

Competency Framework

Approved by Trustee Board: 1st June 2015

	COMPETENCY 1: ACCOUNTABILITY	COMPETENCY 2: STUDENT FOCUS	COMPETENCY 3: PERSONAL EFFECTIVENESS
	<i>Takes personal responsibility for the part you play in our students' association, its mission and values, the student body and wider society</i>	<i>Keeps the needs of students at the heart of our activities</i>	<i>Consistently demonstrates high standards and good practice</i>
Outstanding Behaviours 	<ul style="list-style-type: none"> • Helps to create through your work and in others, ways for students to grow and achieve their aspirations • Looks for ways to strengthen the contribution that our students' association makes to positive developments in higher education • Challenges people and processes that are not ethical or socially responsible • Looks for ways to actively support our communities 	<ul style="list-style-type: none"> • Contributes significantly to improving the experiences of students and the wider student movement • Takes a creative approach to problem solving and identifying innovative solutions that will appeal to a diverse audience and have the widest impact • Comes up with creative approaches and solutions to new and emerging needs and services and ways to extend active membership within the student body • Shares ideas and best practice with others e.g. institution, wider student movement, sector and other organisations 	<ul style="list-style-type: none"> • Consistently enhances the reputation of our students' association and its work with stakeholders through a high standard of work • Brings outstanding thinking and contribution to your specialism • Generates leading edge thinking in self and others that contributes to the development of a range of options for the future • Looks for ways to actively share learning and best practice across our students' association • Takes a positive approach to your development, seeking opportunities which may be outside your area of expertise or experience • Willingness to challenge your assumptions • Inspires people around you by choosing a positive attitude everyday
Effective Behaviours 	<ul style="list-style-type: none"> • Champions and helps to embed our values • Understands and respects the governance arrangements within our students' association and where approval needs to be made • Trusted by colleagues and line managers to deliver consistently and honestly • Takes responsibility appropriately and ownership of things to be done • Helps others when they need it • Provides updates to the right people at the right time • Is clear about and works within our Constitution, Schedules, By-laws and policies, in particular our Staff/Student Protocol. • Manages your impact on the environment and supports others to be ethical and socially responsible 	<ul style="list-style-type: none"> • Demonstrates positively how the needs of students can be at the heart of activities • Understands how you affect the experience we create for our students • Able to engage students, understand their current and future needs and identify ways to support them to achieve success • Works collaboratively across our students' association to improve the student experience and the services we offer • Enables Full Time Officers to get more involved and engage with the broadest cross section of students • Understand without doubt that we exist for our members 	<ul style="list-style-type: none"> • Understands and works with the student democracy • Actively supports and enables student representatives • Acts with integrity at all times • Displays a commitment to the continuing development of our students' association • Delivers on time as expected, to a consistently high standard • Has the skills and knowledge necessary to do the job and keeps up to date in your field of work • Is member focused • Works collaboratively with others and actively engages in team work • Champions the organisation and its mission • Looks for ways to consider the health and wellbeing of self and others • Understands and adheres to policies and procedures e.g. HR policies, health and safety standards and data protection
Unacceptable Behaviours 	<ul style="list-style-type: none"> • Does not take ownership of issues or complaints • Does not tell others when you see something wrong that needs improving • Makes excuses and blames other people when things go wrong 	<ul style="list-style-type: none"> • Fails to take into account feedback, ideas or suggestions from students • A poor listener and interpreter of key 'messages' from students • Makes assumptions about what our students want or need • Is resistant to change (in practice, systems etc.) which might benefit students and the delivery of the strategic aims of our students' association 	<ul style="list-style-type: none"> • Is not a positive ambassador of our students' association • Has a lack of concern for the reputation of our students' association • Displays limited pride in work • Ignores the contributions of others in relation to the wellbeing and achievement of our students' association • Does not learn from experiences

	COMPETENCY 4: INCLUSIVITY	COMPETENCY 5: RESULTS FOCUSED	COMPETENCY 6: COMMUNICATIONS
	<i>Applies an understanding of equality and diversity to strengthen positive engagement in all our activities and services</i>	<i>Maintains commitment to our targets and results, striving consistently to achieve them</i>	<i>Helps to generate clear, consistent and appropriate messages at all levels of our students' association and beyond</i>
Outstanding Behaviours 	<ul style="list-style-type: none"> •Takes active steps to ensure under-represented groups can participate and find a comfortable place within our students' association •Promotes initiatives to create a more diverse organisation that takes account of the broad range of the student needs •Champions diversity, equality and liberation consistently throughout your work •Continually looks for ways to learn and share learning about under-represented groups 	<ul style="list-style-type: none"> •Consistently motivates self, and supports the team to achieve beyond expectations •Displays creativity and is innovative in aiming for outstanding results and consistently good service •Sets and commits to stretching targets, motivating others for achievement •Is a role model in achieving outstanding results •Recognises and encourages entrepreneurial flair and innovation 	<ul style="list-style-type: none"> •Is able to adapt consistent messages to diverse audiences - achieving clear outcomes •Is able to communicate that the Students' Association brand is separate but complementary to that of Glasgow Caledonian University •Is an inspirational speaker on subjects dear to our students' association both internally and externally
Effective Behaviours 	<ul style="list-style-type: none"> •Recognises and celebrates the importance of equality and diversity •Takes positive action to remove barriers and promote diversity and inclusivity •Challenges and reports incidents of discrimination •Uses appropriate language that includes people and supports dignity •Encourages the involvement of under-represented groups when designing new initiatives or services 	<ul style="list-style-type: none"> •Helps to maintain effective services, structures and processes to meet members' needs •Ensures that quality is a fundamental part of achieving results •Is able to be flexible and modify plans in order to achieve the best results •Manages your work to ensure timely delivery •Is recognised for your commitment to achieving the best possible outcome for students •Takes pride in the way you deliver tasks and services •Generates or contributes to a team culture of ambitious targets •Assumes positive intent when people communicate •Identifies ways for our students' association to be more efficient 	<ul style="list-style-type: none"> •Communicates clearly and comprehensively using the most appropriate route (face to face, email, phone, social media, etc.) •Encourages an exchange of constructive feedback •Invites, listens to and respects others' views •A thoughtful listener able to translate what has been heard into key messages within our students' association •Expresses ideas and views in a way that engages colleagues' positive interest and attention •Uses communication channels proactively to engage with hard to reach stakeholders •Communicates with integrity and at the right time •Uses accessible language •Acts as a positive ambassador for our students' association •Works within the Brand Policy •Demonstrates empathy with students and colleagues •Confident in using a range of communication media
Unacceptable Behaviours 	<ul style="list-style-type: none"> •Displays a lack of awareness or unwillingness to promote engagement with a wide range of communities within the student body •Labels people unnecessarily and makes assumptions about people and their lives •Displays prejudices regarding equalities that goes against the principles and values of our students' association 	<ul style="list-style-type: none"> •Fails to align your work to the organisation's and departmental objectives and priorities •Does not achieve targets and deadlines •Fails to contribute to forward planning •Does 'just enough' to get by in the role 	<ul style="list-style-type: none"> •Makes limited use of feedback to inform work •Does not pass on information or messages that would be useful to colleagues •Conceals situations when things go wrong or hides bad news •Shy's away from difficult conversations

	COMPETENCY 7: POLITICAL AWARENESS <i>Applies an appreciation of the political environment in which our students' association operates</i>	COMPETENCY 8: MOTIVATIONAL LEADERSHIP <i>Actively leads, establishes expectations, accountabilities, purpose and vision, creating an environment where others can achieve optimal performance</i> ROLE SPECIFIC COMPETENCY: FOR MANAGERS ONLY
Outstanding Behaviours 	<ul style="list-style-type: none"> •Considers and acts on the implications of the complex and changing political environment in which our students' association operates •Productively and constructively challenges student leadership when it is for the long term benefit of our students' association and its members 	<ul style="list-style-type: none"> •Sets a positive example, encourages and enables creativity and innovation •Stretches team members enabling them to think creatively, see a broad range of possible options and re-frame issues •Promotes new ways of working that supports collaboration and internal communication •Can use leadership style to meet different conditions and challenges and the needs of staff within the team •Inspires people to go above and beyond •Can clearly articulate our strategy and vision and the part that your department plays
Effective Behaviours 	<ul style="list-style-type: none"> •Recognises the entitlement of elected student officers to inform the political direction and development of our students' association •Recognises and positively appreciates the complex political environment in which our students' association operates •Keeps up to date with those changes in the external environment likely to impact on our students' association, contributing ideas for changes in practice and approach •Supports and actively contributes to the smooth bringing on board of the new Full Time Officers recognising the need to maintain core stability •Helps and supports our student leadership and staff work together to ensure continuity and strategic direction •Helps our Full Time Officers to develop and be effective, making the most of their time as officers in a way that benefits our students' association 	<ul style="list-style-type: none"> •Recognises the responsibility to demonstrate our values •Helps to create a culture in which others can grow •Takes a coaching approach in managing staff and volunteers •Maintains accountability to the team, the Board, students and other key stakeholders •Participates in and enables others to solve problems •Is empathetic at all times •Takes difficult decisions fairly and well •Deals quickly with unacceptable behaviours (e.g. dealing with anyone who harasses, bullies or unfairly discriminates) •Actively encourages continuous learning and people development •Understand your leadership style and preferences and this impact on staff and volunteers •Inspires the team to achieve and deliver objectives successfully •Manages change effectively and positively •Provides public praise and recognition to individuals and celebrates success •Conducts regular and effective 1:1's, performance reviews and team meetings •Understands and demonstrates the ability to implement the policies and procedures of our students' association
Unacceptable Behaviours 	<ul style="list-style-type: none"> •Unwillingness to engage with the legitimate political concerns of our Full Time Officers •Acts to side-line the contribution of our Full Time Officers to the current and future direction of our students' association 	<ul style="list-style-type: none"> •Fails to consider the bigger picture •Does not retain the respect of the team •Functions as an individual but not as a member of the team •Do not carry your fair share of the workload •Is unreliable