

A. NOVAS COMPETENCY FRAMEWORK

EXAMPLES OF COMPETENCY BEHAVIOURS			
COMPETENCY	LEVEL 1	LEVEL 2 (plus Level 1)	LEVEL 3 (plus Levels 1 & 2)
1. Manages performance to deliver results	1.1.1. Identifies where performance could be improved and uses knowledge and experience to recommend and deliver changes 1.1.2. Develops practical ideas for improving the way things are done and drives them forward 1.1.3. Takes day-to-day decisions, asking for advice when necessary 1.1.4. Takes personal responsibility for things happening 1.1.5. Is vigilant for possible risks and hazards 1.1.6. Meets policy and contract service standards. 1.1.7. Seeks value for money at all times	1.2.1. Resolves customer concerns/issues 1.2.2. States clearly what is expected of others and holds them to account for their actions 1.2.3. Confronts performance issues and resolves them directly with the people involved 1.2.5. Understands broader issues when considering options 1.2.4. Recognises trends in social / business issues and how they might impact on Novas 1.2.6. Balances risks against the benefits of taking risks	1.3.1. Benchmarks the organisation's performance against others in the sector 1.3.2. Negotiates the resources needed to do the job 1.3.3. Anticipates and manages risks and consequences 1.3.4. Monitors performance on a regular basis and takes action to improve outcomes 1.3.5. Sets targets which are stretching but achievable 1.3.6. Gives praise for good performance
2. Communicates Effectively	2.1.1. Communicates effectively to achieve goals	2.2.1. Uses appropriate methods of communication to get message across	2.3.1. Ensures that Novas' strategic vision, goals and plans are communicated and understood

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	2.1.2. Presents information clearly and accurately	2.2.2. Keeps people informed of plans and developments 2.2.3. Promotes Novas in the local community	2.3.2. Takes account of the needs of the organisation as a whole and communicates these to others in a clear and open way
3. Delivers service improvements and is customer focused	3.1.1. Works with customers to understand their development needs and make sure that they achieve them 3.1.2. Works with partners and stakeholders to foster good local relationships 3.1.3. Is positive about working in a changing and challenging environment 3.1.4. Makes use of life experiences to deliver high quality services 3.1.5. Is committed to excellence in customer care	3.2.1. Sets performance standards for customer service 3.2.2. Monitors quality of customer care 3.2.3. Takes positive action to remove resistance and barriers to change 3.2.4. Adopts a creative and innovative approach to service delivery	3.3.1. Champions Novas in the wider community 3.3.2. Champions customers involvement 3.3.3. Identifies new business opportunities and finds appropriate funding 3.3.4. Understands wider political issues and priorities 3.3.5. Makes sure that customer and stakeholders' needs are incorporated into business plans 3.3.6. Ensures that core beliefs are integrated into projects, policies, procedures and practice 3.3.7. Inspires people to embrace change

EXAMPLES OF COMPETENCY BEHAVIOURS

COMPETENCY	LEVEL 1	LEVEL 2 (plus Level 1)	LEVEL 3 (plus Levels 1 & 2)
4. Values others	4.1.1. Is committed to equality and diversity and understands why it is important to Novas	4.2.1. Listens to people's views and takes them on board	4.3.1. Gives effective leadership based on Novas' core beliefs
	4.1.2. Values everyone for their individual contributions	4.2.2. Ensures that equality and diversity is integrated into business processes and procedures	4.3.2. Promotes a culture in which everyone takes responsibility for their actions
	4.1.3. Treats people with respect	4.2.3. Takes into account the needs and concerns of customers and stakeholders	4.3.3. Encourages effective cross team working
	4.1.4. Is honest and open yet respects confidentiality		
	4.1.5. Challenges anyone who is guilty of harassment, bullying or discrimination		
5. Develops self and others	5.1.1. Gives and receives feedback in a constructive way	5.2.1. Recognises and rewards good performance	5.3.1. Creates opportunities to learn and make use of learning
	5.1.2. Learns from own mistakes	5.2.2. Identifies learning and development needs and prioritises their importance	5.3.2. Shares own experience by coaching and mentoring others
	5.1.3. Helps other people to learn from their mistakes	5.2.3. Ensures that people know the scope of their job and have clear objectives	5.3.3. Judges when to intervene and offer support
	5.1.4. Takes ownership of own learning needs and suggests different options for how they might be met	5.2.4. Balances the management of people, tasks and activities	5.3.4. Shows a range of leadership styles appropriate to different people and situations

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<p>6. Works effectively as part of a team</p>	<p>6.1.1. Contributes to the goals of the team</p> <p>6.1.2. Understands the roles of others in the team</p> <p>6.1.3. Shares information with other team members</p> <p>6.1.4. Takes a flexible approach to ensure that customer service is maintained</p>	<p>6.2.1. Motivates others in the team, creating a sense of shared goals</p> <p>6.2.2. Promotes an open environment where information and experience is shared</p> <p>6.2.3. Sets consistent and realistic goals</p> <p>6.2.4. Monitors performance regularly through the performance management and support process</p>	<p>6.3.1. Recognises that Novas is one organisation and encourages others to think in the same way</p> <p>6.3.2. Sets a good example to the rest of the team</p> <p>6.3.3. Builds effective relationships with people across and outside Novas</p> <p>6.3.4. Involves people in deciding what has to be done and the best solution</p>
<p>7. Role specific competencies</p> <p>Operational effectiveness</p> <p>Professional knowledge</p> <p>Financial management</p> <p>Information technology</p> <p>Project management</p>	<p>7.1.1. Keeps professional knowledge up to date</p> <p>7.1.2. Understands Novas' policies and procedures and puts them into action</p> <p>7.1.3. Makes effective use of technology</p> <p>7.1.4. Uses resources responsibly</p> <p>7.1.5. Organises own time effectively</p>	<p>7.2.1. Makes effective use of management information to monitor the use of resources</p> <p>7.2.2. Controls costs within agreed budgets</p> <p>7.2.3. Manages projects to achieve agreed goals and targets</p> <p>7.2.4. Manages contracts to ensure maximum value for money and quality of service</p>	<p>7.3.1. Develops local plans to support Novas' business plans</p> <p>7.3.2. Reviews and shifts resources to match priorities and organisational goals</p> <p>7.3.3. Ensures financial and performance management control systems are effective and appropriate</p> <p>7.3.4. Uses best practice in developing operational policies and procedures</p>

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	7.1.6. Demonstrates good organisational skills 7.1.7. Complies with relevant legal requirements, industry regulations and professional codes including Health and Safety legislation		