

Competencies – Manager roles

Job descriptions and objectives lay out what needs to be done.

Competencies are skills/behaviours/attributes required for an individual to perform effectively in their role. They lay out how a job should be done.

Our competency framework describes and defines each individual competency and

- gives clarity on what behaviours and actions will be required, valued and recognised;
- helps managers and staff plan professional development;
- encourages consistency across the organisation; and
- informs recruitment (by setting out what is required of a role-holder).

All of us should be able to demonstrate all the competencies in all our work.

The first column in the framework (**level 1**) shows what we are all required to do. It applies to all staff. It's our commitment to each other and to external partners.

The second, third and fourth columns (**levels 2, 3 and 4**) set out what additional behaviours are required of some role-holders because of the nature of their job. The columns are cumulative – everyone does the first, some also do the second, some also do the third too and some also do the fourth.

The levels relevant to Manager roles are highlighted by the column headings and bolded borders in the tables below.

The agreed competency levels set the minimum required for each role family but individuals are encouraged to stretch beyond that minimum.

Competency 1: Supporting our people

We are responsible for managing our own workloads, supporting one another and are accountable and focused on setting and achieving our objectives.

VALUES: OPEN AND FAIR

1 Manager	2 Manager	3 Manager	4 Manager
<p>I take responsibility for my own wellbeing, managing my workload and proactively seek and take up learning opportunities for myself.</p> <p>I know when and how to ask for help when I need it, help others when I can and collaborate with others in my team to achieve our common goals.</p> <p>I recognise how my role contributes to the organisation's work and priorities.</p>	<p>I take responsibility for supporting others who I line manage to manage their wellbeing and workload, identify skills needs and access learning opportunities.</p> <p>I am able to delegate tasks appropriately and respond when additional support may be needed by others</p>	<p>I take responsibility for leading, supporting and evaluating the personal and team development of a whole team or service.</p> <p>I recognise how the different knowledge and skills across my team complement each other and work to ensure team working is strong and effective.</p>	<p>I take responsibility for developing and sustaining a skilled, motivated and content staff team.</p> <p>I build an organisational culture of respect and trust, that recognises and celebrates the contribution of each individual.</p>

Competency 2: Being brilliant

The quality of the work we do is very important to us, and we will be enthusiastic, bold, kind and brave in our mission to achieve our ambitions and priorities

VALUES: BRAVE

1 Manager	2 Manager	3 Manager	4
<p>I take responsibility for the quality of my own work. I will seek and receive help and support to develop the confidence and skills needed to shine.</p> <p>I keep myself up to date with the information I need to do my job</p> <p>I am comfortable using the technology and equipment necessary for my role and seek help if I need further support.</p>	<p>I take responsibility for the quality of my own work, and foster brilliance in those I work with.</p> <p>I seek to increase my professional knowledge and share what I learn with others</p> <p>I am keen to develop my technical skills to better support my role and seek out new technologies and approaches that could be helpful.</p>	<p>I take responsibility for fostering the brilliance of my team. I set goals in order to improve the quality and reputation of our team's work.</p> <p>I keep myself informed about new evidence and innovative practice relevant to my team and look for ways to incorporate what I learn</p> <p>I understand the technological needs and priorities of my team and plan how our technological skills and approaches will improve and develop over time.</p>	<p>I take responsibility for the development of our organisation's brilliance. I foster an organisational culture that is excited and motivated to improve our work and the esteem in which we are held in the sector.</p> <p>I am knowledgeable about what excellence looks like in our sector apply this knowledge to strategic planning</p> <p>I have technological foresight and work to keep the organisation's infrastructure, skills and approaches at the cutting edge.</p>

Competency 3: Creativity, adaptability and problem solving

We understand that change is unavoidable and sometime necessary. We react well and positively to the need to change, adapt as necessary, are open to new opportunities and respond creatively to them

VALUES: OPEN AND FAIR

1 Manager	2 Manager	3 Manager	4
<p>I am willing to change my approach to work if needed.</p> <p>I look for new ideas and share them with others.</p> <p>I am considerate of people's different personal circumstances and can be flexible in my approaches to support their inclusion in our work</p>	<p>I am able to identify and solve problems when they arise and support others to change approaches.</p> <p>I identify opportunities for new work or developments.</p>	<p>I recognise when significant change is needed within my team and am able to adapt our tactics and approaches</p> <p>I respond quickly and decisively to new opportunities and trust my judgement on these.</p>	<p>I set a strategic direction for the organisation that is clear, logical and defined, but is flexible and responsive to change when needed.</p> <p>I am willing to take responsibility for the organisation's decisions and be accountable to others for these.</p> <p>I develop organisational systems and approaches that enable us to respond to changing circumstances and create new business models.</p>

Competency 4: Working with others

We value our external relationships with our partners and stakeholders and work to strengthen these relationships. We act as role models in the sector.

VALUES: COLLABORATIVE AND KIND

1 Manager	2 Manager	3 Manager	4
<p>I recognise the needs of our external stakeholders and seek to meet them wherever possible within the scope of my role.</p> <p>I understand that listening to other's views and communicating clearly is important.</p> <p>I show kindness, caring and compassion for others where I can</p>	<p>I develop positive trusting relationships with external partners and am diplomatic in my approach to resolving challenges</p> <p>I actively seek the views and participation of others, particularly those with marginalised voices, and use their views to inform my work.</p> <p>I communicate clearly and respectfully with others.</p> <p>I trust my own judgement</p>	<p>I can influence external stakeholders through my expert knowledge and constructive approach</p> <p>I recognise where it is important to give power away to enable others, particularly those with marginalised voices to speak and when it is important for me to speak up.</p> <p>I am able to communicate calmly and professionally in high stakes situations.</p>	<p>I can inspire external partners and show leadership in the sector.</p> <p>I foster an organisational culture of compassion, collaboration and participation.</p> <p>I take responsibility for organisational communication challenges and work to resolve them.</p>

Competency 5: Sustainability

We understand the importance of financial and environmental sustainability and work together to ensure a sustainable future for Children in Scotland.

VALUES: COLLABORATIVE

1 Manager	2 Manager	3 Manager	4
<p>I am aware of my team's budget and financial targets.</p> <p>I understand the importance of cost efficiency and environmental sustainability.</p>	<p>I am aware of my team's budget and financial targets. I contribute to achieving these by managing aspects of budgets which relate to projects that I am involved in.</p> <p>I work cost and environmentally efficiently and support those around me to do the same.</p>	<p>I contribute to, and agree, team and/or departmental budget setting and am responsible for managing my team's budget and meeting its financial targets.</p> <p>I ensure my team maintains a structure and culture of cost and environmental efficiency and accountability.</p>	<p>I lead on organisational and/or departmental budget setting in line with the CiS strategic plan.</p> <p>I create organisational structures and systems that are robust and can withstand scrutiny,</p>

Competency 6: Equality & Diversity

We are committed to building an organisation that works to reduce inequalities, achieve equity and celebrate diversity, both internally and externally

VALUES: OPEN AND FAIR, COLLABORATIVE AND KIND

1 Manager	2 Manager	3 Manager	4
<p>I am aware that inequalities affect different groups of children, young people and families in Scotland</p> <p>I understand and am committed to Children in Scotland's aim to ensure all children and young people flourish.</p>	<p>I identify ways in which inequalities may feature in my work and those I line manage and work with others to address them where I can.</p> <p>I actively seek out partnerships with organisations that support and centre marginalised voices.</p> <p>I identify ways in which the views and experiences of children and young people can be reflected in my work and those I line manage.</p>	<p>I look for opportunities where my team can promote diversity and challenge inequalities and take responsibility for improving my team's equalities practice</p> <p>I look for opportunities to improve my team's approaches and practices based on evidence from children and young people.</p>	<p>I lead on organisational and/or departmental approaches to equality and diversity.</p> <p>I create organisational structures and culture which supports equality and diversity and challenges negative practice.</p> <p>I create organisational systems and structures that are child / human rights based.</p>