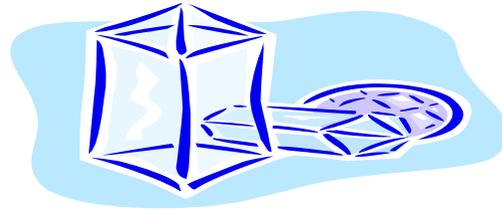


CRISTAL – STFC’S MANAGEMENT COMPETENCY FRAMEWORK



This framework needs to operate in the context of STFC’s mission, strategy and values. It relates mainly to the behaviours required for the effective management of people. It does not include detail specific to other areas of management such as management of projects, finance or safety, and it assumes that managers have an appropriate level of specialist or technical knowledge relevant to their position and area of operation.

COMPETENCY	PERFORMANCE INDICATORS
<p>Communication</p> <p>Able to communicate effectively and influence people at all levels, both orally and in writing.</p>	1.1 Speaks clearly and simply so that information, instructions and expectations are understood by all
	1.2 Adapts the style and timing of communications to suit the needs of different types of people and situations
	1.3 Uses their communication skills to engage, influence and persuade others – takes people with them
	1.4 Demonstrates effective presentation skills, giving clear presentations, which inspire and motivate their audience
	1.5 Produces written information that is clear, well structured, accurate and tailored to their audience
	1.6 Uses active listening skills, gives good attention and uses a wide range of effective questioning techniques
	1.7 Gives clear, specific, evidenced and honest feedback and encourages it from others

Responsibility Takes responsibility for all aspects of their role in order to effectively manage performance and develop their staff	2.1 Takes personal responsibility for tackling difficult issues, making timely, well-considered decisions to move things forward, and following up implementation as appropriate
	2.2 Demonstrates alignment with key organisational decisions, selling the positive benefits and being realistic about the challenges
	2.3 Accepts personal responsibility when things go wrong, even if this results from the actions of one of their team
	2.4 Takes responsibility for enabling and encouraging appropriate development opportunities for their staff, provides resources and supports them throughout the learning process
	2.5 Takes responsibility for keeping own professional and management skills up to date and applying them
	2.6 Takes responsibility for providing the resources people need to do their jobs in a safe and healthy environment
	2.7 Shares their knowledge and expertise for the benefit of other peoples' development, and encourages everyone to look for better ways of doing things
Integrity Keeps promises and commitments. Is open honest and fair in dealings with people. Shows respect for people at all levels.	3.1 Honours promises and commitments – always does what they say they will do. Won't promise what they know they can't deliver
	3.2 Is straight speaking, transparent, honest and open in their dealings with others
	3.3 Prepared to admit if they don't know or understand something
	3.4 Gives credit to others when it is due - even to their own personal detriment
	3.5 Treats all people fairly and with respect, demonstrating awareness of STFC diversity policy by valuing differences. Has no favourites.
	3.6 Respects confidences and doesn't talk behind people's backs
	3.7 Will stand up for their decision and actions, even with people in positions of power
Solutions Focus	4.1 Strives for excellence. Works hard to deliver the best possible result
	4.2 Perseveres in the face of obstacles and disappointments – gets things back on track

Shows drive and determination to achieve an excellent result	4.3 Takes the initiative by encouraging innovation, and exploring new positive ideas and solutions with customers and others
	4.4 Responds to challenges in meetings or discussions positively and appropriately
	4.5 Resilient in the face of change and pressure. Able to tolerate ambiguity and uncertainty and still operate effectively.
	4.6 Adopts a clear, sensible approach to planning, prioritising and organising work when dealing with problems
	4.7 Uses logical thinking and has a systematic and rigorous approach to finding and delivering solutions
Teamwork Demonstrates good team-working capabilities both within their immediate team and across the wider organisation. Works collaboratively towards achieving common goals.	5.1 Identifies personally with their team and speaks positively about its contribution and achievements
	5.2 Builds and develops their team - assigns tasks and responsibilities that play to the strengths and capabilities of individual team members, and takes action to fill any skill gaps within the team.
	5.3 Is in tune with the team, responding flexibly and sensitively to their needs and going out of their way to build better collaboration in the team.
	5.4 Interacts and engages with team members as individuals – taking a personal interest in them, e.g. remembering names, birthdays, interests etc
	5.5 Is actively involved with the team and participates in team social and development activities
	5.6 Makes sure the team receive timely and appropriate updates so they are aware of changing circumstances
	5.7 Demonstrates commitment to ‘the wider team’ by extolling the values and ethos of STFC and supporting collaborative cross-team and departmental initiatives.
Awareness Is sufficiently aware of self, others and the working environment to achieve good results - both personally and	6.1 Is aware of own style and behaviour and how this impacts on other people. Is willing and able to adapt style to meet the needs of others.
	6.2 Is aware of other people and their needs. Gets out and about and mixes with their staff to keep in touch. Keeps an ‘ear to the ground.’
	6.3 Is aware of individual needs and capabilities and takes account of them when planning and allocating work
	6.4 Is aware of latest thinking and developments in their area of operation and ensures that relevant information is passed on to the team, and encourages awareness and sharing of information within the team

for other people.	6.5 Is aware of organisational issues and politics relevant to area of operation and the implications of them, and ensures that relevant information is passed on to the team
	6.6 Is aware of important forthcoming changes relevant to area of operation, communicates them to team at an appropriate time, and works with team to implement them
	6.7 Is aware of the impact of changes on other people and provides appropriate support through the changes
Leadership Inspires and motivates others by providing a clear vision, sense of purpose and direction in a way that people understand and buy in to.	7.1 Communicates the long term direction of their department and the organisation to their team, in a clear and inspiring way
	7.2 Creates a positive environment talking about the opportunities and benefits of change and is realistic about the challenges
	7.3 Is visible to their staff – walks the talk and provides a positive role model by demonstrating the organisation’s values
	7.4 Motivates others by projecting energy and enthusiasm, and adapts their style of motivation to the individual
	7.5 Is always approachable and accessible to their staff. Shows interest in others and finds time to talk, even when busy
	7.6
	Provides genuine personal recognition and praise to their staff at all levels, as often as is required to motivate each individual
	7.7 Is able to convert the corporate vision into a strategic plan of action which can be implemented within their team or department.