

## Competency Framework

At UP Projects we have a competency-based approach to staff recruitment, performance review and development. The Framework underpins the culture of the organisation and adds to what we do to enable us to reach our potential both as individuals and as an organisation.

All competencies apply to all roles:

Getting Things Done	Insight and Awareness	Working Together
<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Achieving goals</li> <li>• Prioritising &amp; Planning</li> <li>• Learning &amp; Change</li> </ul>	<ul style="list-style-type: none"> <li>• Creativity and Future Focus</li> <li>• Making Effective Judgements</li> <li>• Applying Specialist Knowledge</li> <li>• Partner and Audience Awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Working Collaboratively</li> <li>• Communicating &amp; Influencing</li> <li>• Empowering Leadership</li> </ul>

There are different levels within each competency that apply to each level of role in the organisation:

- Assistants / Administrators / Producers - *all non-management level staff.*
- Managers / Curators / Senior Managers - *the Director, Deputy Director Curators/Senior Producers / Specialists.*

The competencies relate to certain key behaviours that we should be able to demonstrate in the way we carry out our jobs. While objectives are concerned with **what** we achieve in terms of tangible results, competencies look more at **how** we carry out our work - for example how much initiative we demonstrate; how well we work with others; how good our communication skills are; how well we organise our work.

The following pages outline how each competency applies to each level within the organisational structure and some examples of effective activity under each competency area. The competencies apply to our everyday work on an ongoing basis but will particularly be referenced within one to ones, appraisal and recruitment (both for new staff and where staff move internally). During each of these your manager will go through with you how the framework will be used and how it applies to you.

## GETTING THINGS DONE

Accountability

Achieving goals

Prioritising & Planning

Learning & Change

ACCOUNTABILITY	
Assistants, Administrators, Producers	Line Managers/ Curators/ Senior Producers/Senior Managers
<ul style="list-style-type: none"> <li>• Takes accountability &amp; ownership.</li> <li>• Is positive &amp; proactive.</li> <li>• Has a “can do” attitude.</li> <li>• Takes responsibility for own actions.</li> <li>• Shows integrity &amp; delivers on commitments.</li> </ul>	<ul style="list-style-type: none"> <li>• Takes accountability &amp; ownership.</li> <li>• Is positive &amp; proactive.</li> <li>• Has a “can do” attitude.</li> <li>• Takes responsibility for taking decisions &amp; initiating action.</li> <li>• Shows integrity &amp; delivers on commitments.</li> <li>• Ensures team members are clear on their role &amp; responsibilities &amp; holds themselves &amp; others accountable for their actions.</li> </ul>
ACHIEVING GOALS	
Assistants, Administrators, Producers	Line Managers/ Curators/ Senior Producers/Senior Managers
<ul style="list-style-type: none"> <li>• Sets high standards for themselves.</li> <li>• Consistently delivers high levels of personal performance.</li> <li>• Shows determination to achieve results.</li> <li>• Shows resilience &amp; persistence to overcome obstacles.</li> <li>• Looks for ways to do things more efficiently &amp; make best use of resources</li> </ul>	<ul style="list-style-type: none"> <li>• Sets high standards for themselves &amp; their team.</li> <li>• Challenges themselves &amp; others to improve their performance.</li> <li>• Gives constructive feedback &amp; takes prompt action to tackle poor performance.</li> <li>• Shows determination to achieve results.</li> <li>• Shows resilience &amp; persistence to overcome obstacles.</li> <li>• Drives efficiency &amp; optimises use of resources.</li> </ul>

<b>PRIORITISING AND PLANNING</b>	
<b>Assistants, Administrators, Producers</b>	<b>Line Managers/ Curators/ Senior Producers/Senior Managers</b>
<ul style="list-style-type: none"> <li>• Plans &amp; prioritises own work effectively, focusing their time on activities in line with organisational goals.</li> <li>• Sets appropriate &amp; realistic deadlines.</li> <li>• Is methodical &amp; accurate with detail.</li> <li>• Monitors &amp; tracks performance against plan.</li> <li>• Ensures deadlines are met.</li> </ul>	<ul style="list-style-type: none"> <li>• Aligns own work &amp; that of their team with the vision &amp; strategy.</li> <li>• Sets clear priorities &amp; plans in line with organisational goals.</li> <li>• Sets appropriate &amp; realistic deadlines.</li> <li>• Monitors &amp; tracks performance against plan.</li> <li>• Ensures deadlines are met.</li> </ul>

<b>LEARNING AND CHANGE</b>	
<b>Assistants, Administrators, Producers</b>	<b>Line Managers/ Curators/ Senior Producers/Senior Managers</b>
<ul style="list-style-type: none"> <li>• Is open &amp; flexible to change &amp; new ideas.</li> <li>• Identifies opportunities for improvements within own work area.</li> <li>• Shows lateral thinking to solve problems creatively.</li> <li>• Shows commitment to organisational change initiatives.</li> <li>• Is flexible to adapt to changing circumstances &amp; new ways of doing things.</li> <li>• Is keen to learn &amp; grow, actively seeking out feedback &amp; learning from experience.</li> </ul>	<ul style="list-style-type: none"> <li>• Is open &amp; flexible to change &amp; new ideas.</li> <li>• Identifies opportunities for improvements within &amp; beyond own work area.</li> <li>• Shows lateral thinking to solve problems creatively.</li> <li>• Shows commitment to organisational change initiatives.</li> <li>• Supports others through change, encouraging a team culture where change is valued.</li> <li>• Is keen to learn &amp; grow, actively seeking out feedback &amp; learning from experience.</li> </ul>

# INSIGHT AND AWARENESS

Creativity and Future Focus

Making Effective Judgements

Applying Specialist Knowledge

Partner & Audience Awareness

CREATIVITY AND FUTURE FOCUS	
Assistants, Administrators, Producers	Line Managers/ Curators/ Senior Producers/Senior Managers
<ul style="list-style-type: none"> <li>• Is aware of the need to work in a competitive, innovative and cost-effective way</li> <li>• Produces new ideas, approaches and insights</li> <li>• Appropriately challenges assumptions and the status quo, and is able to think laterally</li> <li>• Produces workable solutions to a range of problems</li> <li>• Proactive rather than reactive: focuses on preventing problems in the future rather than just resolving immediate issues</li> <li>• Identifies and proactively pursues new business and partnership opportunities for UP Projects</li> <li>• Demonstrates financial awareness and suggests ideas for more efficient use of resources</li> </ul>	<ul style="list-style-type: none"> <li>• Role models working in a competitive, innovative and cost-effective way</li> <li>• Produces new ideas, approaches and insights</li> <li>• Appropriately challenges assumptions and the status quo, and is able to think laterally</li> <li>• Produces workable solutions to a range of problems</li> <li>• Proactive rather than reactive: focuses on preventing problems in the future rather than just resolving immediate issues</li> <li>• Identifies and proactively pursues new business and partnership opportunities for UP Projects</li> <li>• Role models financial awareness and implements methods for more efficient use of resources</li> </ul>

MAKING EFFECTIVE JUDGEMENTS	
Assistants, Administrators, Producers	Line Managers/ Curators/ Senior Producers/Senior Managers
<ul style="list-style-type: none"> <li>• Analyses effectively &amp; makes balanced &amp; objective judgements.</li> <li>• Asks probing questions &amp; consults appropriately.</li> <li>• Thinks about the equality, financial &amp; broader impact of decisions.</li> <li>• Takes into account stakeholder (partner, audience, artists etc) needs.</li> <li>• Is able to think on their feet &amp; make a quick judgement when needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Sees to the core of an issue &amp; makes balanced &amp; objective judgements.</li> <li>• Asks probing questions &amp; consults appropriately.</li> <li>• Thinks about the equality, financial &amp; broader impact of decisions.</li> <li>• Takes into account stakeholder (partner, audience, artists etc) needs.</li> <li>• Is able to think on their feet &amp; make prompt decisions when needed.</li> </ul>

<b>APPLYING SPECIALIST KNOWLEDGE</b>	
<b>Assistants, Administrators, Producers</b>	<b>Line Managers/ Curators/ Senior Producers/Senior Managers</b>
<ul style="list-style-type: none"> <li>• Is knowledgeable &amp; keeps up to date in their area of work.</li> <li>• Applies the full extent of their expertise to achieve goals.</li> <li>• Shares own learning, knowledge &amp; expertise across the organisation &amp; wider relevant networks.</li> </ul>	<ul style="list-style-type: none"> <li>• Is knowledgeable &amp; keeps up to date in their area of specialism.</li> <li>• Uses expertise to achieve goals.</li> <li>• Shares own &amp; team's learning, knowledge &amp; expertise across the organisation &amp; wider relevant networks.</li> </ul>

<b>PARTNER AND AUDIENCE AWARENESS</b>	
<b>Assistants, Administrators, Producers</b>	<b>Line Managers/ Curators/ Senior Producers/Senior Managers</b>
<ul style="list-style-type: none"> <li>• Takes pride in delivering high quality projects and takes ownership for engaging relevant audiences</li> <li>• Acts as an ambassador for The Organisation.</li> <li>• Focused first and foremost on the views and needs of partners, clients, audiences and artists</li> <li>• Constantly questions "how will this benefit the public/audience".</li> <li>• Goes beyond day-to-day work to assist or engage artists, partners, clients or audiences.</li> <li>• Treats all partners, clients, artists as individuals and takes a flexible and personalised approach to meeting their needs</li> <li>• Holds and promotes a consistently caring and nurturing attitude</li> <li>• Appropriately challenges, to inspire and empower</li> <li>• Continuously seeks new and better approaches to providing high quality projects and services</li> <li>• Finds new and creative ways of demonstrating and communicating impact and outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Takes pride in delivering high quality projects and takes ownership for engaging relevant audiences</li> <li>• Acts as role model to colleagues and an ambassador for The Organisation.</li> <li>• Focused first and foremost on the views and needs of partners, clients, audiences and artists</li> <li>• Constantly questions "how will this benefit the public/audience".</li> <li>• Seeks audience, artist, partner feedback to investigate ways to improve their experience.</li> <li>• Contributes to strategies to engage artists, partners, clients or audiences</li> <li>• Treats all partners, clients, artists as individuals and takes a flexible and personalised approach to meeting their needs</li> <li>• Holds and promotes a consistently caring and nurturing attitude</li> <li>• Appropriately challenges, to inspire and empower</li> <li>• Continuously seeks new and better approaches to providing high quality projects and services</li> <li>• Finds new and creative ways of demonstrating and communicating impact and outcomes</li> </ul>

## WORKING TOGETHER

Working Collaboratively

Communicating & Influencing

Empowering Leadership

### WORKING COLLABORATIVELY

Assistants, Administrators, Producers

Line Managers/ Curators/ Senior Producers/Senior Managers

- Networks effectively & shows political awareness. .
- Is able to develop and sustain effective collaborative working relationships with others inside and outside of UP Projects
- Recognises personal responsibility in supporting others
- Listens to and consults others
- Maintains a positive outlook at work
- Responds positively to feedback and learns from it
- Shows respect and sensitivity towards cultural and religious differences and actively promotes diversity, equality and inclusion
- Is assertive without being aggressive.
- Manages conflict proactively and effectively
- Keeps emotions under control during difficult situations
- Relates well to people at all levels and makes an excellent personal impression on others
- Contributes regularly and effectively at meetings, remaining focused on the pertinent issues.
- Seeks to break down silos and promote cross-team collaboration.

### COMMUNICATING AND INFLUENCING

Assistants, Administrators, Producers

Line Managers/ Curators/ Senior Producers/Senior Managers

- Communicates in a confident, clear & engaging manner.
- Chooses the appropriate form of communication for a situation.
- Varies style & content to suit the audience's needs.
- Influences others effectively through the style & content of their communication.
- Makes a positive & credible impression as an advocate of & ambassador for our work and charitable objects
- Written work is clear, concise, and correct (spelling and grammar)
- Structures written and oral communications to meet the needs and understanding of the intended audience
- Adapts influencing style and techniques for different people and situations
- Makes presentations and undertakes public speaking with skill and confidence (as relevant to role)

## EMPOWERING LEADERSHIP

### Assistants, Administrators, Producers

- Contributes to & supports the team vision, purpose & direction.
- Engages & inspires others.
- Is comfortable taking a lead when appropriate.
- Empowers, inspires & motivates others.
- Recognises and values achievements and the contributions of others
- Demonstrates honesty, integrity and fairness and in all conduct
- Commitment to UP Projects' values underpins all actions and decisions

### Line Managers/ Curators/ Senior Producers/Senior Managers

- Takes a lead.
- Unites the team with a clear sense of purpose & direction, aligned to the vision. Engages & inspires others.
- Varies leadership style to bring out the best in people.
- Empowers & motivates others.
- Creates an environment that encourages others to perform at their best.
- Coaches & develops others to realise their potential.
- Recognises and values achievements and the contributions of others
- Demonstrates honesty, integrity and fairness and in all conduct
- Commitment to UP Projects' values underpins all actions and decisions