with and Managing Change</b>  | <b>Senior Managers/Specialists</b><br>-----<br><b>Engaging with, Managing and Leading Change</b>   |
| <ul style="list-style-type: none"> <li>Is open &amp; flexible to change &amp; new ideas.</li> <li>Identifies opportunities for improvements within own work area.</li> <li>Shows lateral thinking to solve problems creatively.</li> <li>Shows commitment to organisational change initiatives.</li> <li>Is flexible to adapt to changing circumstances &amp; new ways of doing things.</li> <li>Is keen to learn &amp; grow, actively seeking out feedback &amp; learning from experience.</li> </ul> | <ul style="list-style-type: none"> <li>Is open &amp; flexible to change &amp; new ideas.</li> <li>Identifies opportunities for improvements within &amp; beyond own work area.</li> <li>Shows lateral thinking to solve problems creatively.</li> <li>Shows commitment to organisational change initiatives.</li> <li>Supports others through change, encouraging a team culture where change is valued.</li> <li>Is keen to learn &amp; grow, actively seeking out feedback &amp; learning from experience.</li> </ul> | <ul style="list-style-type: none"> <li>Creates a culture of openness to change, innovation &amp; learning.</li> <li>Initiates &amp; embraces change.</li> <li>Identifies opportunities for improvements across the organisation.</li> <li>Shows lateral thinking to solve problems creatively.</li> <li>Is seen as a champion of organisational change.</li> <li>Focuses on the possibilities afforded by change.</li> <li>Is keen to learn &amp; grow, actively seeking out feedback &amp; learning from experience.</li> </ul> |

## Insight

### Breadth of Perspective

### Making Effective Judgements

### Applying Specialist Knowledge

### Customer & Audience Awareness

| Breadth of Perspective  |  |   |
|---|--|---|
| Assistants, Administrators, Officers  | Line Managers/ Specialists   | Senior Managers/Specialists   |
| <ul style="list-style-type: none"> <li>Shows interest in the mission &amp; strategic goals.</li> <li>Looks beyond own role &amp; shows understanding of other areas.</li> <li>Acts in the interests of the organisation as a whole – taking a one organisation perspective.</li> <li>Understands own role in contributing to organisational success.</li> </ul> | <ul style="list-style-type: none"> <li>Shows interest in the mission &amp; strategic goals &amp; the external factors impacting on these.</li> <li>Takes a broad &amp; long-term perspective.</li> <li>Shows understanding of other areas &amp; acts in the interests of the organisation as a whole – taking a one organisation perspective.</li> <li>Understands &amp; emphasises the role of themselves &amp; their team(s) in contributing to organisational success.</li> </ul> | <ul style="list-style-type: none"> <li>Plays an active role in shaping the mission &amp; strategic goals &amp; shows a real appreciation of the external factors impacting on these.</li> <li>Thinks strategically, looking ahead to the long term.</li> <li>Is outward focused &amp; sees the bigger picture.</li> <li>Acts in the interests of the organisation as a whole, encouraging others to see one organisation &amp; act accordingly.</li> <li>Emphasises the role of themselves &amp; others in contributing to organisational success.</li> </ul> |

| Making Effective Judgements   |  |   |
|---|--|---|
| Assistants, Administrators, Officers  | Line Managers/ Specialists   | Senior Managers/Specialists   |
| <ul style="list-style-type: none"> <li>Analyses effectively &amp; makes balanced &amp; objective judgements.</li> <li>Asks probing questions &amp; consults appropriately.</li> <li>Thinks about the equality, financial &amp; broader impact of decisions.</li> <li>Takes into account stakeholder needs.</li> <li>Is able to think on their feet &amp; make a quick judgement when needed.</li> </ul> | <ul style="list-style-type: none"> <li>Sees to the core of an issue &amp; makes balanced &amp; objective judgements.</li> <li>Asks probing questions &amp; consults appropriately.</li> <li>Thinks about the equality, financial &amp; broader impact of decisions.</li> <li>Takes into account stakeholder needs.</li> <li>Is able to think on their feet &amp; make prompt decisions when needed.</li> </ul> | <ul style="list-style-type: none"> <li>Is able to see to the core of complex issues &amp; make balanced &amp; objective judgements.</li> <li>Asks probing questions &amp; consults appropriately.</li> <li>Thinks about the equality, financial &amp; broader impact of decisions.</li> <li>Takes into account stakeholder needs.</li> <li>Is able to think on their feet &amp; make prompt decisions when needed.</li> </ul> |

| Applying Specialist Knowledge   |  |   |
|---|--|---|
| Assistants, Administrators, Officers  | Line Managers/ Specialists   | Senior Managers/Specialists   |
| <ul style="list-style-type: none"> <li>Is knowledgeable &amp; keeps up to date in their area of work.</li> <li>Applies the full extent of their expertise to achieve goals.</li> <li>Shares own learning, knowledge &amp; expertise across the organisation &amp; wider relevant networks.</li> </ul> | <ul style="list-style-type: none"> <li>Is knowledgeable &amp; keeps up to date in their area of specialism.</li> <li>Uses expertise to achieve goals.</li> <li>Shares own &amp; team's learning, knowledge &amp; expertise across the organisation &amp; wider relevant networks.</li> </ul> | <ul style="list-style-type: none"> <li>Is knowledgeable &amp; keeps up to date in their area of specialism.</li> <li>Thinks both tactically &amp; strategically about how best to apply expertise across the organisation &amp; wider relevant networks.</li> </ul> |

| Customer & Audience Awareness   |                            |                             |
|---|----------------------------|-----------------------------|
| Assistants, Administrators, Officers  | Line Managers/ Specialists | Senior Managers/Specialists |
| <ul style="list-style-type: none"> <li>Takes pride in delivering high quality services and takes ownership for solving customer/audience's problems and acts as role model to colleagues and an ambassador for The Foundation.</li> <li>Resolves customer/audience enquiries promptly at point of contact and refers to others when genuinely appropriate.</li> <li>Keeps customer/audiences up to date and informed.</li> <li>Constantly questions "how will this benefit the customer/audience".</li> <li>Seeks customer/audience feedback to investigate ways to improve their experience.</li> <li>Finds new and creative ways to address their concerns, satisfy their needs and engage them in our activity.</li> <li>Goes beyond day-to-day work to assist customer/audiences.</li> <li>Creates an environment where teams are empowered to put customer/audiences first.</li> </ul> |                            |                             |

## Engagement & Inspiring Others

### Working Collaboratively

### Communicating & Influencing

### Empowering Leadership

| Working Collaboratively   |  |  |
|---|--|--|
| Assistants, Administrators, Officers  | Line Managers/ Specialists   | Senior Managers/Specialists  |
| <ul style="list-style-type: none"> <li>• Develops empowering &amp; enduring working relationships with internal &amp; external customers &amp; stakeholders.</li> <li>• Networks effectively &amp; shows political awareness.</li> <li>• Actively seeks to work with a diversity of people, taking into account people's diverse backgrounds.</li> <li>• Is open &amp; respectful when working with others, within &amp; across teams.</li> <li>• Demonstrates equality &amp; respect for diversity.</li> <li>• Listens &amp; responds effectively.</li> <li>• Shows empathy towards others.</li> </ul> | <ul style="list-style-type: none"> <li>• Develops empowering &amp; enduring working relationships with internal &amp; external customers &amp; stakeholders.</li> <li>• Networks effectively &amp; shows political awareness.</li> <li>• Actively seeks to work with a diversity of people, taking into account people's diverse backgrounds.</li> <li>• Encourages a culture of openness &amp; respect through their own actions.</li> <li>• Encourages cross-team working.</li> <li>• Ensures equality &amp; respect for diversity through their own actions &amp; those of their team.</li> <li>• Listens &amp; responds effectively.</li> <li>• Shows empathy towards others.</li> </ul> | <ul style="list-style-type: none"> <li>• Develops empowering &amp; enduring working relationships with internal &amp; external customers &amp; stakeholders.</li> <li>• Networks effectively &amp; shows political awareness.</li> <li>• Actively seeks to work with a diversity of people, taking into account people's diverse backgrounds.</li> <li>• Inspires a culture of openness, transparency &amp; respect through their own actions.</li> <li>• Enables cross-team working.</li> <li>• Creates a culture of equality &amp; respect for diversity across the organisation.</li> <li>• Listens &amp; responds effectively.</li> <li>• Shows empathy towards others.</li> </ul> |

| Communicating & Influencing  |  |  |
|--|--|--|
| Assistants, Administrators, Officers   | Line Managers/ Specialists   | Senior Managers/Specialists  |
| <ul style="list-style-type: none"> <li>Communicates in a confident, clear &amp; engaging manner.</li> <li>Chooses the appropriate form of communication for a situation.</li> <li>Varies style &amp; content to suit the audience's needs.</li> <li>Influences others effectively through the style &amp; content of their communication.</li> <li>Makes a positive &amp; credible impression as an advocate of &amp; ambassador for our work and charitable objects.</li> </ul> | <ul style="list-style-type: none"> <li>Communicates in a confident, clear &amp; engaging manner.</li> <li>Chooses the appropriate form of communication for a situation.</li> <li>Varies style &amp; content to suit the audience's needs.</li> <li>Makes an impact &amp; influences others effectively through the style &amp; content of their communication.</li> <li>Makes a positive &amp; credible impression as an advocate of &amp; ambassador for our work and charitable objects.</li> </ul> | <ul style="list-style-type: none"> <li>Communicates in a confident, clear &amp; engaging manner with people from all levels &amp; backgrounds.</li> <li>Chooses the appropriate form of communication for a situation.</li> <li>Varies style &amp; content to suit the audience's needs.</li> <li>Makes a strong impact &amp; influences others effectively through the style &amp; content of their communication.</li> <li>Makes a positive &amp; credible impression as an advocate of &amp; ambassador for our work and charitable objects.</li> </ul> |

| Empowering Leadership   |   |  |
|---|---|--|
| Assistants, Administrators, Officers  | Line Managers/ Specialists  | Senior Managers/Specialists  |
| <ul style="list-style-type: none"> <li>Contributes to &amp; supports the team vision, purpose &amp; direction.</li> <li>Engages &amp; inspires others.</li> <li>Is comfortable taking a lead when appropriate.</li> <li>Empowers, inspires &amp; motivates others.</li> <li>Acknowledges &amp; celebrates success.</li> </ul> | <ul style="list-style-type: none"> <li>Takes a lead.</li> <li>Unites the team with a clear sense of purpose &amp; direction, aligned to the vision. Engages &amp; inspires others.</li> <li>Varies leadership style to bring out the best in people.</li> <li>Empowers &amp; motivates others.</li> <li>Creates an environment that encourages others to perform at their best.</li> <li>Coaches &amp; develops others to realise their potential.</li> <li>Acknowledges &amp; celebrates success.</li> </ul> | <ul style="list-style-type: none"> <li>Takes a strong, visible lead.</li> <li>Sets a clear &amp; compelling vision &amp; direction.</li> <li>Engages &amp; inspires others.</li> <li>Varies leadership style to bring out the best in people.</li> <li>Empowers &amp; motivates others.</li> <li>Creates an environment that encourages others to perform at their best.</li> <li>Coaches &amp; develops others to realise their potential.</li> <li>Acknowledges &amp; celebrates success.</li> </ul> |



