

Behavioural Competency Framework

There are eight Behavioural Competencies, and effective behaviours for each competency:

1. Leading by Example

The Edinburgh Napier employee leads by example and displays a high level of personal integrity. Involving team members in decisions and facing-up to unpopular choices, they gain the respect of others through providing local and wider leadership and by promoting a 'one team' approach across the university. They also take steps to ensure that the team functions effectively and are able to meet the internal and external challenges faced.

Effective Behaviour according to grades:

Grades 1-3	Grades 4-6	Grades 7 & above
Display a high level of integrity and ethical behaviour	Lead the team in areas of expertise and personal responsibility	Lead and represent the University inside and outside
Treat individuals with dignity and respect	Champion the team within the department	Lead and direct activities and teams to support the achievement of the University strategic objectives
Give praise and credit to others	Tackle unpopular and uncomfortable issues and decisions	Recruit, manage and develop individuals to create high performing teams
Provide feedback to team and individuals	Resolve and remove barriers to effective team working	Network internal and external contacts for colleagues
Effectively manage conflict, raising this with your line manager where appropriate	Identify the reasons for conflict at work and take measures to resolve this	Champion institutional messages, even if these are unpopular
	Retain the respect of others in difficult situations	

Ineffective Behaviours:

1. Put personal agenda ahead of the team
2. Avoid unpopular issues and decisions
3. Take credit for others actions
4. Reacting aggressively to constructive criticism

2. Analysis & Problem Solving:

The Edinburgh Napier employee demonstrates strengths in analytical thinking and problem solving skills. They understand the strengths of different types of data and are able to solve problems relating to their role in order to deliver University organisational strategy.

Effective Behaviour according to grades:

Grades 1-3	Grades 4-6	Grades 7 & above
<p>Ensure all appropriate information is recorded and documented</p> <p>Attend to necessary detail when handling information and solving problems</p> <p>Apply analytical methods and tools as required</p> <p>Deal with problems following University policy and process</p> <p>Recommend improvements in delivering your objectives</p> <p>Recognise when to escalate issues to more senior staff</p>	<p>Ensure all problems are logged, updating documents and processes as appropriate</p> <p>Analyse and interpret different information sources to deliver individual and team outcomes</p> <p>Deal with urgent or complex problems where there is no standard solution</p> <p>Develop new approaches and creative solutions to deliver team outcomes</p> <p>Analyse team effectiveness and recommend improvements to work practices</p>	<p>Quickly absorb and analyse organisational-level data and information to identify issues and to prioritise individual and team actions</p> <p>Determine the approach to assessing and analysing data at the organisational level</p> <p>Manage complex, inter-related services or projects where strategic decisions are required</p> <p>Deal with large scale complex problems effectively and appropriately</p> <p>Initiate new and original approaches to managing projects and delivering University strategy</p>

Ineffective Behaviours:

1. Not keeping records, data as necessary
2. Failure to develop solutions in response to problems
3. Failure to use appropriate analytical techniques
4. Failure to make decisions that for which you are responsible
5. Make decisions for which you are not responsible

3. Working Collaboratively:

The Edinburgh Napier employee works collaboratively with colleagues and forms effective partnerships with internal and external stakeholders. Promoting shared goals, they take account of areas of common interest and difference and work with individuals and groups to help advance strategic objectives.

Effective Behaviour according to grades:

Grades 1-3	Grades 4-6	Grades 7 & above
<p>Seek opportunities to work collaboratively with others</p> <p>Develop internal relationships to help deliver objectives</p> <p>Actively involve and engage with others to help achieve team goals</p> <p>Be accessible to immediate colleagues and wider team members</p> <p>Seek mutually satisfying outcomes for everyone involved</p> <p>Deal positively with others' negative behaviours</p>	<p>Take a joined up approach to planning and working across boundaries to achieve shared goals</p> <p>Involve colleagues in creating effective solutions</p> <p>Develop internal networks capable of furthering departmental objectives</p> <p>Promote the value of working with others</p> <p>Motivate colleagues to contribute across the wider department</p>	<p>Champion collaborative and partnership working across the University</p> <p>Generate cross-disciplinary and strategic partnerships</p> <p>Involve appropriate stakeholders when evaluating information and making decisions on matters of strategic importance</p> <p>Develop external networks capable of furthering departmental strategic objectives</p> <p>Protect University interests by monitoring collaborative partnerships</p>

Ineffective Behaviours:

1. Act in a secretive manner
2. Avoid sharing information with other stakeholders
3. Do not build relationships across boundaries
4. Work in isolation

4. Continuous Personal & Team Development

The Edinburgh Napier employee ensures that all staff possess the knowledge and skills required to carry out their roles to the required standard. They show an interest in their own learning and development and in that of their team members and ensure that all have development plans tailored to their needs. They also champion a culture of continuous learning and improvement and ensure that the lessons learnt are applied at work.

Effective Behaviour according to grades:

Grades 1-3	Grades 4-6	Grades 7 & above
<p>Undertake PDR ownership and continuous personal and professional development</p> <p>Work with line manager to identify personal development needs</p> <p>Seek out learning opportunities</p> <p>Reflect on and learn from experience</p> <p>Apply new approaches and ways of working where appropriate</p>	<p>Ensure that all team members have the knowledge and skills to perform their role and have an up to date PDR</p> <p>Ensure all team members have development plans and access to appropriate learning and development activities</p> <p>Foster a culture of creativity and innovation</p> <p>Promote organisational and individual learning at work</p>	<p>Manage breadth of University wide learning needs</p> <p>Champion a culture of local learning support and strategic goals and objectives</p> <p>Champion a culture of creativity, innovation and continuous improvement</p> <p>Ensure local and organisational learning outcomes are integrated into University policies and systems</p> <p>Challenge the status quo and foster an environment in which others are open to new ways of working</p>

Ineffective Behaviours:

1. Do not develop self or others or participate in PDR process
2. Create development plans based on personal interests and not organisational requirements holders
3. Do not transfer learning to work
4. React defensively to constructive feedback
5. Do not participate in development activities

5. Delivering Successful Outcomes

The Edinburgh Napier employee delivers outcomes in support of the University strategy and goals. They identify the links between the wider strategy and their team's objectives, communicate this, create the conditions for team performance, involve others, reviews progress and take action as appropriate.

Effective Behaviour according to grades:

Grades 1-3	Grades 4-6	Grades 7 & above
<p>Accept responsibility for own performance and express a commitment to doing so</p> <p>Agree SMART objectives with your manager</p> <p>Deliver outcomes on time and to the required standard</p> <p>Anticipate barriers to delivering outcomes and take action to remove them</p>	<p>Accept responsibility for team performance</p> <p>Set individual and team objectives supportive of strategic strategy</p> <p>Create processes and systems to manage delivery of required outcomes on time</p> <p>Delegate as appropriate</p> <p>Maintain relationships with key stakeholders</p>	<p>Accept responsibility for delivering University objectives</p> <p>Champion projects, manage to delivery</p> <p>Monitor departmental plans and take actions as required</p> <p>Inform key stakeholders of progress against plans</p>

Ineffective Behaviours:

1. Fail to plan / set objectives
2. Miss deadlines
3. Fail to deliver
4. Do not address poor performance of self, peers, direct reports

6. Championing Effective Change

The Edinburgh Napier employee champions change with team members and other stakeholders. Putting the interests of the University first, they plan and implement change initiatives designed to develop Edinburgh Napier's position as a University of choice locally and internationally.

Effective Behaviour according to grades:

Grades 1-3	Grades 4-6	Grades 7 & above
<p>Work with managers to implement agreed change initiatives</p> <p>Can articulate the rationale for change to others</p> <p>Seek solutions to local problems</p> <p>Obtain additional information / raise concerns with managers as appropriate</p> <p>Respond to change in a calm objective manner</p>	<p>Plan, implement and monitor change initiatives within area of own responsibility</p> <p>Obtain information on the future direction and longer term goals of the University strategy</p> <p>Help team members to understand the rationale for change and manage the transition</p> <p>Seek team members views on change initiatives and keep them informed of progress against plans</p> <p>Keep stakeholders informed of changes and of any service delivery implications</p> <p>Manage risks and barriers to change and propose solutions to Senior Management</p>	<p>Champion the need for transformational and operational change across the University</p> <p>Develop a high-level change strategy based on departmental and University wide objectives</p> <p>Maintain an awareness of the HE environment and plan accordingly</p> <p>Integrate and co-ordinate departmental and University change initiatives</p> <p>Involve all appropriate stakeholders when planning, implementing and reporting on change</p> <p>Positively communicate the context and rationale for change across the University</p>

Ineffective Behaviours:

1. Respond emotionally to change at work
2. Key stakeholders not involved
3. Risks not identified
4. Unable to move beyond negative reactions

7. Effective Communication

The Edinburgh Napier employee encourages 2-way communication in all interactions, choosing the optimum time and approach to maximise their impact, using effective questioning and listening skills and adapting their approach and style to the audience's needs.

Effective Behaviour according to grades:

Grades 1-3	Grades 4-6	Grades 7 & above
<p>Encourage 2-way communication</p> <p>Use a listening and questioning approach to clarify own understanding</p> <p>Present a clear well-reasoned case when communicating with others</p> <p>Use the most appropriate communication vehicle and style for the audience and message</p> <p>Maintain confidentiality</p>	<p>Communicate effectively with all key internal and external stakeholders</p> <p>Monitor the effectiveness of individual and team communications</p> <p>Proactively share information and encourage others</p> <p>Tailor communications to the needs of the group</p> <p>Promote professionally behaviour at all meetings</p> <p>Seek opportunities to engage with the wider external community</p>	<p>Obtain and respond to the views of all relevant external stakeholders</p> <p>Develop and implement effective University wide communication</p> <p>Ensure effective horizontal and vertical communication</p> <p>Identify emerging themes from organisational communications</p> <p>Promote Edinburgh Napier in the external market</p> <p>Champion employee engagement</p>

Ineffective Behaviours:

1. Fail to communicate with others
2. Too much jargon
3. Breach confidentiality
4. React defensively to feedback
5. Negative communication about/towards colleagues

8. Managing Resources, Performance and Risk

The Edinburgh Napier employee takes an integrated approach to managing resources, performance and risk. Creating a high performance culture, supported by an effective approach to performance management and risk, they use resources optimally to place Edinburgh Napier in the best position to achieve its strategic objectives.

Effective Behaviour according to grades:

Grades 1-3	Grades 4-6	Grades 7 & above
<p>Effectively and efficiently use resources</p> <p>Comply with Edinburgh Napier policies and processes and with all relevant regulatory and statutory requirements, eg. Health and Safety</p> <p>Participate in the PDR process</p> <p>Address performance issues</p> <p>Identify risks and refer to managers when appropriate</p>	<p>Promote and develop a high performance culture</p> <p>Ensure the team has resources to deliver tasks on time, to quality, within budget</p> <p>Implement and monitor team performance</p> <p>Ensure the management of risk within University policy</p> <p>Keep senior management informed of risks identified, achievement of actions and plans</p>	<p>Champion and implement a high performance culture across the University</p> <p>Effectively manage budgets and resources</p> <p>Constantly seek ways to enhance departmental and University wide performance</p> <p>Develop and manage supplier relationships in support of the Department and University strategy</p> <p>Develop, implement and evaluate institutional performance</p>

Ineffective Behaviours:

1. Take uncalculated risks
2. fail to notify others of risks
3. Generate unauthorised budget deficit