



**Knowes Housing Association**  
**Competency Based Framework**

## **What are Competencies?**

- Competencies are the personal attributes or underlying characteristics that shape the way we carry out our roles. They are a combination of the skills, knowledge, attitudes and behaviours that are required by everyone if we are to demonstrate our core values in the way that we work. They focus on how tasks are achieved not what is achieved.

## **Who does the Competency Based Framework apply to and how will it be utilised?**

- It applies to everyone in the Association as all staff members are expected to demonstrate the core values at all times, however senior officers and senior managers are required to demonstrate additional competencies which ensure the framework is embedded across the Association.
- It is used as a recruitment tool in order to attract and employ staff members who demonstrate the core values.
- Each competency is based on one of the Association's core values and is expressed at three levels (to ensure that all roles are covered). This enables all staff members to clearly see what is expected of them and what they can expect of colleagues too.
- The framework sets out both positive and negative indicators in order to help staff members to understand what behaviour is expected and what behaviour is unacceptable.
- Staff members are expected to consistently demonstrate the level of competence required for their role (this will be agreed with their line manager).
- Managers will use the competencies to coach and develop staff members on a day to day basis.

## COMPETENCY BASED FRAMEWORK

POSITIVE INDICATORS			UNACCEPTABLE BEHAVIOURS
<b>RESPECT AND EQUALITY OF OPPORTUNITY</b> <i>We treat everyone with respect and recognise and respond to their individual needs</i>			
All Staff	Senior Officer & Senior Manager	Senior Manager	All Staff
<ul style="list-style-type: none"> <li>You treat others with respect</li> <li>You use appropriate language and behaviour when dealing with others</li> <li>You challenge discriminatory behaviour and language and explain why it is unacceptable (reporting to a line manager if you do not feel comfortable challenging.)</li> <li>You show respect for all cultures, religions and beliefs</li> <li>You avoid pre-judging people</li> <li>You show empathy and sensitivity in dealing with others</li> <li>You are willing to work in new and different ways to meet other people's needs</li> <li>You consider the impact of your own actions on others</li> <li>You apply consistent standards</li> </ul>	<ul style="list-style-type: none"> <li>You act as a role model for treating others with respect</li> <li>You make the most of the diverse skills and experience of others</li> <li>You intervene and if necessary initiate formal action when the behaviour of others undermines equality of opportunity and diversity</li> <li>You demonstrate fairness, integrity and consistency in all dealings with others</li> <li>You ensure that opportunities are made equally available to everyone</li> <li>You ensure that the staff who report to you demonstrate the competencies listed in column one.</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate clear and consistent leadership in promoting equality</li> <li>You develop and apply strategies that promote a culture that encourages respect, equality and diversity and eliminates discrimination</li> <li>You demonstrate integrity, fairness and consistency in decision making</li> <li>You collect and consider views from diverse audiences before making recommendations or decisions</li> <li>You deal efficiently and fairly with clear cases of evidenced inappropriate behaviour</li> <li>You work with partner organisations to enhance service delivery to minority and vulnerable groups</li> <li>You ensure that respect and equality are embedded in the Association's policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>You do not treat others with respect</li> <li>You use inappropriate language or behaviour</li> <li>You are reluctant to challenge prejudice and bigotry in yourself and others</li> <li>You prejudge people</li> <li>You fail to show empathy and sensitivity in dealing with others</li> <li>You fail to recognise and use the diverse skills and experiences of others</li> <li>You apply different standards to different individuals</li> <li>You do not consider the impact of your own actions on others</li> <li>You fail to respect the beliefs and values of your work colleagues and customers</li> <li>You spend too much time promoting your own beliefs and values at work where they may be at odds with the values of the Association</li> <li>You are unwilling to work in new and different ways in order to meet other people's needs</li> </ul>

## CUSTOMER FOCUSED

*We ensure that our customers are at the core of everything we do*

All Staff	Senior Officer & Senior Manager	Senior Manager	All Staff
<ul style="list-style-type: none"> <li>You take ownership of customers' issues as the first point of contact</li> <li>You look for ways to remove any barriers</li> <li>You treat customers fairly and consistently</li> <li>You respond to and sort out enquiries and problems promptly</li> <li>You spot mistakes or problems and apologise for them</li> <li>You keep customers informed by giving them as much suitable and correct information as you can</li> <li>You understand how customers feel and show this in the way that you deal with them</li> <li>You provide a professional, polite and high quality service</li> <li>You welcome customers with eye contact, a smile and welcoming greeting</li> <li>You remain calm and assertive when faced with challenging and/or aggressive customers</li> </ul>	<ul style="list-style-type: none"> <li>You act as a role model for delivering excellent customer service</li> <li>You deal positively with customer's complaints</li> <li>You measure customer satisfaction to identify if any improvement is required</li> <li>You explain to customers how and why we can't meet their needs and offer alternatives</li> <li>You deliver more than you promised and try to exceed expectations</li> <li>You follow up customer requests to ensure that actions are taken and issues resolved</li> <li>You spot problems and take action as soon as possible to stop them getting worse</li> <li>You realise when more than a standard response is needed and take action as appropriate</li> <li>You ensure that the staff who report to you demonstrate the competencies listed in column one.</li> </ul>	<ul style="list-style-type: none"> <li>You evaluate customer satisfaction data, changing processes and strategy where necessary</li> <li>You develop and change services to meet the long-term needs of customers</li> <li>You put processes in place to sort out issues with company and external partners</li> <li>You coach team members in developing their customer service skills</li> <li>You look for trends and monitor issues to ensure the team is equipped to manage and respond to changing customer needs</li> <li>You promote a culture of delivering excellent customer service, ensuring it is high on the Association's agenda</li> <li>You ensure that customer focus is embedded in the Association's policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>You do not take ownership of a customer's issues as the first point of contact</li> <li>You treat some customers differently from others</li> <li>You do not see things from a customer's point of view</li> <li>You do not keep customers informed and tell them what is happening</li> <li>You are slow to respond to requests from customers</li> <li>You do not check to see if problems and issues have been resolved</li> <li>You are not really interested in customers or their needs</li> <li>You speak about customers in a derogatory or inappropriate manner</li> <li>You demonstrate frustration or impatience when dealing with customers</li> <li>You display 'closed' body language and poor eye contact when dealing with customers</li> <li>You react in an angry or defensive manner when faced with challenging and/or aggressive customers</li> </ul>

## COMMUNICATION

*We communicate effectively with our customers and colleagues*

All Staff	Senior Officer & Senior Manager	Senior Manager	All Staff
<ul style="list-style-type: none"><li>• You present information in a clear, concise and accurate way in order to promote understanding</li><li>• You ask questions to clarify understanding</li><li>• You listen effectively</li><li>• You use non-verbal communication such as 'open' body language effectively in order to build rapport and trust</li><li>• You maintain confidentiality when required</li><li>• You give people the right information at the right time</li><li>• You present your own ideas and opinions in a calm structured manner without provoking unnecessary conflict</li><li>• You challenge in a constructive way ensuring that you respect the views and opinions of others</li><li>• You actively seek to clarify understanding when you are confused or uncertain</li><li>• You use communication styles that are appropriate to different people and situations</li></ul>	<ul style="list-style-type: none"><li>• You act as role model for communicating effectively</li><li>• You explain tasks clearly to enable intended outcomes to be achieved</li><li>• You use persuasion and influence to engage and encourage others</li><li>• You confidently present the facts or provide information to support ideas or suggestions</li><li>• You share relevant and important information on time, with your team</li><li>• You are happy to say what needs to be said and you are tactful when you need to be</li><li>• You explain why decisions have been made and use examples to support them</li><li>• You ensure that the staff who report to you demonstrate the competencies listed in column one.</li></ul>	<ul style="list-style-type: none"><li>• You promote a culture of openness and sharing information</li><li>• You use appropriate communication methods and styles for the intended audience or occasion</li><li>• You bring people on board with ideas and initiatives</li><li>• You operate and encourage an 'open door' policy</li><li>• You facilitate 'top down, bottom up' communication</li><li>• You coach team members in developing their communication skills</li><li>• You ensure communication is embedded in the Association's policies and procedures</li></ul>	<ul style="list-style-type: none"><li>• You ignore, interrupt, or talk over people</li><li>• You do not check understanding</li><li>• You use poor non-verbal communication such as poor eye contact and 'closed' body language</li><li>• Your writing is unstructured</li><li>• Your spelling, punctuation and grammar are poor</li><li>• You adopt one style all the time e.g. 'this is the way I am'</li><li>• You get defensive and upset if people do not agree with you</li><li>• You assume that people just know things or that they don't need to know</li><li>• You swear and use language that is not appropriate in a professional environment</li><li>• You lack confidence and clarity when expressing ideas.</li><li>• You are unable to 'actively' listen and respond to the views of others in a constructive way</li></ul>

## CONTINUOUS IMPROVEMENT

*We are committed to review, develop and improve all of our services and processes*

All Staff	Senior Officer & Senior Manager	Senior Manager	All Staff
<ul style="list-style-type: none"> <li>• You find ways to work in a more effective and efficient way on an individual level</li> <li>• You develop your own understanding by asking why things are done in a certain way</li> <li>• You make suggestions to improve processes and procedures</li> <li>• You use and share your own learning and that from others in order to improve performance</li> <li>• You build on feedback or suggested improvement from others</li> <li>• You inform your line manager about recurring problems, waste or inefficiency</li> <li>• You react positively to change</li> </ul>	<ul style="list-style-type: none"> <li>• You act as a role model for being committed to continuous improvement</li> <li>• You review your own and others performance and propose ways to improve efficiency and quality</li> <li>• You identify creative methods to achieve improvement</li> <li>• You utilise your own and others' skills to take improvements forward</li> <li>• You actively implement methods of improving performance, utilising the resources available, to meet the Association'</li> <li>• You adapt plans for improvement allowing for unforeseen circumstances</li> <li>• You take responsibility in order to implement improvements successfully</li> <li>• You ensure that the staff who report to you demonstrate the competencies listed in column one.</li> </ul>	<ul style="list-style-type: none"> <li>• You use feedback and observations made to improve the efficiency and effectiveness of processes, systems and practices</li> <li>• You create an environment that allows and encourages people to share best practice and improve the way they work</li> <li>• You review how resources are allocated to optimise service delivery and performance</li> <li>• You keep up to date with internal and external developments that affect the business and anticipate what may affect it in the future</li> <li>• You develop accurate and realistic improvement plans and performance measures</li> <li>• You benchmark performance against high performing organisations and sectors and seek to learn from them</li> <li>• You ensure continuous improvement is embedded in the Association's policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• You accept the status quo and continue to carry out tasks in the same way without questioning the effectiveness of this</li> <li>• You are reluctant to acknowledge and seek opportunities to improve personal performance</li> <li>• You do not share learning with others</li> <li>• You do not inform your line manager about recurring problems, waste or inefficiency allowing it to continue</li> <li>• You frequently react negatively to change and lower the morale of others by continually pointing out the reasons why something will not work</li> </ul>

## HONESTY & PROFESSIONALISM

*We behave in a professional manner displaying honesty and integrity at all times*

All Staff	Senior Officer & Senior Manager	Senior Manager	All Staff
<ul style="list-style-type: none"><li>• You accept responsibility for your own actions</li><li>• You respond in a calm manner when under pressure</li><li>• You acknowledge your own emotional and professional limits and seek help when necessary</li><li>• You are truthful in your dealings with others</li></ul>	<ul style="list-style-type: none"><li>• You act as a role model displaying honesty and professionalism at all times</li><li>• You support a culture in which honesty and integrity thrives at all levels of the Association</li><li>• You recognise and address situations where others are not acting with honest and integrity</li><li>• You deal with staff members consistently and impartially</li><li>• You ensure that the staff who report to you demonstrate the competencies listed in column one.</li></ul>	<ul style="list-style-type: none"><li>• You promote a culture in which honesty and integrity thrives at all levels of the Association</li><li>• You put policies and procedures in place to ensure that any issues regarding honesty and integrity are dealt with efficiently and fairly</li><li>• You coach team members in behaving in a professional manner</li><li>• You ensure that honesty and professionalism is embedded in the Association's policies and procedures</li></ul>	<ul style="list-style-type: none"><li>• You harbour grudges</li><li>• You are easily led and influenced</li><li>• You apply standards inconsistently</li><li>• You do not accept responsibility for your actions</li><li>• You do not respond in a calm manner when under pressure</li><li>• You compromise your own principles to fit in with popular opinion or for personal advantage</li><li>• You generate and spread information that is unsubstantiated without validating first (i.e. starting or spreading rumours)</li><li>• You are untruthful in your dealings with others</li><li>• You seek to further your own aims and objectives at the expense of the Association's customers and services</li><li>• You do not account for the Association's assets in an open and honest manner</li><li>• You actively seek to misappropriate resources from the Association</li></ul>