

# LIBF Competency framework



## What is the LIBF Competency framework?

**Our competency framework sets out the behaviour expectations for all our employees and clearly defines what is expected of us in our roles. It's not just about what we do, but how we do it.**

Our framework consists of 2 main elements:

- Our Values are five shared principles and beliefs that unite all our employees.
- Eight skills-based competencies that apply to all of us.

Our Values				
Collaboration	Adaptability	Innovation	Integrity	Support

Our skills competencies							
Communicating effectively	Business thinking	Developing yourself	Getting things done to achieve results	Digital capability	The customer experience	Quality and Standards	Applying judgement and taking decisions

## How is the competency framework structured?

**CORE** describes the fundamental behaviours we expect of all employees. Our Values and skills competencies are core for all our employees.

**ENHANCED** describes the additional behaviours that we expect of people in certain roles.

**REQUIRES DEVELOPMENT** describes unacceptable values and skills behaviours. Employees who fall in this category against any values or skills competency will be expected to participate in a development programme to tackle the changes required.

This framework has been revised and updated in 2021 as our organisation and our people adapt to meet future needs. It has been produced in partnership with Your Voice and you after extensive consultation.

## How does this fit with our Leadership Principles?

Leaders in our organisation have an additional set of expectations which are outlined in the Leadership principles.

## How will LIBF use the competency framework?

These behaviours will form the basis of our approach to the management of our people. They will be used in:

**Recruitment** – to help us ensure that new colleagues share our values and demonstrate the core competencies through competency-based interviewing techniques. They will help us identify the right person for the job by focusing on the required behaviours as well as qualifications and experience.

**Performance management** – the competencies give us a common language to describe good performance. The behaviours outlined in each of the competencies provide an open and transparent way to discuss both our strengths as well as areas we need to develop.

**Development** – identifying the skills that employees need for the future will help us to plan appropriate development. You will also be able to see what competencies you need for different roles to aid your career progression.

**Job descriptions** – we will be updating the person specification in job descriptions to identify the behaviours required in the role.

## How can you use the competency framework?

**Take charge of your development** – you can use the framework to identify how you want to progress in your current role or in your next role as part of your career development. Job descriptions will be available for everyone to access to assist with this.

**Maximise your performance** – use the framework to identify how you are performing in your role. You can request feedback via Clear Review on your performance.

**As a manager, build your team** – the framework can help identify strong performers in your team as well as identify areas for development.

## Collaboration

Working together in partnership, sharing our knowledge and utilising our strengths to succeed and achieve a common goal.



<b>CORE BEHAVIOURS</b>	<ul style="list-style-type: none"><li>• Being approachable and open to working together as a team to put others at ease.</li><li>• Working in partnership within and across teams by sharing information, expertise and listening respectfully to different perspectives and new ideas to form effective relationships</li><li>• A willingness to engage and work with others offering support and allowing everyone to have a voice</li><li>• Recognising your own and others' individual strengths, skills and knowledge when collaborating together</li><li>• Actively participating in meetings and asking questions to understand when necessary</li></ul>
<b>REQUIRES DEVELOPMENT – negative behaviours</b>	<ul style="list-style-type: none"><li>• 'Silo' mentality or behaviour: failing to work in a collaborative and supportive manner</li><li>• Puts own interests/agenda before those of others/teams and or organisation, e.g. keeping vital information to yourself, not involving relevant people</li><li>• Takes credit which rightly belongs to others</li><li>• Demonstrates insular behaviour, e.g. shutting someone out because of their views</li><li>• Not getting involved, e.g. saying it's not my job or I'm too busy</li><li>• Being closed to working together and putting up barriers</li><li>• Displaying a negative mindset in an inappropriate situation</li></ul>

## Adaptability

The willingness to adjust our working habits and processes within the constraints of our resources. To be flexible and have an open mindset when exploring alternative ways of working for the benefit of our customers.



<b>CORE BEHAVIOURS</b>	<ul style="list-style-type: none"><li>• Expresses willingness to try and do things differently</li><li>• Understands and recognises the value of other's points of view and ways of doing things</li><li>• Displays a positive attitude in the face of ambiguity and change and evolves where necessary</li><li>• Changes own behaviour or approach to suit the situation</li><li>• Anticipates change and proactively plans for the future and adapting project plans and goals where required</li><li>• Being curious to what others think, learning new skills and acknowledging new ideas</li><li>• Showing resilience and awareness of those around you</li><li>• Understanding the bigger picture and the rationale behind changes</li><li>• Having an open mindset</li><li>• Be patient, approachable, and considerate recognising that change can take time</li><li>• Learning from your mistakes</li><li>• Taking ownership, being decisive and helping to drive change</li></ul>
<b>REQUIRES DEVELOPMENT – negative indicators</b>	<ul style="list-style-type: none"><li>• Having a fixed mindset</li><li>• Ignoring useful or negative feedback</li><li>• Not contributing fully or being unresponsive to colleagues</li><li>• Whinging, holding a grudge, being rude or blaming others</li><li>• Hoarding information</li><li>• Having the expectation that everyone can change in the same way at the same pace</li><li>• Being critical of new suggestions or ways of working without offering solutions</li><li>• Being stubborn in your approach and set in your ways/resistant to change</li><li>• Not questioning or challenging when there is something you disagree with</li></ul>

# Innovation

Embracing a culture of change through continuous improvement and creativity by constantly challenging the status quo. Being curious, taking the time to review and develop ideas and having the confidence to take calculated risks.



<b>CORE BEHAVIOURS</b>	<ul style="list-style-type: none"><li>• Generates new approaches and ideas and listens to those of others</li><li>• Has the confidence to take a risk and put forward new ideas</li><li>• Demonstrates personal initiative within own sphere of influence</li><li>• Able to question the way things are done in the organisation</li><li>• Uses or supports others to use different approaches to generate new ideas and ways of working, e.g. brainstorming, best practice, research</li><li>• Anticipates and identifies operational risks to proposed new ideas and suggests appropriate remedies</li><li>• Encourages team members to think creatively to meet customer demands by acknowledging and reflecting on views of others</li><li>• Promotes and encourages experimentation and better ways of working</li><li>• Consistently challenges the status quo, is curious in the way that they work, seeks alternatives and trials new ideas where appropriate</li><li>• Takes calculated risks to advance organisational strategic aims and objectives</li><li>• Makes sure that things are fit for purpose in the organisation</li></ul>
<b>REQUIRES DEVELOPMENT – negative indicators</b>	<ul style="list-style-type: none"><li>• Does things the way they have always been done and becomes complacent with their approach</li><li>• Does not consider the risks of a new approach or ignores identified risks</li><li>• Does not participate in generating new ideas when requested to do so or is dismissive of new ideas</li><li>• Does not consider alternatives to current ways of working</li></ul>

# Integrity

Integrity is acting honestly and respectfully, maintaining strong ethical values. When we are faced with difficult choices, we do the right thing.



<b>CORE BEHAVIOURS</b>	<ul style="list-style-type: none"><li>• Being open, honest, and truthful in all communications and respecting confidentiality</li><li>• Sharing information appropriately at the appropriate time</li><li>• Building trust with others</li><li>• Having the confidence and self-belief to speak up if you don't agree with something, whatever your role</li><li>• Being loyal and dependable and following through on what was agreed</li><li>• Owning up to mistakes and being accountable for your actions</li><li>• Providing clear instructions and guidance to ensure everyone has the same understanding</li><li>• Respecting the opinions of others, even if you do not agree with them</li><li>• Remaining true to yourself, being genuine and sincere in your actions</li></ul>
<b>REQUIRES DEVELOPMENT - negative indicators</b>	<ul style="list-style-type: none"><li>• Saying one thing and doing another</li><li>• Withholding or sharing information inappropriately</li><li>• Not admitting mistakes and passing blame</li><li>• Hiding behind long words or jargon</li><li>• Spreading rumours/gossiping behind people's backs</li><li>• Deliberating misleading others / being deceitful</li><li>• Treating people disrespectfully e.g. patronising, belittling, being rude</li><li>• Taking credit for someone else's work</li><li>• Prioritising personal gain over team/organisational objectives</li><li>• Knowingly not following the correct processes and procedures</li></ul>

## Support

Making time for others to meet the needs of everyone in our work community. To encourage others to seek support by being approachable, helpful and understanding. Being there for each other.



<b>CORE BEHAVIOURS</b>	<ul style="list-style-type: none"><li>• Always finding the time to listen to others</li><li>• Caring for the welfare of others in a respectful way</li><li>• Being empathetic by understanding others' situations</li><li>• Being receptive to ideas</li><li>• Offering to help and guide others when necessary</li><li>• Being approachable</li><li>• Providing constructive feedback</li><li>• Supporting individuals by providing appropriate training and development</li></ul>
<b>REQUIRES DEVELOPMENT – negative indicators</b>	<ul style="list-style-type: none"><li>• Not taking responsibility for your actions</li><li>• Blaming others for mistakes</li><li>• Being dismissive, rude or abrupt in communications</li><li>• Not finding time for others</li><li>• Not working together across teams</li><li>• Being unhelpful, e.g. being intimidating, impatient, rejecting or ignoring others</li><li>• Undermining the efforts of others</li></ul>



## Communicating effectively

Communicating in an effective manner adapting communication styles and methods to a variety of audiences



<p><b>ENHANCED</b></p>	<ul style="list-style-type: none"> <li>• Builds a climate of clear, timely, concise and persuasive communication</li> <li>• Confidently represents and promotes organisational interests with external stakeholders and customers</li> <li>• Acts as a role model for effective communication</li> </ul>
<p><b>CORE</b></p>	<ul style="list-style-type: none"> <li>• Presents information using appropriate communication methods</li> <li>• Adapts communication to differing recipient's needs, checking key messages are understood and adjusting communication as needed</li> <li>• Is inclusive and shows consideration of the opinions of others by being attentive and making time even if they disagree with their views</li> <li>• Asks open and relevant questions to elicit information</li> <li>• Keeps relevant people up to date with progress without being prompted for information</li> <li>• Actively participates in meetings e.g. coming forward with ideas and encouraging others to express their views, pays full attention to the speaker, treats everyone with respect, is polite and courteous</li> <li>• Uses positive body language which recognises the diversity of our customers and employees e.g. eye contact, smiling, nodding</li> <li>• Gives and receives open and honest feedback and/or challenges assumptions</li> <li>• Writes and presents written information in an appropriate format for the audience e.g. reports, presentations, letters, emails and other digital tools.</li> </ul>
<p><b>REQUIRES DEVELOPMENT – negative indicators</b></p>	<ul style="list-style-type: none"> <li>• Uses inappropriate communication methods or styles e.g. disagreeing aggressively, being dismissive, prejudiced behavior and ignoring someone or their views</li> <li>• Questions inappropriately, interrupts, doesn't listen, dismisses differences, over promises, misleads, impatient, talking over someone and interrupting</li> <li>• Written communication is poorly structured or inappropriate for the audience, contains spelling mistakes and/or grammatical errors</li> <li>• Not fully participating in meetings e.g. having inappropriate side conversations</li> </ul>

# Business thinking

Understands the organisation’s purpose, goals, objectives and the relevance to their role



<p><b>ENHANCED</b></p> <p><b>Implements operational objectives to meet strategic vision</b></p>	<ul style="list-style-type: none"> <li>• Develops and communicates plans that are consistent with strategic aims, enabling the team to see their contribution</li> <li>• Monitors the departmental plan to achieve overall goals</li> <li>• Uses operational intelligence to contribute to future strategy development</li> <li>• Advocates and champions the organisation’s purpose and priorities</li> <li>• Understands how the external context at national and local level impacts on service needs and delivery and plans accordingly</li> <li>• Makes connections with key contacts outside of the organisation and forges effective working relationships</li> </ul>
<p><b>CORE</b></p> <p><b>Understands own role and that of others</b></p>	<ul style="list-style-type: none"> <li>• Able to describe what the organisation does, its strategy and products</li> <li>• Understands how external factors impact on their role</li> <li>• Considers diverse customer needs and demonstrates appropriate flexibility</li> <li>• Contributes ideas and suggestions for improvement</li> <li>• Understands the internal organisation what each part contributes and why</li> <li>• Makes connections with key contacts in the organisation and forges effective working relationships</li> <li>• Understands and acts in accordance with the policies and technical factors relevant to their role (e.g. copyright, Data Protection)</li> </ul>
<p><b>REQUIRES DEVELOPMENT – negative indicators</b></p>	<ul style="list-style-type: none"> <li>• Low awareness of business context and/or takes no interest in acquiring better understanding</li> <li>• Has goals that contradict or duplicate other areas; does work that is not useful to purpose and priorities</li> <li>• Works from own perspective or assumptions – fails to consider others</li> <li>• Fails to consider the needs of a diverse group of customers</li> </ul>

# Developing Yourself

Developing yourself for the present and the future.



<p><b>ENHANCED</b></p> <p><b>Plans development and looks after for self and others</b></p>	<ul style="list-style-type: none"> <li>• Identifies training and development needs for individuals and the team</li> <li>• Be aware of individual needs when proposed development / training</li> <li>• Motivates others to take responsibility for their personal development</li> <li>• Devotes time and energy to developing the capabilities of individuals and the team</li> <li>• Ensures that individuals get the time, resources and support they need for their development</li> </ul>
<p><b>CORE</b></p> <p><b>Takes responsibility for own learning, wellbeing and progression</b></p>	<ul style="list-style-type: none"> <li>• Takes responsibility for personal learning and development, identifying own training needs and evaluating the impact of their development</li> <li>• Understands how to access learning and development at LIBF</li> <li>• Applies any new learning in their role</li> <li>• Demonstrates awareness of own strengths, weaknesses and motivations</li> <li>• Delivers on the job training or 'how to' directions to others (if appropriate)</li> <li>• Seeks out opportunity to learn by extending their skills and knowledge</li> <li>• Has an open mindset to learning with a willingness to learn on the job, take risks and learn from mistakes</li> <li>• Participates in a range of learning methods including virtual and digital learning</li> <li>• Seeks feedback to improve skills, knowledge and performance</li> <li>• Shows willingness to learn from previous experience and applies this to improve performance</li> <li>• Researches and initiates development to help with their career progression</li> </ul>
<p><b>REQUIRES DEVELOPMENT – negative indicators</b></p>	<ul style="list-style-type: none"> <li>• Waits for someone else to 'make training happen'</li> <li>• Fails to plan own personal learning and development</li> <li>• See limits in potential of self/others, rather than opportunities for development and growth</li> <li>• Has a closed mindset</li> </ul>

## Getting things done to achieve results

Understands what needs to be done and is accountable for delivering it effectively



<p><b>ENHANCED</b></p> <p><b>Plans and organises own and others' activities</b></p>	<ul style="list-style-type: none"> <li>• Communicates changing priorities, and delivery shortfalls to ensure outcomes are achieved</li> <li>• Identifies and prioritises resources across initiatives/programs, negotiating win/win solutions wherever possible</li> <li>• Identifies and assesses potential and real business risks and provides options and alternative approaches</li> <li>• Prioritises and plans work incorporating timelines, work levels and contingencies based on assessment of risks</li> <li>• Plans, agrees and reviews work with others making best use of diverse talent, capabilities and technologies to achieve optimum results</li> <li>• Monitors and/or introduces systems to monitor progress and use of resources and evaluates the extent to which objectives have been achieved</li> </ul>
<p><b>CORE</b></p> <p><b>Plans and organises own activities</b></p>	<ul style="list-style-type: none"> <li>• Takes accountability for own work responsibilities</li> <li>• Plans and organises own activities to achieve objectives to a required standard or procedure; seeks clarity on priorities as needed</li> <li>• Monitors the quality and timeliness of own work, negotiating to re-prioritise workload as appropriate.</li> <li>• Responsibly uses the resources at their immediate disposal</li> <li>• Seeks involvement and support from others as appropriate</li> </ul>
<p><b>REQUIRES DEVELOPMENT – negative indicators</b></p>	<ul style="list-style-type: none"> <li>• Fails to accept personal accountability for work undertaken or achieved</li> <li>• Demonstrates low awareness of deliveries, targets or plans and misses deadlines</li> <li>• Fails to recognise need for reprioritising/rescheduling work/outcomes, and fails to do so</li> <li>• Blames others/the organisation for shortcomings/non-delivery</li> </ul>

# Digital Capability

Harnessing technology to perform at your best and provide excellent customer experiences.



<p><b>ENHANCED</b></p> <p><b>Researches technology to identify ways to improve our product or service</b></p>	<ul style="list-style-type: none"> <li>• Identifies new ways of using technology in their role/team or the wider organisation and supports its adoption by others</li> <li>• Identifies opportunities to improve the customer experience through the use of technology and to measure and evidence its impact</li> <li>• Deploys technology to facilitate effective meetings and team collaboration in a hybrid working environment</li> <li>• Sharing own digital knowledge and skills with others</li> <li>• Creates and researches digital materials relevant to their role e.g. video</li> <li>• Ensuring that new products and services are reviewed for inclusiveness</li> </ul>
<p><b>CORE</b></p> <p><b>Uses technology to perform at their best</b></p>	<ul style="list-style-type: none"> <li>• Makes effective use of technology applications in the delivery of their role</li> <li>• Finds, collates, manages and analyses data/information to inform decision making</li> <li>• Actively embraces learning or using new technology</li> <li>• Is confident using digital and collaboration tools as needed to perform their role effectively</li> <li>• Participates fully in digital/hybrid teams</li> <li>• Understands the importance of data and cyber security and understands the reputational/operational risks</li> <li>• Promotes a positive digital identity on any platforms they use</li> <li>• Considers the impact of digital usage on their wellbeing</li> <li>• Effectively and safely sets up their workspace wherever that may be</li> <li>• Understands our customers digital expectations</li> <li>• Using digital technology to help meet our sustainability goals</li> <li>• Having empathy to those who may not have access to the same technology and mindful of individuals' challenges in using it</li> </ul>
<p><b>REQUIRES DEVELOPMENT – negative indicators</b></p>	<ul style="list-style-type: none"> <li>• Actively avoids adopting new technologies</li> <li>• Responsible for a data breach or successful cyber attack</li> <li>• Brings the organisation into disrepute or makes inappropriate comments on work or personal social media accounts or digital platforms</li> </ul>

# The Customer Experience

Anticipates, assesses, and responds effectively to the needs of diverse customers both internal and external, making an excellent customer experience the first priority.



<p><b>ENHANCED</b></p> <p><b>Researches and implements improvements or changes to the customer experience</b></p>	<ul style="list-style-type: none"> <li>Actively keeps in touch with the marketplace (e.g. HE sector, external organisations) with a view to providing a better service</li> <li>Measures the level of customer service the organisation is providing and acts to continually improve the customer experience</li> <li>Recommends solutions that demonstrate an in-depth understanding of the customer’s or stakeholder’s needs and wants</li> <li>Aims to exceed customer expectations and add value, considering cost implications, time and scope</li> <li>Co-ordinates and implements methods for customer feedback and consultation</li> <li>Provides customer / stakeholder feedback to others to ensure a customer-focused environment</li> <li>Builds appropriate internal/external partnerships for effective delivery of services or products</li> </ul>
<p><b>CORE</b></p> <p><b>Deals directly with the customer providing solutions to meet their needs</b></p>	<ul style="list-style-type: none"> <li>Ensures different customer’s concerns/requirements are appropriately addressed within an agreed timescale</li> <li>Looks to continually provide a better service/experience to the customer</li> <li>Contributes to identifying and developing solutions to meeting customer needs</li> <li>Ensures any errors are quickly rectified quickly and efficiently</li> <li>Demonstrates an understanding of the customer/stakeholder perspective</li> <li>Understands how different cultural and international issues relate to their role</li> <li>Communicates clearly verbally and in writing, using the appropriate language/format</li> <li>Identifies and finds solutions to cultural and international issues relating to their role/work area</li> <li>Develops in-depth understanding of differing customer needs to provide what they need rather than what is convenient</li> <li>Ensures that customer complaints are dealt with promptly effectively resolved if possible</li> <li>Encourages colleagues to see things from the customer /stakeholder perspective</li> <li>Ensuring that new and existing products and services are reviewed for inclusiveness</li> </ul>
<p><b>REQUIRES DEVELOPMENT – negative indicators</b></p>	<ul style="list-style-type: none"> <li>Is unwilling to consider and understand the customer’s point of view or unaware of customer’s needs and views</li> <li>Talking inappropriately about customers and/or their requirements</li> <li>Develops solutions based on own/LIBF’s convenience instead of based on customer needs</li> </ul>

## Managing quality and standards

Demonstrating commitment to high standards and continuously seeking improvement.



<p><b>ENHANCED</b></p> <p><b>Maintains quality and standards in own and others work</b></p>	<ul style="list-style-type: none"> <li>• Develops and amends policies/procedures to prevent any reoccurrence of complaints/errors</li> <li>• Monitors and evaluates quality of work/service within own area and uses benchmarking and continuous improvement techniques where appropriate</li> <li>• Encourages others to work to high standards through regular catch-up meetings</li> <li>• Takes responsibility for ensuring that any errors are identified and addressed</li> <li>• Takes responsibility for the quality of output as well as completion of tasks/delivery of services</li> <li>• Identifies and reports risks to service delivery and determines solutions to overcome problems that threaten delivery</li> </ul>
<p><b>CORE</b></p> <p><b>Maintains quality and standards in own work</b></p>	<ul style="list-style-type: none"> <li>• Delivers work to relevant standards and deadlines</li> <li>• Understanding and accommodating our students and partners differing needs but within the constraints of our regulations</li> <li>• Being honest about any mistakes made</li> <li>• Aims to make few or no errors; uses audit trails to track back problems</li> <li>• Looks for ways to improve own performance</li> <li>• Suggests changes to long established practices that result in improvements</li> <li>• Is concerned for quality of output as well as completion of the task</li> </ul>
<p><b>REQUIRES DEVELOPMENT – negative indicators</b></p>	<ul style="list-style-type: none"> <li>• Shows no regard for accuracy, repeatedly making the same mistakes in their work</li> <li>• Regularly works in a manner that ignores or affects quality standards</li> <li>• Does not take responsibility for quality issues within their role (and department if appropriate)</li> <li>• Does not consider the potential risks of poor quality and standards</li> </ul>

# Applying judgement and taking decisions

Making sound and timely decisions that are evidence based



<p><b>ENHANCED</b></p> <p><b>Supports others and/or teams in decision making</b></p>	<ul style="list-style-type: none"> <li>• Makes and champions decisions based on sound investigation and analysis</li> <li>• Makes good decisions quickly, with or without complete information even under tight deadlines and pressure</li> <li>• Considers the impact on operational systems/processes</li> <li>• Questions appropriate sources for relevant information and answers to key questions</li> <li>• Requests the appropriate level of data analysis to aid sound decision-making</li> <li>• Creates simplicity of data/problems/solutions from the complexity of the initial information</li> <li>• Manages risks and consequences of problems and solutions in line with strategic direction</li> </ul>
<p><b>CORE</b></p> <p><b>Takes decisions in own role</b></p>	<ul style="list-style-type: none"> <li>• Takes responsibility for decisions within the remit of their role using the expertise available within the organisation and considers the consequences, impact and implications of their decision</li> <li>• Collates and analyses available information to solve problems</li> <li>• Seeks information and advice as required</li> <li>• Breaks down simple information and problems to derive solutions</li> <li>• Applies experience, common sense and uses tools like decision trees to understand issues and resolve problems</li> <li>• Shares information with appropriate people to aid analysis</li> <li>• Presents data and conclusion in logical and defensible ways</li> </ul>
<p><b>REQUIRES DEVELOPMENT – negative indicators</b></p>	<ul style="list-style-type: none"> <li>• Avoids being accountable for decisions taken</li> <li>• Not applying rational or intuitive approaches to decisions</li> <li>• Demonstrates only narrow and conventional approach to solving problems</li> <li>• Fails to analyse data appropriately e.g. too much or too little detail, uses wrong analysis methods</li> <li>• Avoids owning and taking responsibility for a decision that has been made</li> </ul>