Barrhead Housing Group

Competency Framework

Our mission is to be “at the heart of the community – investing in your future”, with a vision that “we believe that everyone deserves to live in a secure, good quality, well-maintained home within communities that are safe, supported and inclusive”.

We will achieve this by providing good quality, affordable, well maintained rented housing to people with a need to be housed.

We have strategic aims which underpin our mission and vision:

What we want to do is to:

* Create communities that fit the needs and aspirations of our customers and allow customers to engage with us
* Provide quality homes that are affordable to our customers now and in the future
* Create desirable safe and secure homes and neighbourhoods by investing in our homes
* Strive for excellence across the organisation by being responsive to development and improvement in all areas of our work
* Grow our business, our communities and our people
* Improve the quality of our customers’ lives
* Be flexible and adaptable to our changing environment

We will do this by:

* Empowering our people to lead the changes we need to make
* Delivering value for money and sound finances
* Delivering responsive personal services to our customers in a ‘can do’ way
* Being accountable, open and transparent
* Preparing for change, growth and new opportunities

We have five core values that we aspire to:

Respectful – we are honest, respectful and trustworthy

Adaptable – we are flexible and react to change

Dedicated – we care about our purpose

Aspirational – we are forward thinking and committed to improvement

Responsive – we are efficient and accountable

We believe passionately that the behaviour of our Board and employees, both towards each other and our customers and partners, are critical to the successful delivery of our mission, vision and values.

In order to achieve this, we have developed a competency framework which codifies our corporate culture. In developing this, we have used the CIPD definition of a competency which is “behaviours and attributes that an individual needs to perform effectively at work”. The framework depicted below will drive both the recruitment/selection of new employees and Board members, and be used for their ongoing appraisal and development. As such, it forms an integral part of our performance management framework, human resources strategy and recruitment and appraisal processes.

Our framework will be used to:

* Recruit and promote people with the right cultural fit
* Set standards of behaviour and agree expectations
* Challenge inappropriate behaviour to improve morale, motivation and performance
* Develop our people in line with our framework
* Demonstrate the behaviours we would expect of others

Our framework promotes excellence and describes the kinds on behaviours that we expect of each other, challenging us to be the best colleague, peer, partner and team member possible. The framework also provides transparency and accountability for our external customers and partners, enabling then to judge our individual and corporate performance in delivering our mission/vision and living our core values.

The framework was developed collaboratively, involving all our employees and the leadership team of senior managers and Board members. As such, it underpins everything we do to deliver high quality and affordable homes and services for Barrhead and its surrounding communities

Our Framework

**Trust and respect**

I demonstrate trust and respect at all times when I am dealing with people

**Health and wellbeing**

I seek to promote health and wellbeing in all that I do

**Managing resources**

I manage the financial and non-financial resources under my control effectively

**Customer Service Excellence**

I pursue customer service excellence and provide high quality services to all

**Leadership** (applicable to Grade 8 and above only?)

I act as a role model, and manage my own and teams contribution to support the success of Barrhead Housing Group

**Innovation and Learning**

I actively seek to develop myself, and embrace change and new ways of working

Framework

**Trust and respect**

*“I demonstrate trust and respect at all times when I am dealing with people”*

Positive Behaviours

Takes time to build effective relationships with customers, colleagues and partners

Is respectful and considerate

Listens carefully to others and shows that we respect and value their input

Understands how our behaviour can be interpreted and considers the impact we have on others

Manages their reactions to situations professionally and calmly

Negative Behaviours

Is overly critical and blames others who might have a different working style or development needs

Does not treat colleagues fairly or with respect

Considers self only and does not take account of others needs

Shows a lack of interest in interacting with others

Does not share information which would be useful to others

**Health and wellbeing**

*“I seek to promote health and wellbeing in all that I do”*

Positive Behaviours

Is kind to self and others

Recognises their own limitations and asks for and accepts help when needed

Uses mistakes as a learning opportunity

Is open and honest in workplace communications

Recognises and respects the roles, responsibilities, interests and concerns of colleagues and all key stakeholders

Challenges inappropriate behaviour and practices

Works safely to maintain the health and safety of ourselves and others

Negative Behaviours

Promotes or ignores poor behaviour or working practices

Ignores signs of stress in self or others

Does not engage in healthy working lives or other wellbeing activity

Fails to comply with terms of health and safety policies and processes

Engages with colleagues in a manner which can cause dis-harmony

**Customer Service Excellence**

*“I pursue customer service excellence and provide high quality services to all”*

Positive Behaviours

Understands who our customers are and goes the extra mile

Seeks and uses feedback to develop self and best practice

Takes pride in their work and of the team and wider Group

Is an integral part of the wider Barrhead Housing Group

Resolves issues in a quick, friendly and cheerful manner

Remains up to date with best practice within the sector

Engages positively with self-assessment and audit activity and other quality assurance processes

Takes ownership of issues and sees them through from start to finish

Embraces continuous improvement

Negative Behaviours

Places greater priority on process, policy and procedure that on customer needs and outcomes

Show little or no understanding of customer needs or perspective

Dismisses complaints as an inconvenience, and does not take time to learn from feedback received

Maintains the status quo

Is focused on current policy and practice and fire-fights rather than seeking out improvement opportunities

Takes no responsibility for complaints or suggestions for service improvement

**Managing resources**

*“I manage the financial and non-financial resources under my control effectively”*

Positive Behaviours

Agrees priorities, timescales and outcomes to be delivered

Monitors and evaluates own performance against targets

Is pro-active in developing self so that their/team/group performance improves over time

Actively contributes ideas to reduce operational costs and improve efficiency and service delivery

Fully utilises all existing IT systems and ensures that duplication of effort is identified and eliminated

Learns from mistakes, ensuring these are not repeated

Seeks out and shares learning from and with colleagues, customers, partners and contractors

Negative Behaviours

Does not consider opportunities to make use of financial and other information to improve performance

Spends (or signs off on spend) with insufficient thought, challenge or scrutiny

Ignores current financial management policies and processes

Is wasteful with resources and does not consider the wider impact on the organisation

Cuts corners and does not keep accurate financial records

Favours the easiest way forward, even if this does not represent value for money

**Leadership** (applicable to Grade 8 and above only?)

*“I act as a role model, and manage my own and teams contribution to support the success of Barrhead Housing Group”*

Positive Behaviours

Lives the Group’s values and leads by example, inspiring colleagues to do the same

Follows policy and procedure and identifies and raises areas of potential improvement

Recognises the ‘bigger picture’ and how their role impacts on the organisation

Is driven to achieve results and shows courage when things do not go according to plan

Is compassionate, caring and empathetic to all

Is motivational and drives positivity, taking an optimistic approach and engaging others

Resolves disagreements quickly and effectively

Sees failure and challenges as opportunities to learn and develop

Negative Behaviours

Lacks awareness of the impact of change on staff

Is reluctant to tackle performance issues within their team

Avoids making unpopular decisions

Restricts the development of others through a reluctance to delegate appropriately

Communicates poorly with their teams

Focuses on day to day activity and does not take time to seek improvement opportunities

Leads in a way which results in poor motivation and/or performance

**Innovation and Learning**

*“I actively seek to develop myself, and embrace change and new ways of working”*

Positive Behaviours

Accepts that change is an integral part of life and an opportunity to learn and develop

Displays an open mind to new ideas and proposals, challenges the status quo and not basing change purely on enhancements to existing practice

Demonstrates flexibility and a willingness to do things differently, and makes suggestions for service improvements

Seeks to learn from colleagues and others

Reviews own performance and seeks feedback to learn and improve

Acknowledges that we all makes mistakes and takes responsibility for addressing and correcting them

Takes personal responsibility for delivering services

Negative Behaviours

Embraces the status quo and is reluctant to consider new ideas or make changes to working practices

Does not want to be involved in challenging or unfamiliar situations

Their approach to problem solving lacks creativity or innovation

Struggles when presented with barriers and obstacles

Dismisses or is negative towards new ideas being presented

Blames others when things go wrong