Guide to the Competency Framework

Introduction

The college has had a competency framework in place since the academic year 2010/11. The purpose of this is to measure the behaviours and attributes required to perform effectively at work. The framework is used for recruitment and selection, re-organisation, performance management and training and development.

The competency framework has been an extremely useful tool for measuring behaviour and has been reviewed and updated to reflect the changes at the college over recent years.

The Benefits

To the individual

• Enables individuals and line managers to identify developmental needs for current and future roles.
• Assists the individual in meeting key objectives by providing supporting behavioural evidence.
• Provides clarity in the behaviours needed to complement key professional/technical skills which in turn improves career development planning.
• Provides a self-assessment tool to help individuals identify their strengths and developmental needs.
• Provides managers and staff with a tool to aid constructive feedback

To the organisation

• Provides a clear link between the organisational vision and the employee's role.
• Provides a basis for measurable and standardised people processes which enhances the employee experience
• Enables a common approach for describing desired behaviour within the College
• Provides a consistent and open measure of performance which aids recruitment, performance and development processes.
• Supports development and succession planning

The Competency Framework

The college's current competency framework (the SHL universal competency framework) is made up of 8 competencies as follows:

- **Leading and Deciding**
- **Supporting and Co-operating**
- **Interacting and Presenting**
- **Analysing and Interpreting**
- **Creating and Conceptualising**
- **Organising and Executing**
- **Adapting and Coping**
- **Enterprising and Performing**

Each of these 8 competencies has either 2 or 3 secondary levels of behavioural indicators known as components.

You will need to familiarise yourself with the competency framework document and the details of the components. These will be shown on the job description according to how critical they are for job success:

- **Essential**
- **Desirable**
- **Less Relevant**

Applying The Competency Framework

The competencies required are displayed on each job description as per the example below which demonstrates the first two competencies.

1. Leading and Deciding	
1.1 Deciding and initiating action	**Essential**
1.2 Leading and supervising	**Less Relevant**

2. Supporting and Co-operating	
2.1 Working with people	**Essential**
2.2 Adhering to principles and values	**Essential**

Please read this in conjunction with the competency framework document. Read the description of the components carefully and for each of the components that are "Essential" you will need to provide an example to meet the person profile criteria for this role. An example of how to demonstrate this is below:

Example 1.1 Deciding and initiating action

To demonstrate this you will need to describe a time when you have made a decision. You should explain how the situation arose, what you considered and what you decided. You should also describe the outcome of your decision explaining what action was taken by you or others as a result of your decision and what impact this had.

For further information about interpreting the competencies please contact a member of the HR team.