



# OAK TREE HOUSING ASSOCIATION COMPETENCY FRAMEWORK

Adopted:

New Document

Last Reviewed:

Next Review Due:

Jan 2020 Review now June 2020



## Oak Tree Housing Association (OTHA) Competency Framework

**Communication:** Being open, respectful, inclusive and honest. Effectively listening to others and able to communicate consistently in a way that is understood and appropriate

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|---|---|---|
| <p>Informed - demonstrates awareness and understanding of the competency and takes responsibility for their actions. Seeks advice and support appropriately from colleagues and line manager.</p>   | <p>Established – consistently demonstrates their skill through their work and is confident in the action and decision that they make. Looks to find solutions to problems and seeks out opportunities to develop and improve work practice.</p>   | <p>Experienced – has autonomy in their role. Is recognised in the organisation as an expert and a leader. Looks for new and innovative approaches and takes responsibility for their actions.</p>   |
| <p><b>Positive Behaviours/Actions</b></p> <ul style="list-style-type: none"> <li>✓ Speaks calmly and clearly and is an effective listener</li> <li>✓ Produces clear and accurate written information</li> <li>✓ Asks appropriate questions to gather information</li> <li>✓ Understands the impact of the communication and the potential consequences</li> <li>✓ Encourages others to share information and views using a variety of communication styles</li> <li>✓ Respects confidentiality</li> </ul> | <p><b>Positive Behaviours/Actions</b></p> <ul style="list-style-type: none"> <li>✓ Uses appropriate language and communication styles</li> <li>✓ Produces concise and effective written communication to deadlines</li> <li>✓ Is able to clearly communicate why decisions are made</li> <li>✓ Leads discussions and influences others</li> <li>✓ Effectively listens to others and takes feedback on board</li> <li>✓ Presents a positive image both internally and externally</li> <li>✓ Negotiates effectively with others to deliver OTHA's priorities</li> </ul> | <p><b>Positive Behaviours/Actions</b></p> <ul style="list-style-type: none"> <li>✓ Acts with credibility and conviction encouraging buy in</li> <li>✓ Communicates complex information influencing the thinking of others</li> <li>✓ Is a spokesperson for OTHA negotiating positive outcomes and gaining external support</li> <li>✓ Challenges the views of others in a constructive way</li> <li>✓ Communicates with staff and external stakeholders in an inclusive way</li> <li>✓ Effectively manages and implements change clearly explaining why decisions are made</li> </ul> |
| <p><b>Unhelpful Behaviours/Actions</b></p> <ul style="list-style-type: none"> <li>x Excludes others</li> <li>x Acts in a negative way and obstructs</li> <li>x Fails to listen</li> <li>x Unnecessarily cc's others into emails</li> </ul>  | <ul style="list-style-type: none"> <li>x Produces poor quality and inaccurate written work</li> <li>x Communicates in a way that others find difficult to understand e.g. jargon, acronyms</li> </ul>   | <ul style="list-style-type: none"> <li>x Focused on own agenda</li> <li>x Fails to gain buy in</li> <li>x Uses influence without integrity</li> <li>x Does not consider the impact of how they communicate with others.</li> </ul>  |

**Making things happen:** Plan, prioritise and manages workload to achieve our goals. Adopts a “can do” attitude and looks for creative solutions, taking responsibility for their decisions and actions.

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| <p><b>Positive Behaviours/Actions</b></p> <ul style="list-style-type: none"> <li>✓ Demonstrates a “can do” attitude to all requests</li> <li>✓ Makes effective decisions based on all the information available</li> <li>✓ Takes responsibility for their decisions and is accountable</li> <li>✓ Understands when it is appropriate to refer to others for assistance</li> <li>✓ Thinks about the consequences of the decisions</li> <li>✓ Plans work in an organised way to meet deadlines taking a flexible approach</li> <li>✓ Maximises and manages all available resources, ensuring full compliance with OTHA’s procurement strategy</li> </ul> | <p><b>Positive Behaviours/Actions</b></p> <ul style="list-style-type: none"> <li>✓ Brings fresh ideas and thinks creatively about the options available</li> <li>✓ Involves and consults with internal and external stakeholders early in decisions that impact upon them</li> <li>✓ Take responsibility for team decisions providing rationale when decisions are questioned</li> <li>✓ Identifies potential barriers to decision making and takes action to move the position forward</li> <li>✓ Makes contingency plans to account for changing priorities and deadlines</li> </ul> | <p><b>Positive Behaviours/Actions</b></p> <ul style="list-style-type: none"> <li>✓ Makes difficult decisions for the long term benefit of OTHA</li> <li>✓ Instils confidence in the strategic decision making</li> <li>✓ Stands by decisions and actions</li> <li>✓ Promotes positive accountability throughout OTHA for the decisions made</li> <li>✓ Assesses the risks associated with decisions considering the long term impact before committing to action</li> <li>✓ Translates OTHA’s vision into action plans and deliverable outcomes</li> <li>✓ Gains buy in and commitment to project delivery from all stakeholders</li> </ul> |

**Unhelpful Behaviours/Actions**

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|---|--|---|
| x Fails to plan ahead and prioritise work | x Starts work without consultation with others to identify if it is required | x Sets unclear and vague project objectives without considering their value |
| x Misses deadlines                        | x Fails to take responsibility for decisions                                 | x Adopts a negative approach to tasks                                       |
| x Passes decisions to others              |  |   |

**Leading and Inspiring:** The ability to lead, inspire and motivate others to achieve organisational goals. Encourages participation, ideas and new ways of thinking.

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| <p><b>Positive Behaviours/Actions</b></p> <ul style="list-style-type: none"> <li>✓ Is self motivated to do a good job</li> <li>✓ Supports colleagues and involves themselves in the work of the team</li> <li>✓ Is a positive role model</li> <li>✓ Openly shares experience with others</li> </ul> | <p><b>Positive Behaviours/Actions</b></p> <ul style="list-style-type: none"> <li>✓ Provides clear direction and objectives, ensuring understanding and expectations</li> <li>✓ Recognises achievement and provides constructive feedback and guidance</li> <li>✓ Gives staff autonomy and confidence to perform well</li> <li>✓ Promotes a positive inclusive team culture</li> <li>✓ Inspires others to perform at their best encouraging learning and gaining commitment</li> <li>✓ Leads and develops staff addressing performance issues effectively</li> </ul> | <p><b>Positive Behaviours/Actions</b></p> <ul style="list-style-type: none"> <li>✓ Leads and sets an example of the expected behaviour and performance for all OTHA staff</li> <li>✓ Instils a supportive culture of high performance and outstanding results encouraging staff to perform to their best</li> <li>✓ Inspires others to continually look for improvement and push the boundaries</li> <li>✓ Adapts leadership style to suit different situations</li> </ul> |
| <p><b>Unhelpful Behaviours/Actions</b></p> <ul style="list-style-type: none"> <li>x Lacks motivation</li> <li>x Projects negativity onto others</li> <li>x Accepts poor performance</li> </ul>  | <ul style="list-style-type: none"> <li>x Avoids addressing performance issues</li> <li>x Sets unclear and unrealistic standards</li> <li>x Avoids delegating and restricts opportunities of others</li> </ul>   | <ul style="list-style-type: none"> <li>x Rejects new ideas without providing justification/reason</li> <li>x Unwilling to support colleagues or share knowledge</li> </ul>   |

**Managing Relationships:** Builds and maintains effective working relationships. Shares knowledge, expertise and ideas encouraging everyone to be involved.

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| <p><b>Positive Behaviours/Actions</b></p> <ul style="list-style-type: none"> <li>✓ Demonstrates respect, honesty and professionalism</li> <li>✓ Adopts a positive attitude to team work</li> <li>✓ Seeks to understand the other persons point of view</li> <li>✓ Treats everyone with respect valuing their contributions</li> <li>✓ Looks for opportunities to build working relationships outside the organisation</li> </ul> | <p><b>Positive Behaviours/Actions</b></p> <ul style="list-style-type: none"> <li>✓ Identifies opportunities for joint working and develop positive working relationships</li> <li>✓ Understands differences and anticipates potential areas of conflict</li> <li>✓ Recognises the contributions of others and encourages sharing of knowledge and expertise</li> <li>✓ Recognises the capability of others encouraging their strengths</li> <li>✓ Consults with others about decisions and changes</li> </ul> | <p><b>Positive Behaviours/Actions</b></p> <ul style="list-style-type: none"> <li>✓ Understands and actively fosters positive relationships with external stakeholders to achieve OTHA’s goals</li> <li>✓ Builds effective partnerships to openly share knowledge and insights both inside and outside OTHA</li> <li>✓ Actively challenges and addresses “silo attitudes” to encourage working relationships both inside and outside OTHA</li> <li>✓ Demonstrates how collaborative working benefits OTHA</li> </ul> |
| <p><b>Unhelpful Behaviours/Actions</b></p> <ul style="list-style-type: none"> <li>x Interacts in a negative way with others</li> <li>x Does not consider how their behaviour impacts on others</li> <li>x Makes little effort to work with others</li> </ul>   | <ul style="list-style-type: none"> <li>x Misses opportunities to build new relationships</li> <li>x Discounts others views without proper consideration</li> </ul>  | <ul style="list-style-type: none"> <li>x Focuses on own interests without considering partnership working and the benefits to OTHA</li> </ul>   |

**Developing Self:** Committed to developing own skills and knowledge. Empowered to seek out development opportunities and understands how these contribute to achievement of OTHA's goals.

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| <p><b>Positive Behaviours/Actions</b></p> <ul style="list-style-type: none"> <li>✓ Takes responsibility for own development and performance</li> <li>✓ Keeps up to date with new processes and information within own role</li> <li>✓ Identifies training and learning opportunities and contributes in a positive way</li> <li>✓ Puts learning into practice</li> </ul> | <p><b>Positive Behaviours/Actions</b></p> <ul style="list-style-type: none"> <li>✓ Seeks opportunities to develop others and support learning</li> <li>✓ Motivates and inspires development to achieve our goals</li> <li>✓ Keeps up to date with sector knowledge sharing best practice with others</li> <li>✓ Recognises impact and benefit of training on individual and team performance</li> <li>✓ Shares knowledge and experience from external training events and conferences</li> </ul> | <p><b>Positive Behaviours/Actions</b></p> <ul style="list-style-type: none"> <li>✓ Is widely recognised for their skilled and experienced leadership to motivate and inspire development opportunities across OTHA</li> <li>✓ Actively creates opportunities to support development to ensure that organisational goals are achieved now and in the future.</li> <li>✓ Focused on personal development proactively looking for best practice and innovative approaches.</li> <li>✓ Actively looks for opportunities to develop team members</li> <li>✓ Has a creative approach to self and team development</li> </ul> |
| <p><b>Unhelpful Behaviours/Actions</b></p> <ul style="list-style-type: none"> <li>x Reluctance to attend and limited participation at training events</li> <li>x Negative attitude to new ways of working</li> <li>x No interest in self development</li> </ul>  | <ul style="list-style-type: none"> <li>x Fails to inspire and encourage team development.</li> <li>x Current practice is out of date</li> <li>x Fails to recognise development opportunities</li> </ul>  |  |