



# Competency Framework

## **COMPETENCIES DEFINITION**

A set of behaviours that encompasses skills, knowledge, abilities and personal attributes, that individuals must have to perform effectively at work.

They are the behaviours staff display to achieve performance objectives and form part of the performance management system.

The framework sets out what VSS sees as the main competencies common to all roles. Employees may demonstrate other skills that relative to their role and / or background that are not included in this framework .

## **LEVELS**

Competencies are defined by behavioural indicators appropriate to specific role levels in VSS:

Executive / Directorate

Senior Management

Managers / Team Leaders / Specialists

Skilled staff member

The behavioural indicators define a broad descriptor at each defined level. Role holders will be expected to demonstrate behaviours at their level as well as at the level(s) below.

Similarly, role holders may be able to demonstrate some of the behaviours at the level(s) above, depending on the nature of their role and / or tasks undertaken.

## **GENERIC COMPETENCIES**

Generic competencies apply to all roles and set out the key behaviours required for successful performance.

- Strategic vision and awareness
- Leadership and management
- Planning and quality
- Innovation and problem solving
- Team work
- Customer focus
- Communication and interpersonal effectiveness

## TECHNICAL COMPETENCIES

In addition to generic competencies, most jobs require knowledge that is specific to that area of work. This is referred to as specialist or technical knowledge. This can include:

- Areas of law, e.g.
  - Criminal justice e.g.
    - Victim and Witness Act
  - Employment legislation e.g.
    - Equality
  - Accounting / taxation / payroll e.g.
    - Charity SORP
  
- Professional Standards / Qualification (degree or similar) relating to:
  - Financial (accounting)
  - HR / L&D / Health and Safety
  - IT
  - Quality
  - Related degree or similar
  
- Operational standards or requirements e.g.
  - Knowledge of a process or system e.g.
    - CICA
    - Court procedures
    - Accounting / Admin system

<b>1 STRATEGIC VISION AND AWARENESS</b>	<b><i>Definition – Taking a wider outlook in approaching tasks and challenges and contributing positively to the longer term corporate vision.</i></b>
<b>Executive / Directorate</b>	<ul style="list-style-type: none"> <li>• Develops and shapes a vision for future success.</li> <li>• Focuses on key issues and principles that support organisational strategy.</li> <li>• Demonstrates an understanding of the bigger picture.</li> </ul>
<b>Senior management</b>	<ul style="list-style-type: none"> <li>• Translates strategy into performance outcomes.</li> <li>• Identifies opportunities to improve performance and delivery.</li> <li>• Thinks beyond own role or specialist area.</li> </ul>
<b>Managers / Team Leaders</b>	<ul style="list-style-type: none"> <li>• Understands link between own / team’s work and strategic outcomes, at regional and national level.</li> <li>• Evaluates own and team’s role and makes recommendations for change.</li> <li>• Sets clear direction.</li> </ul>
<b>Skilled Staff</b>	<ul style="list-style-type: none"> <li>• Understands the vision and how this links to their own role.</li> <li>• Thinks about how things are done and suggests changes when appropriate.</li> <li>• Acts in the best interests of Victim Support Scotland.</li> </ul>

<b>2 LEADERSHIP &amp; MANAGEMENT</b>	<b><i>Definition – Inspiring and developing others to achieve organisational goals and objectives, through the provision of a clear sense of purpose and direction.</i></b>
<b>Executive / Directorate</b>	<ul style="list-style-type: none"> <li>• Develops a clear and coherent strategy which allows staff to perform in line with organisational objectives.</li> <li>• Demonstrates a visible, authoritative and democratic leadership style underpinned by VSS values.</li> <li>• Builds a culture that recognises and rewards success.</li> </ul>
<b>Senior management</b>	<ul style="list-style-type: none"> <li>• Leads from the front, communicating and motivating people towards stretching goals.</li> <li>• Takes ownership and responsibility for own and team’s work.</li> <li>• Drives and implements change.</li> </ul>
<b>Managers / Team Leaders</b>	<ul style="list-style-type: none"> <li>• Manages and motivates others by giving clear direction.</li> <li>• Recognises success as well as when others need support.</li> <li>• Demonstrates professional standards of behaviour and complies with policies and procedures.</li> </ul>
<b>Skilled Staff</b>	<ul style="list-style-type: none"> <li>• Has a clear understanding of their role and what is expected.</li> <li>• Effectively manages own workload.</li> <li>• Takes pride in the team and their work.</li> </ul>

<b>3 PLANNING AND QUALITY MANAGEMENT</b>	<b><i>Definition – Working in a planned and structured way, prioritising effectively to meet deadlines to deliver excellent results in line with quality standards.</i></b>
<b>Executive / Directorate</b>	<ul style="list-style-type: none"> <li>• Creates, implements and monitors business plans that reflect corporate objectives and quality standards.</li> <li>• Establishes systems for reporting accurately on VSS performance.</li> <li>• Involves relevant stakeholders in planning activities.</li> </ul>
<b>Senior management</b>	<ul style="list-style-type: none"> <li>• Ensures plan for own area integrates with overall corporate plan.</li> <li>• Develops plans to use resources effectively and efficiently to achieve quality results.</li> <li>• Identifies and involves relevant people to achieve results.</li> </ul>
<b>Managers / Team Leaders</b>	<ul style="list-style-type: none"> <li>• Prioritises and sets plans to meet business need.</li> <li>• Reviews and adjusts priorities as circumstances change.</li> <li>• Ensures work adheres to policies, procedures and regulations.</li> </ul>
<b>Skilled Staff</b>	<ul style="list-style-type: none"> <li>• Prioritises work and manages own time effectively.</li> <li>• Works to deadlines and organises tasks to meet them.</li> <li>• Understands and applies VSS values and service standards.</li> </ul>

<b>4 INNOVATION AND PROBLEM SOLVING</b>	<b><i>Definition – Generating and developing new ideas and approaches to address challenging work related problems and to add value to VSS.</i></b>
<b>Executive / Directorate</b>	<ul style="list-style-type: none"> <li>• Undertakes complex analysis, evaluating organisational performance against strategic goals.</li> <li>• Recognises and understands potential threats and develops effective solutions and strategies to overcome them.</li> <li>• Identifies and acts on opportunities developing new ideas and strategies.</li> </ul>
<b>Senior management</b>	<ul style="list-style-type: none"> <li>• Explores the suitability of a range of potential solutions or options.</li> <li>• Is able to identify the potential impact of a problem and develop an effective way forward.</li> <li>• Take effective decisions as required.</li> </ul>
<b>Managers / Team Leaders</b>	<ul style="list-style-type: none"> <li>• Finds ways to improve systems and processes.</li> <li>• Encourages and supports team in identifying work related problems and ways in which these can be addressed.</li> <li>• Resolves issues within the resources available.</li> </ul>
<b>Skilled Staff</b>	<ul style="list-style-type: none"> <li>• Demonstrates a willingness to learn.</li> <li>• Takes a systematic approach to gathering information.</li> <li>• Looks at ways of improving how things are done.</li> </ul>



<b>5 TEAM WORK</b>	<b><i>Definition – Working effectively with others towards a collective goal showing respect and recognising the contribution of everyone within the team.</i></b>
<b>Executive / Directorate</b>	<ul style="list-style-type: none"> <li>• Builds and maintains strong relationships with Executive colleagues, Board members and external partners.</li> <li>• Drives a collaborative working culture, encouraging transparency and open communication.</li> <li>• Sets examples, engaging across VSS to make others feel valued.</li> </ul>
<b>Senior management</b>	<ul style="list-style-type: none"> <li>• Delegates effectively to get things done.</li> <li>• Builds and maintains good working relationships.</li> <li>• Shares knowledge and experience with others.</li> </ul>
<b>Managers / Team Leaders</b>	<ul style="list-style-type: none"> <li>• Allocates work to others taking into account skills and abilities.</li> <li>• Supports the development of others, recognising strengths and areas for improvement.</li> <li>• Deals effectively with conflict / disagreement in the team.</li> </ul>
<b>Skilled Staff</b>	<ul style="list-style-type: none"> <li>• Forms productive working relationships with others.</li> <li>• Supports colleagues in work tasks.</li> <li>• Asks for help when required.</li> </ul>

<b>6 CUSTOMER (SERVICE USER) FOCUS</b>	<b><i>Definition – Demonstrating an ongoing commitment to providing an excellent service, proactively developing ways in which the support to victims and witnesses can be improved.</i></b>
<b>Executive / Directorate</b>	<ul style="list-style-type: none"> <li>• Understanding emerging service user requirements, needs and expectations.</li> <li>• Looking beyond current needs to develop new services and ensure organisational sustainability.</li> <li>• Develops plans and strategies that are consistent with service use priorities.</li> </ul>
<b>Senior management</b>	<ul style="list-style-type: none"> <li>• Questions and understands the real, underlying needs of service users through effective feedback systems.</li> <li>• Ensuring quality service is in place.</li> <li>• Monitors quality and consistency of service delivery.</li> </ul>
<b>Managers / Team Leaders</b>	<ul style="list-style-type: none"> <li>• Proactive in decision making to meet service user needs.</li> <li>• Matches underlying needs of customer/service user to available services.</li> <li>• Shifts resources as priorities change.</li> </ul>
<b>Skilled Staff</b>	<ul style="list-style-type: none"> <li>• Acts promptly to ensure problems are resolved.</li> <li>• Understands and responds to individual needs.</li> <li>• Remains patient and calm when dealing with difficult calls or meetings.</li> </ul>

<b>7 COMMUNICATION AND INTERPERSONAL EFFECTIVENESS</b>	<b><i>Definition – Using appropriate verbal and written communication methods tailored to individual or group situations, listening carefully to evaluate other opinions and influencing effectively to achieve a desired outcome.</i></b>
<b>Executive / Directorate</b>	<ul style="list-style-type: none"> <li>• Sells own ideas by linking them to others values, needs and goals.</li> <li>• Builds behind the scenes support both internally and externally to achieve buy in and stakeholder commitment.</li> <li>• Uses external networks and contacts to develop and enhance the reputation of Victim Support Scotland.</li> </ul>
<b>Senior management</b>	<ul style="list-style-type: none"> <li>• Leads from the front, communicating and motivating people to achieve desired goals and objectives.</li> <li>• Clarifies strategies and plans giving clear sense of direction and purpose for self and their team.</li> <li>• Communicates with conviction and clarity in the face of tough negotiations or challenges.</li> </ul>
<b>Managers / Team Leaders</b>	<ul style="list-style-type: none"> <li>• Develop productive working relationships with the team.</li> <li>• Checks and clarifies own and others understanding.</li> <li>• Share ideas, knowledge, experience and best practice.</li> </ul>
<b>Skilled Staff</b>	<ul style="list-style-type: none"> <li>• Use appropriate written and verbal communication when others.</li> <li>• Listens to and considers the views of others.</li> <li>• Confidently handles challenging conversations.</li> </ul>

<b>8 TECHNICAL AND PROFESSIONAL KNOWLEDGE</b>	<b><i>Definition – Knowledge, skills, experience, expertise required for the successful accomplishment of a business task or objective.</i></b>
<b>Executive / Directorate</b>	<ul style="list-style-type: none"> <li>• To be defined applicable to individual roles.</li> </ul>
<b>Senior management</b>	<ul style="list-style-type: none"> <li>• To be defined applicable to individual roles.</li> </ul>
<b>Managers / Team Leaders</b>	<ul style="list-style-type: none"> <li>• To be defined applicable to individual roles.</li> </ul>
<b>Skilled Staff</b>	<ul style="list-style-type: none"> <li>• To be defined applicable to individual roles.</li> </ul>