

Universal Competency Framework



		Apprentice	Junior Employee	Senior Employee	Leader	Executive
Achieving Results	Maintain	I understand my responsibilities and check priorities and timescales of work to ensure all goals are met.	I take ownership of activities and duties, delivering tasks with minimal supervision.	I set SMART objectives and monitor progress and delivery. I show persistence and resourcefulness, overcoming obstacles to achieve results.	I ensure all department level plans are comprehensive, practical and effective in achieving the vision and goals of the organisation.	I set strategic goals and build a performance culture to achieve desired outcomes.
	Project Codes	[61] [13] [14]	[47] [48]	[MB4]	[MB3]	[MB1]
	Level Up	I consistently work with focus and pace to complete tasks on time and to a high standard.	I deliver work to a high standard, taking responsibility for own actions and outcomes.	I embrace difficult obstacles that interfere with getting work done.	I hold myself and other managers accountable for team results.	I show accountability for the achievement of commercial outcomes relevant to organisational goals.
	Project Codes	[47] [55]	[61] [13] [14]	[37]	[MB2]	[MB2]
Change Management	Maintain	I help others to understand the need and reasons for change.	I help plan, develop, set up and monitor systems and processes to effect change.	I identify and direct where people need to focus their energy to facilitate change.	I identify the need for change, develop approaches and gain commitment from others.	I communicate reasons for change, gaining commitment/ support from everyone involved.
	Project Codes	[NH19]	[60]	[60] [NH8]	[60]	[NH16]
	Level Up	I understand the need for change and embrace change in a positive manner.	I support others through the different change processes so that change can be sustained.	I work as a key facilitator and champion of internal and external change.	I communicate and model the expected behaviours, performance and outcomes during the change process.	I develop myself and others to respond effectively to change, communicating change clearly to all those around me.
	Project Codes	[NH20] [17]	[43a] [43b] [18]	[60] [NH8]	[60] [NH8]	[NH17]
Coaching and Mentoring	Maintain	I can provide and receive positive developmental feedback.	I can use mentoring/coaching conversations to support and encourage the development of skills/performance.	I can work as an internal mentor/coach to improve performance, build confidence and stretch capability.	I am confident in coaching/ mentoring to build capacity, managing complex relationships and working with ambiguity.	I am able to work with other leaders to widen the mentee's perspective beyond the current 'issue/context'.
	Project Codes	[49] [50]	[2] [59]	[3a] [2] [39a] [39b] [57] [58] [59]	[3a] [3b] [2] [38b] [39a] [39b] [57] [58] [45]	[3b] [3c] [38a] [38b] [45]
	Level Up	I am able to reflect on my own performance and that of others.	I am able to advise and/or train staff in their work, acting as an expert resource on a specific topic if necessary.	I am confident in sharing knowledge and perspective that foster the personal and professional growth of others.	Guides others with personal development, evaluation and review.	I am able to facilitate growth and development through goal setting, managing progress and providing accountability.
	Project Codes	[49] [50]	[3a] [39a] [52] [59]	[3a] [3b] [2] [39a] [57] [58] [59] [NH4]	[3a] [3b] [3c] [2] [38a] [38b] [39b] [57] [58] [45]	[3b] [3c] [38a] [38b] [39b]

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Collaboration and Teamwork	Maintain	I can prioritise organisational goals by supporting team members and doing my share of the work to meet deadlines.	I understand how my work and role supports the organisation's mission and goals.	I actively work in partnership with others, utilising their strengths to achieve ideal outcomes.	I consistently foster collaboration and respect among team members by valuing and including diverse perspectives.	I am able to identify and remove barriers, particularly between teams, to aid collaborative delivery of objectives.
	Project Codes	[56]	[MB5]	[1]	[1]	[45] [57]
	Level Up	Works with other individuals or teams to maintain a climate of mutual respect and shared values.	I engage with others to utilise their strengths to achieve optimal performance for a task.	I work with a wide range of teams and engage the "right people" to deliver objectives.	I demonstrate a high level of commitment to team goals under difficult or adverse situations.	I demonstrate high level of enthusiasm and commitment to organisational goals under difficult situations; encouraging others to respond similarly.
	Project Codes	[41]	[50] [57]	[1]	[1]	[12]
Commercial Acumen / Business Awareness	Maintain	I can demonstrate a knowledge of the business and its market.	I understand the organisation and wider industry, whilst adopting a proactive approach to seeking new opportunities.	I have a strong understanding of how the organisation works, how it makes money, and how its customers benefit.	I have a complete perspective on the organisation, understanding how each area of the business contributes to the whole.	I have a holistic understanding of the organisation internally and externally and apply this information to make decisions.
	Project Codes	[10] [51]	[10] [51]	[10] [11] [43a] [43b]	[43a] [43b]	[12]
	Level Up	I understand the business' key services/products and the nature of its market (B2B vs B2C).	I understand the strategic direction of the organisation and am able to highlight areas of potential value or risk.	I can identify and consider emerging opportunities and risks when articulating new options and recommendations.	I have the knowledge of the financial/operational functions of the organisation and the ability to use this to make good judgments and quick decisions.	I can identify and focus on critical areas for the organisation and devise strategy to maximise opportunity/minimise risk.
	Project Codes	[NH15]	[51] [61]	[43a] [43b] [18]	[43a] [43b]	[12]
Communication	Maintain	I can clearly express ideas verbally and in writing.	I communicate in a clear and accurate manner to ensure others understand the message.	I can tailor the style and method of my communication to enhance understanding and gain support.	I can present complex issues and abstract concepts with a high level of clarity and impact.	I act as a credible authoritative spokesperson for my organisation, communicating with clients and peers on a national/global scale.
	Project Codes	[22] [35] [34] [19]	[21] [22] [31] [5a] [5b] [44a] [44b] [19]	[11] [21] [22] [24] [34] [31] [5a] [5b] [44a] [44b]	[24] [29]	[24]
	Level Up	I can clearly explain technical concepts, using easy-to-understand language that is free of jargon.	I adapt my communication style according to the people involved and the situation.	I can communicate with all levels of colleagues and peer groups, writing and delivering reports, presentations and content.	I can represent the organisation in external settings.	I can confidently facilitate challenging situations where participants hold different views and want different outcomes.
	Project Codes	[22] [35] [34] [31] [44a] [44b] [19] [5a] [5b]	[21] [22] [24] [35] [34] [31] [5a] [5b] [44a] [44b]	[35] [34] [29] [31] [5a] [5b] [44a] [44b]	[11] [35] [19]	[1]

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Continuous Improvement and Innovation	Maintain	I understand the importance of improvement, and continually learning and developing.	I am committed and enthusiastic about developing continuously.	I am able to consider risk in planning, identify and execute opportunities for improvements to processes, systems, structures & current practices.	I am able to assess the effectiveness of systems/ practices/functions, streamline and develop innovative approaches to implement.	I am comfortable leading continuous improvements across the organisation through the promotion of tools, resources and training.
	Project Codes	[50]	[NH14]	[37] [43a] [43b]	[36] [37] [53]	[NH12]
	Level Up	I can identify improvements to existing job tasks or processes, and offer alternatives.	I am able to collect and organise data and information to propose enhancements to processes, procedures and content to increase efficiency/effectiveness.	I am able to develop process improvement strategies and mechanisms to evaluate projects for their effectiveness and integrate lessons learned.	I am confident carrying out regular reviews of procedures and/or systems with teams to identify improvements and apply them to processes.	I am able to critically assess the impact of quality management and process improvement on strategic plans and assess their feasibility and credibility.
	Project Codes	[56]	[47] [48] [51] [56]	[36]	[36] [37]	[NH13]
Decision Making	Maintain	I anticipate and think ahead about impact of my decisions.	I make decisions in full compliance with organisation policies and procedures, and know when to consult others.	I involve others in decision making, generating options, visualising possibilities and challenging where necessary.	Before deciding on a solution, I consider various and complex matters, as well as alternative options to address issues.	I make decisions consistent with the organisation's long term strategy and in full compliance with policies and procedures.
	Project Codes	[27] [54]	[MB8] [37]	[11] [30] [NH21] [NH22] [NH23] [NH24]	[37]	[MB1] [MB7] [MB8]
	Level Up	I am aware of and take responsibility for the impact of my decisions, whilst considering the risks and consequences of actions and decisions.	I work with others to generate and evaluate options to make effective decisions.	I consult with and seek advice at the appropriate managerial level when making complex and sensitive decisions.	I champion collaborative decision making throughout the organisation, encouraging new approaches based on evidence and best practice.	I facilitate constructive debate and create environments for dialogue. I make or support difficult decisions that are in the best interest of the organisation.
	Project Codes	[8]	[30] [32] [8] [52] [NH24] [NH25]	[MB6] [NH22]	[MB7] [NH21]	[MB7]
Empathy and Inclusion	Maintain	I understand the perspectives of others and take an active interest in their concerns.	I create and support an environment where diversity can thrive.	I create a welcoming environment that fosters diversity by encouraging all individuals to contribute.	I am able to flex my style and approach when faced with diverse cultures to gain trust and understanding.	I can create a supportive and empowering environment for all. I challenge bias and intolerance when I observe it.
	Project Codes	[49]	[41]	[41]	[41]	[NH10]
	Level Up	I am sensitive to world views and diverse opinions in my organisation/team.	I show sensitivity and understanding of others' perspectives and incorporate these into business activities.	I show appreciation of a diverse workforce and utilise the talents and ideas of all employees.	I proactively engage with and support workplace dialogue around diversity resulting in the reinforcement of inclusion.	I encourage staff to 'speak up' to confront inappropriate workplace behaviour and attitudes.
	Project Codes	[49]	[41] [49]	[41]	[41]	[NH11]

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Leadership and Influence	Maintain	I am able to take initiative and act as a role model, displaying appropriate behaviour and contributing to creating a positive team spirit.	I am proactive and work towards supporting an achievement oriented culture and performance excellence.	I am able to serve as a role model when leading others. I provide clear direction, promote dynamic working and empower others. I am open to new ideas and creativity in search of excellence.	I am confident communicating the vision and goals of the organisation, showing credibility and authority in leading others to achieve a common goal.	I can establish and communicate strategic plans for the future with the support of all. I can inspire others and provide direction to achieve organisational goals.
	Project Codes	[MB10]	[MB2]	[1]	[12] [19]	[MB1]
	Level Up	I confidently take the lead when appropriate.	I am able to ensure that roles and responsibilities within the team are clear.	I am able to support others to achieve the business goals by providing clear direction, guidance and support.	I demonstrate leadership, inspire others and provide clear direction to achieve the organisation's priorities.	I am able to demonstrate leadership, inspire others and provide clear direction to achieve the organisation's priorities.
	Project Codes	[MB10] [MB11]	[MB2] [MB9]	[38b] [57]	[57] [1]	[38a]
Problem Solving	Maintain	I am able to anticipate and identify problems and their causes.	I can develop and implement practical and timely solutions to problems.	I use problem-solving tools and methodologies to diagnose and solve operational problems.	I can diagnose problems using formal techniques, identifying issues to generate solutions.	I can anticipate problem areas and associated risk, and develop innovative strategic options.
	Project Codes	[NH6]	[37]	[37]	[62]	[NH5]
	Level Up	I am able to resolve problems, and I escalate issues with suggestions for consideration.	I can analyse multiple alternative solutions to issues, and identify the risks and benefits.	I can guide the implementation of corrective or preventive actions for complex issues.	I determine long term implication of solutions before selecting a course of action.	I am sought out by others for advice and input on how to best interpret situations and issues.
	Project Codes	[NH7]	[54]	[62]	[NH5]	[NH4]
Self Management and Awareness	Maintain	I am able to carry out tasks and duties with minimal supervision.	I am able to set realistic yet challenging goals and plan activities ahead of time and manage time according to plans.	I am able to set measureable goals and deal with conflicting priorities, and recognise how my actions affect those around me.	I am able to develop strategic plans to achieve goals and schedule time and resources for their successful completion.	I am able to manage my own behaviors, thoughts, and emotions in a conscious and productive way.
	Project Codes	[32] [8] [26] [27] [47] [48] [50] [61] [13] [14] [17]	[42]	[MB13]	[MB1]	[38a]
	Level Up	I am able to anticipate forthcoming tasks/meetings and prepare adequately for them.	I am able to use my awareness of my emotions to guide and direct my actions and behaviours towards positive outcomes.	I show accountability by taking ownership of the responsibilities given and my performance against goals/targets, whether good or bad.	I am able to prioritise goals, decide what must be done, and be accountable to complete the necessary actions.	I am able to set and achieve strategic goals by effectively managing resources and motivating myself and team. I remain focused and calm in high pressure situations.
	Project Codes	[10]	[MB12]	[MB2]	[MB14]	[MB1] [MB2] [MB3] [MB4]

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Strategic and Analytical Thinking	Maintain	I am able to soundly analyse verbal and numerical data.	I recognise causes and consequences of actions and events that are not readily apparent.	I communicate the organisation's strategic priorities in a compelling and convincing manner, encouraging buy-in.	I identify strategic issues and risks that may impede the delivery of the organisation's strategic objectives, and I address concerns in a timely manner to gain buy-in from stakeholders.	I create clear long-term strategies focused on adding value to the business and making real, lasting change for the organisation.
	Project Codes	[48]	[MB6]	[MB1]	[42]	NH1
	Level Up	I anticipate and think ahead about next steps or issues likely to impact my work.	I recognise and clearly communicate links between the organisation's strategy and the team/departmental goals.	I can identify key issues/priorities in complex situations and how they may be related to one another.	I provide leadership and create a vision, developing strategies for achieving that vision, whilst making sure as many as possible understand and accept it.	I constantly scan the horizon to analyse current and future challenges and opportunities, identifying best practice and generating ideas that help the business promote and deliver priorities more effectively.
	Project Codes	[62]	[MB3]	[NH3] [53]	[12] [NH25]	NH2