



**Queens
Cross
Housing
Association**

Competency Framework

Guidance Note

Call: 0808 143 2002

Visit: qcha.org.uk



Our Vision, Values and Strategic Objectives

OUR VISION

Excellent housing in vibrant communities.

OUR VALUES

Our values guide everything we do. Whenever we make decisions, we look to our values to make sure we are doing the right thing.

Respect

We see the positive in everyone, especially our tenants. We treat everyone fairly, regardless of age, race, gender, sexuality or background. We ask for opinions even if we know we might not like what we hear. And we address people's concerns in any way we realistically can.

Integrity

What we say in public is the same as what we say behind the scenes. If we say we'll do something, we mean it. Our tenants can count on us to solve their problems and make sound decisions.

Aspiration

We want the best for all our current and future tenants. We're not afraid to strive for things that won't be easy – or try things that haven't been done before. We seek out opportunities and welcome change. If it doesn't turn out as planned, we learn and improve again. And then we try again.

OUR STRATEGIC OBJECTIVES

- A) Building and sustaining popular neighbourhoods
- B) Creating and supporting greater life opportunities for all
- C) Developing greener spaces and community wellbeing
- D) Being a dynamic and listening community partner
- E) Treating people equally and with respect

Our Equality, Diversity and Inclusion Commitment (EDI)

Our EDI Strategy sets out our aim to break down barriers to communication and participation, eliminate discrimination and give equal opportunities and access to services to all groups, communities and individuals. The strategy outlines five objectives that includes placing equality and diversity in our mainstream day to day activity. We promote equality, diversity and inclusion in all our employee policies and procedures to ensure that all employees are treated equally and that they are treated fairly on in relation to the protected characteristics as outlined in the Equality Act 2010.

Positive about disabled people: Building on our commitment to equality, diversity and inclusion we take positive steps to provide an environment where people with a disability can maximise their potential and have equality of opportunity in recruitment, training and promotion. We will ensure any reasonable adjustments are made to support employees with a disability throughout our employment policies and procedures.

LGBTQI: We understand that people perform better when they can be themselves. Therefore, we are committed to making the Association an environment where lesbian, gay, bi, trans and intersex people can be themselves. To support colleagues and to create an inclusive environment, we are a Stonewall Diversity Champion. Working with Stonewall Scotland, we ensure our policies, procedures and employee benefits align with best practice for sexual orientation, gender identity, equality, diversity and inclusion.

Data Protection Statement

As your employer we will collect and process personal data relating to you to manage our contract with you. We are committed to being transparent about how we collect and use your data, and to meeting our data protection obligations with you. Further information about this commitment can be found within our Worker (employee) Privacy Notice.

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INTRODUCTION

Behavioural competencies describe how you approach an activity or situation.

They are not the skills we use to do a particular job, such as using a PC or writing a report. They are not the knowledge you need to complete a task.

Behavioural competencies describe how we do something, such as manage our jobs, our homes or our lives generally.

Behavioural competencies give clear direction and state the expectations that the Queens Cross has of its employees. They are firmly anchored in our values and place the customer at the centre (bear in mind that this is both external and internal customers).

Behavioural competencies should guide our day-to-day actions and decisions, enabling us to deliver consistently excellent services.

The competencies are cumulative, this means that:

Core Competencies	All employees must meet and demonstrate these competencies.
Leadership Competencies	All supervisors, team leaders, and managers must meet and demonstrate these in addition to the core competencies.
Executive Competencies	All directors and executive team members must meet and demonstrate these in addition to the core and leadership competencies.



CORE COMPETENCIES

Teamworking

We all bring expertise in specialist areas. We talk to each other, listen, and find the best way forward. Crucially, we reach a decision and set targets for how to make it happen. We're always working towards common goals.

We act with respect and tolerance, so everyone feels comfortable sharing their ideas and playing their part. If something goes wrong, we act together to make it right.

We focus on our work, but we never forget that others might need our support. If they do, we help – even if it means our day doesn't go exactly as we'd planned.

All employees should

- Be approachable and respectful.
- Build positive relationships with colleagues.
- Put the achievement of team objectives before the pursuit of personal objectives.
- Listen to others.
- Understand that everyone has different skills and abilities, and value the work done by them.
- Invite feedback.
- Listen to feedback with an open mind.
- Offer positive and constructive feedback to colleagues in a respectful manner.
- Support colleagues.
- Share learning with colleagues and learn from others.
- Communicate with colleagues respectfully and constructively.
- Show gratitude and thank colleagues for their help.
- Help to provide continuity of service in the absence of colleagues.
- Put effort into achieving team goals.
- Show empathy.
- Work well with colleagues from other teams and departments.
- Punctual for meetings and respectful of the time of others.
- Work in an inclusive manner.
- Offer assistance to colleagues.
- Share examples of good practice.

All leaders should

- Encourage teamwork.
- Encourage inter-departmental working.
- Are open and honest when sharing information with their teams.
- Get to know the individuals within their team and, where appropriate, the wider Association and understand their aspirations
- Contribute knowledge and expertise to the team, readily sharing ideas and information.
- Offer constructive assistance to colleagues across the Association.
- Seek and listen to the views of employees and managers from across the Association.
- Delegate work appropriately, providing clear guidance and boundaries that empower employees to carry out tasks.
- Recognise performance and achievements.
- Are consistent and fair when recognising employee performance and achievements.
- Delegates in a fair manner across the team and ensures that the performance of every team member is recognised.

All executives should

- Build productive relationships with people across and outwith the Association
- Give priority to benefits for the whole Association over quick wins for own area or department.
- Commit resources from their own area to support wider projects and initiatives.
- Harness views across the Association to achieve business objectives and shared outcomes.

CORE COMPETENCIES

Taking ownership

When we are asked to do something or see a problem that needs addressed, we take responsibility for making sure it happens. If we can help directly, we do. If we can't, we find someone who can.

We know what we're responsible for and do everything we can to make it happen. We don't put things off or pick and choose the tasks we like best. But we do ask for help if something is beyond our limits and use the skills of others whenever it's appropriate. We communicate clearly and lead by example.

All employees should

- Accept responsibility for delivering work tasks that contribute to team, departmental and Association goals and objectives.
- Make the best decisions possible in the circumstances based on the information available.
- Accept and learn from their own mistakes.
- Act on feedback or complaints received.
- Take action when it is within their capability to do so.
- Demonstrate a “right first time” attitude and have a flexible, “can do” approach to their work.
- Reflect on and learn from their own performance.
- Understand their role and the roles of their colleagues throughout the Association so that they can signpost effectively if they are unable to assist.
- Ask questions in a timely manner and in an appropriate setting.
- Understand the limits of their authority. Work within them and signpost appropriately when they are unable to assist
- Present a united approach to stakeholders outwith the Association.
- Follow up on work that they have passed on to colleagues.
- Close the loop by providing feedback to colleagues who have raised matters with them.

All leaders should

- Work unsupervised, seeking support appropriately as required.
- Focus on key areas that benefit the business.
- Evaluate situations quickly and accurately.
- Plan ahead and communicate plans in a manner that gives colleagues time to carry out their work in a planned manner
- Anticipate problems and challenges, taking action to avoid or mitigate them where possible.
- Identify and address areas of development within self and team.
- Retain responsibility for overall delivery while delegating appropriately.
- Delegate appropriately to ensure that their time is spent on tasks that add most value.
- Express opinions clearly and concisely at supervisor, team leader or managers meetings.
- Champion the collective view once a decision has been made at a supervisor, team leader or managers meeting..

All executives should

- Take difficult decisions based on data and evidence.
- Weigh business risks carefully before taking action.
- Take calculated risks.
- Flex plans in light of developments or feedback.
- Seek to continuously improve performance.
- Express opinions clearly and concisely within ET meetings.
- Champion corporate view once decisions are made by ET.
- Challenge opinions of other Directors constructively in an appropriate setting.
- Accept overall responsibility for results of Association.
- Deliver unpopular messages clearly and concisely.

CORE COMPETENCIES

Solutions focussed

We take time and listen carefully to identify the real issue; what's needed and what can we do to help. We consider all options, challenging previous decisions where necessary.

We draw on our experience and expertise to find answers. If we are unsure, we ask others for advice, canvas ideas and do everything we can to get a result. We try new ways of working and take calculated risks.

That said, we're realistic. Compromise and collaboration is a necessary part of what we do. Where an ideal solution isn't possible, we identify and act on the next best thing. We welcome feedback, apologise when we need to and learn from our mistakes.

All employees should

- Actively listen to feedback and complaints.
- Identify key issues that need to be resolved or changed.
- Seek innovative solutions.
- Gather all necessary data to drive decision making.
- Share learning with others
- Involve other employees in developing solutions in an appropriate manner.
- Escalate or pass on issues that they cannot address personally.
- Value complaints – encouraging stakeholders to provide constructive feedback and lodge complaints if appropriate.
- Learn from complaints.
- Persevere until a solution is identified.

All leaders should

- Encourage their team to develop innovative solutions.
- Communicate information and data to team and colleagues to assist decision making and problem solving.
- Be prepared to change policies, procedures and work practices that no longer work.
- Keep up to date with changes in working practices in other organisations.
- Ensure that proposed solutions are cost effective.
- Provide direction to employees who are seeking solutions.
- Recognise that employees may take different approaches to resolving issues than the line manager may have chosen.

All executives should

- Create a culture where innovation and new ideas are welcomed.
- Place a high value on the needs and desires of customers.
- Ensure that the Association delivers value for money when implementing solutions.

CORE COMPETENCIES

Making a difference

We take action that delivers sustainable benefits to the people we work with, the communities we serve and the wider environment.

Every customer's situation is different. We get to know each one to make sure we help the best way we can. We listen to what they tell us, recognise their struggles, and act with understanding.

We learn as much as possible about our areas of expertise to make sure our advice is always relevant and informed. We get to know our colleagues well, so we can ask for the right support and provide the best possible solution.

We're proactive and go beyond what's expected – we persist where others would give up..

All employees should

- Go above and beyond on a regular basis to ensure that stakeholders receive the best possible service.
- Reflect on performance and behaviours to increase self-awareness.
- Be open to learning new things every day
- Utilise their skills and knowledge to benefit the team, department and Association.
- Be flexible and adapt to changing circumstances.
- Adapt their interpersonal style to the situations and people that they encounter.
- Maintain a positive outlook at work.
- Develop their resilience.
- Speak with their line manager when issues arise, either at work or personally.
- Show respect to everyone that they interact with.
- Treat everyone as a valued individual.

All leaders should

- Manage with empathy.
- Take an interest in team members and other colleagues.
- Encourage self-reflection and learning within their team.
- Lead change.
- Support team members and colleagues through change.

All executives should

- Create an environment that enables every employee to perform to the best of their ability.
- Create a learning organisation.
- Embrace and lead change.

LEADERSHIP COMPETENCIES

Leadership

Managers, supervisors and team leaders should provide inspirational leadership for their teams and the Association as a whole.

All leaders should

- Provide team members with clear direction.
- Set and enforce appropriate standards of performance and behaviour.
- Enthuse and motivate team members and colleagues.
- Be committed to the Associations' goals and objectives.
- Have an approachable style of management while retaining appropriate boundaries.
- Provide clear direction to their team.
- Provide positive and constructive feedback.
- Recognise individuals for their achievements.
- Empower employees within appropriate boundaries.
- Encourage their team through challenges and provide appropriate levels of support.
- Assess training needs and provide development opportunities for team members.
- Tackle poor performance.
- Build trust and credibility.
- Follow through when they undertake to do something.
- Be aware of the capability of each team member and manage them appropriately.
- Challenge negativity and bad practice in the workplace.
- Seek input at an appropriate time and in an appropriate manner.
- Provide a positive role model for employees.

All executives should

- Encourage colleagues and employees to take on challenging tasks and projects.
- Make best use of diverse talents across the Association.
- Set clear long and short term objectives. Monitor progress towards achievement of objectives.
- Apply a situational leadership style.
- Delegate interesting and challenging tasks to employees.
- Empower employees to decide what has to be done and planned for the future.

LEADERSHIP COMPETENCIES

Decision making

While decision making takes place at all levels of the Association, managers, supervisors and team leaders have a key role to play in supporting and encouraging effective decision making.

All leaders should

- Gather and analyse relevant available data before making decisions.
- Weigh business risks when making decisions.
- Retain responsibility for success or failure of decisions made by the team while delegating appropriately.
- Make clear and unambiguous decisions in collaboration with colleagues.
- Consult with colleagues appropriately.
- Communicate decisions clearly and concisely, including difficult decisions and decisions that will not be well received.
- Make decisions in a timely and prompt manner.
- Actively contribute thoughts and opinions at an appropriate time to ensure that decisions are made on the best information.
- Reflect on the outcome of decisions that they make in order to learn for the future.
- Plan ahead and set appropriate time-scales for involvement and / or consultation so that everyone who needs to be involved can have provide input for decisions.
- Support team members when they make decisions.
- Confident in their decision making.

All executives should

- Set clear levels of authority for decision making across the Association.
- Hold directors, managers, supervisors, team leaders and employees to account when decisions need to be made.
- Make tough choices in the best interests of the long-term sustainability of the Association.

LEADERSHIP COMPETENCIES

Business focus

The Association should be run in an efficient manner, ensuring that it delivers value for money and excellent services.

All leaders should

- Understand that decisions made in one department may impact across the business and takes steps to identify and mitigate such situations.
- Deliver value for money and work within budgetary constraints.
- Link the goals and objectives of team members to the Association's strategic objectives to help employees understand how they contribute to the success of the Association.
- Set performance standards for the team and individual team members.
- Ensure that team and individual performance meets the standard that has been set.
- Ensure that new and transferring employees are set clear performance targets as part of their induction.
- Collaborate with colleagues across the Association to set and deliver on performance targets and business objectives.
- Share information and data freely with colleagues.
- Participate in Association-wide initiatives and projects that may not directly benefit their own area.
- Promote an understanding of the work done by other teams and departments.
- Encourage the Association to evolve and change in a planned and structured way to meet the changing needs of customers and stakeholders.
- Develop processes and procedures that support and facilitate service delivery..

All executives should

- Prioritise performance management.
- Consider impact of decisions made in own area on other areas within the business.
- Take collective responsibility for every performance indicator.
- Accept feedback from outwith own area.
- Set, review and revise 30-year financial model.
- Are committed to the success of the entire Association
- Consider business and reputational risks when implementing initiatives.

EXECUTIVE COMPETENCIES

Directing the Association

Being resilient and unwavering to do whatever needs to be done to produce the best long-term results for the Association.

All executives should

- Not be deflected by problems or challenges.
- Remain consistent and show unwavering resolve to do whatever needs to be done to produce the best long-term results for the Association.
- Be resilient.
- Review and revise goals based on sound data and evidence.
- Clearly define the Vision, Values and Business Objectives for the Association.
- Work openly with the Board of Management to determine the strategic direction of the Association.
- Communicate in a clear and timely manner with the Board to ensure that it can make informed decisions about the strategic direction of the Association.

EXECUTIVE COMPETENCIES

Strategic awareness

Being alert and attentive to what is happening in world surrounding the Association to identify and take advantage of potential opportunities. Understanding the wider implications of business decisions.

All executives should

- Scan the horizon.
- Identify opportunities to improve.
- Understand and react to the wider implications of business decisions and external developments.
- Interpret the Association's strategy into clear and understandable operational plans.
- Analyse data to identify trends and patterns affecting the Associations' strategy.

CONTACT US

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Are you or do you know a Queens Cross customer who has difficulty communicating with us in English?

This could mean that you don't get access to the information and services you need.

Queens Cross can provide translation and interpretation services for customers. If this is you, or someone you know, get in touch and we'll do our best to help.



هل تعلم أنه يسعدنا أن نترجم؟

هل تعرف أحدا من عملاء كوينز كروس أو أنك أنت عميل كوينز كروس وتجد صعوبة في التواصل معنا باللغة الإنجليزية؟

قد يعني ذلك أنك لا تستطيع الوصول إلى المعلومات والخدمات التي تحتاجها.

يمكن لكوينز كروس تقديم خدمات الترجمة الكتابية والشفوية للعملاء. إذا كان هذا الخطاب يعنك أنت أو أي شخص تعرفه، تواصل معنا وسنبذل قصارى جهدنا للمساعدة.

Czy wiesz, że jesteśmy otwarci na korzystanie z tłumacza - Happy to Translate?

Czy jesteś klientem lub znasz klienta Queens Cross, który ma trudności, aby komunikować się z nami w języku angielskim?

Może to oznaczać dla Ciebie brak dostępu do potrzebnych Ci informacji i usług.

Queens Cross zapewnia tłumaczenia ustne i pisemne swoim klientom. Jeżeli chcesz z nich skorzystać lub znasz kogoś, kto chciałby z nich skorzystać, skontaktuj się z nami, a dołożymy wszelkich starań, aby Ci pomóc.

您是否知道，我们乐意提供翻译？

您本人或者在您认识的人中，是否有难以用英语与我们沟通的女王十字（Queens Cross）的客户？

这可能意味着您无法访问所需的信息和服务。

女王十字（Queens Cross）可以为客户提供笔译和口译服务。如果您或您认识的人存在这种需求，请与我们联系，我们将尽最大努力为您提供帮助。

کیا آپ جانتے ہیں کہ ہمیں ترجمہ کر کے خوشی ہو گی؟

کیا آپ بذات خود یا کوئینز کراس کے کسی ایسے کسٹمر کو جانتے ہیں جسے ہمارے ساتھ انگریزی میں بات چیت کرنے میں دشواری کا سامنا ہو؟

اس کا مطلب یہ ہو گا کہ آپ اپنی مطلوبہ معلومات اور خدمات تک رسائی حاصل نہیں کر پائیں گے۔

کوئینز کراس صارفین کے لئے ترجمے اور ترجمانی کی خدمات فراہم کر سکتی ہے۔ اگر آپ یہ بذات خود ہوں یا کسی اور کو آپ جانتے ہوں اور رابطہ فرمائیں تو ہم مدد کرنے کی پوری کوشش کریں گے۔