



## OUR COMPETENCY FRAMEWORK

The Foundation's Competency Framework establishes common standards of behaviour to guide the way we work. It based on our core values.

We aim to integrate the framework in everything we do, most especially in how we attract, develop, appraise, and retain our staff. In addition, we will use the framework to:

- Regularly assess staff capability and the Foundation's ability to deliver its mission
- Clarify expectations of each role in a consistent and objective way
- Create shared language around our values and what is expected from staff
- Support a culture of feedback and development
- Provide appropriate professional development opportunities for staff who embody our competencies and corevalues in their work.

The Competencies are organised over three levels: Directors, Managers, and Officers. The levels are cumulative.This means that:

- **All colleagues** are expected to demonstrate the core competencies outlined at officer level.
- **Managers** are, in addition, expected to demonstrate the 'Managers' competencies.
- **Directors** are expected to demonstrate all competencies.

| Levels                                                                       | DIRECTORS                                                                                                                                                                                                                                                                                                                                                                                                       | MANAGERS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | OFFICERS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Competencies                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>1. Lives out our values and demonstrates awareness of self and others</b> | <p><i>The ability to:</i></p> <ul style="list-style-type: none"> <li>- Persuasively communicate the importance of our values to the Foundation's vision and mission.</li> <li>- Create and promote a culture within which those values can thrive.</li> <li>- Take decisive action to uphold and defend values.</li> <li>- Promote the importance of self-awareness as a means of living out values.</li> </ul> | <p><i>The ability to:</i></p> <ul style="list-style-type: none"> <li>- Provide an example to others in affirming, upholding and modelling values, communicating and reinforcing behaviours that are aligned to those values.</li> <li>- Be open to feedback from colleagues.</li> <li>- Be mindful of the authority and influence that comes with the role and prevent any abuse of authority.</li> <li>- Demonstrate impartial application of organizational policies, procedures, and practices.</li> <li>- Respond appropriately to ethical issues and complaints of abuse of authority, bullying or harassment.</li> <li>- Provide a protective environment in which colleagues can speak up and act without fear.</li> </ul> | <p><i>The ability to:</i></p> <ul style="list-style-type: none"> <li>- Uphold and model Commonwealth and Foundation values in all aspects of work and engagement.</li> <li>- Demonstrate self-awareness and awareness of others including through displaying sensitivity and respect for all colleagues and partners</li> <li>- Recognize own strengths and limitations, learning from mistakes made.</li> <li>- Seek and be open to feedback from colleagues on own behaviours, act on the feedback received.</li> <li>- Be transparent in admitting mistakes and take corrective action.</li> <li>- Recognize stress and limitations, seeking help where needed.</li> <li>- Keep emotions under control and restrain negative actions when faced with opposition or hostility from others or when working under stress.</li> <li>- Display appropriate ethical behaviours</li> <li>- Challenge unprofessional and unethical behaviours that are not aligned to our values.</li> </ul> |

|                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>2. Leads, manages and nurtures people</b> | <p><i>The ability to:</i></p> <ul style="list-style-type: none"> <li>- Create and promote an environment where colleagues can voice their concerns without fear.</li> <li>- Role model effective people management behaviours, emphasising their importance to team managers and holding self and managers accountable.</li> <li>- Support managers to develop their leadership capabilities, providing honest feedback about their performance and ensuring support.</li> <li>- Create and promote a culture of fairness, transparency and inclusion where colleagues feel empowered and valued.</li> <li>- Promote a culture of continuous learning and knowledge sharing.</li> <li>- Create an environment where managers promote and role model staff well-being and self-care.</li> </ul> | <p><i>The ability to:</i></p> <ul style="list-style-type: none"> <li>- Create inclusive teams</li> <li>- Recognize individual contributions and acknowledge team success.</li> <li>- Create opportunities for colleagues to be heard and facilitate constructive discussions.</li> <li>- Delegate responsibility and authority, while fairly allocating tasks, clarifying expectations and providing clear direction.</li> <li>- Support colleagues in developing and implementing realistic work plans, regularly discussing performance, giving timely, constructive feedback, providing support to address issues and taking action when necessary.</li> <li>- Support learning goals for colleagues, devoting time to coach, mentor and build confidence to achieve personal and career goals</li> <li>- Dedicate time and energy to the well-being of colleagues.</li> </ul> |                                                                                                                                                                                                                                                                                                                                 |
| <b>3. Thinks and acts strategically</b>      | <p><i>The ability to:</i></p> <ul style="list-style-type: none"> <li>- Provide the vision and overall strategy for the Foundation</li> <li>- Build relationships and promote collaboration with people and organisations that are, or might become, important actors in achieving the Foundation's mission: openly sharing</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p><i>The ability to:</i></p> <ul style="list-style-type: none"> <li>- Clarify and shape the team's role and purpose in delivering the Strategic Plan.</li> <li>- Seek the views and perspectives of team members and others when developing strategic inputs and recommendations.</li> <li>- Take responsibility for team</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p><i>The ability to:</i></p> <ul style="list-style-type: none"> <li>- Understand and communicate the Foundation's vision and mission and align work and behaviour accordingly.</li> <li>- Act in ways that promote the Foundation's mission and meet organisational needs.</li> <li>- Analyse and evaluate data and</li> </ul> |

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                               | <p>knowledge, insights and effective practices.</p> <ul style="list-style-type: none"> <li>- Establish and maintain strong and mutually respectful relationships with governors; seeking and securing their active support for our mission.</li> <li>- Create an environment of evidence-based analysis, risk identification and management, prioritization and timely decision-making.</li> <li>- Monitor the broader operating environment to explore new/emerging areas and identify shifts, challenges and opportunities.</li> <li>- Link long-range visions and concepts to daily work.</li> </ul> | <p>decisions, providing the rationale as appropriate.</p> <ul style="list-style-type: none"> <li>- Understand the power relationships within the Organisation and with other organisations.</li> <li>- Identify decision-makers and the individuals who can influence them.</li> <li>- build and maintain friendly, trustworthy and open internal and external relationships and networks.</li> </ul>                                                                                                                                                              | <p>information to contribute to informed decision-making.</p> <ul style="list-style-type: none"> <li>- Deploy facts and arguments convincingly to persuade others of a certain course of action</li> <li>- Adapt work and working methods in response to emerging situations and new requirements.</li> <li>- Consider the long-term impact and risks of decisions and actions.</li> </ul>                                                                                                                                                                              |
| <b>4. Works to achieve results and impact</b> | <p><i>The ability to:</i></p> <ul style="list-style-type: none"> <li>- Create and promote a performance culture where colleagues have a strong sense of accountability and fulfilment.</li> <li>- Create and promote a culture that recognises and elevates the intergovernmental character of the Foundation and the role of governors and intergovernmental partners in the Foundation's success.</li> <li>- Create an environment of performance measurement, seeking feedback from stakeholders to assess</li> </ul>                                                                                | <p><i>The ability to:</i></p> <p>Inspire a sense of purpose, providing vision and direction to guide the team to achieve the desired impact.</p> <ul style="list-style-type: none"> <li>- Ensure coherence in the activities of the team, communicating strategic priorities and setting clear deliverables.</li> <li>- allocate and controls financial resources consistent with goals, priorities and budget.</li> <li>- develop practical solutions to address resource issues that impact the effectiveness of a team or project and the work to be</li> </ul> | <p><i>The ability to:</i></p> <ul style="list-style-type: none"> <li>- Plan and take ownership for delivering tasks with minimal supervision.</li> <li>- Pay attention to detail, producing work of a high standard.</li> <li>- Monitor activities on a regular basis, reviewing work plan to ensure progress and delivery.</li> <li>- Ensure the completion of tasks, while addressing obstacles.</li> <li>- Take responsibility for consequences of decisions and failures without passing blame to others.</li> <li>- Involve partners in activities that</li> </ul> |

|                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                    | <p>effectiveness.</p> <ul style="list-style-type: none"> <li>- Take full responsibility and accountability for shortcomings in any area, providing support where required.</li> <li>- Provide managers and staff with clear direction and focus.</li> </ul>                                                                                                                                                                                                                | <p>delivered</p> <ul style="list-style-type: none"> <li>- Undertake team progress reviews, discussing and taking corrective measures.</li> <li>- Predict possible obstacles in achieving results while providing guidance and support.</li> <li>- Promote an environment where team members learn from individual and collective successes and mistakes.</li> </ul>                                                                                                           | <p>impact them, keeping them informed of potential delays and problems.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>5. Works collaboratively</b>    | <p><i>The ability to:</i></p> <ul style="list-style-type: none"> <li>- Promote a culture that is collaboratively working toward the Foundation's vision and mission.</li> <li>- Promote a culture that encourages genuine participation and that values contributions from all staff, irrespective of level.</li> <li>- Promote a culture where colleagues and teams have opportunities to learn from each other and to grow through conflict and disagreement.</li> </ul> | <p><i>The ability to:</i></p> <ul style="list-style-type: none"> <li>- Encourage and facilitate proactive collaboration within and across teams in addressing priorities and strategies.</li> <li>- Explain the rationale for - and actively support the successful execution of - cross-Foundation work</li> <li>- Hold self and team members accountable for successful and respectful collaboration across teams and the active avoidance of a siloed approach.</li> </ul> | <p><i>The ability to:</i></p> <ul style="list-style-type: none"> <li>- Understand collaboration within and across teams as a key element in advancing the Foundation's mission and vision.</li> <li>- Actively and constructively contribute to collaboration approaches and initiatives.</li> <li>- Listen to colleagues, encouraging them to contribute ideas.</li> <li>- Proactively share relevant information with others, understanding that this is a critical aspect of a culture of collaboration</li> </ul> |
| <b>6. Communicates effectively</b> | <p><i>The ability to:</i></p> <p>Establish and model the Foundation's communication culture: prioritising clarity and transparency.</p>                                                                                                                                                                                                                                                                                                                                    | <p><i>The ability to:</i></p> <ul style="list-style-type: none"> <li>- Exercise quality control over all team communications, ensuring high levels of clarity and persuasiveness and conformity with protocols.</li> <li>- Guide staff to ensure quality and consistency in communications, taking corrective action as and</li> </ul>                                                                                                                                        | <p><i>The ability to</i></p> <ul style="list-style-type: none"> <li>- Communicate clearly and persuasively both verbally and in writing,</li> <li>- Follow information and branding protocols</li> <li>- Listen actively, taking into consideration different viewpoints and clarifying understanding if</li> </ul>                                                                                                                                                                                                   |

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | where required                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | necessary.<br>- Make optimum use of available digital technology and IT systems and social media.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>7. Manages complexity and embraces change</b> | <p><i>The ability to:</i></p> <ul style="list-style-type: none"> <li>- Lead and champion change initiatives, mobilising staff to respond to shifting priorities and new opportunities.</li> <li>- Promote an environment that drives creativity, innovation, flexibility and responsiveness.</li> <li>- Promote a culture supportive of challenges to the status quo, while maintaining rigor in the evaluation of new ideas.</li> <li>- Promote and maintain a positive and productive work atmosphere while operating in a complex environment.</li> <li>- Provide stability in the face of conflicting external pressures and tensions <ul style="list-style-type: none"> <li>- Promote organizational resilience by communicating openly and honestly about challenges and the actions required to address them.</li> </ul> </li> </ul> | <p><i>The ability to</i></p> <ul style="list-style-type: none"> <li>- Encourage innovation and engagement in change initiatives.</li> <li>- Maintain effectiveness, morale and well-being during times of uncertainty and change,</li> <li>- Involve colleagues and others in generating ideas, recommendations and solutions.</li> <li>- Recognise innovative thinking, creativity and calculated risk taking</li> <li>- Anticipate obstacles, adapt team priorities, develop alternative plans and solutions.</li> </ul> | <p><i>The ability to</i></p> <ul style="list-style-type: none"> <li>- Respond flexibly to changing circumstances, priorities and deadlines including through review of work practices.</li> <li>- Display creativity, experiment with new approaches and demonstrate openness to changing existing practice.</li> <li>- Maintain focus on priorities and deliverables in the face of pressure, or when things do not go according to plan.</li> <li>- Demonstrate flexibility, developing alternate plans in rapidly changing situations, uncertainty and adversity.</li> <li>- Analyse and exercise judgment in challenging situations in the absence of specific guidance.</li> <li>- Manage personal frustrations to avoid potential conflict.</li> </ul> |