



LEADERSHIP CHARTER & COMPETENCY FRAMEWORK

Leading with purpose, unlocking potential

Our **LEADERSHIP CHARTER AND COMPETENCY FRAMEWORK** helps each of us understand how we contribute to the ‘bigger picture’ of achieving the Housing Executive’s vision and values.



Our Vision

Everyone is able to live in an affordable, sustainable and decent home, appropriate to their needs, in a safe and climate-resilient place.



Our Values

Making a Difference,
Expertise, Fairness, Passion



Competency Framework

An effective tool which identifies the skills, knowledge and behaviours that drive successful performance.



Core Competencies

The skills, knowledge and behaviours that are required to do a job well.



Defining Behaviours

Behaviours that demonstrates
Core competencies



Positive Indicators

Performance outcomes for
each defining behaviour.

THE LEADERSHIP CHARTER

The charter commits to a set of value statements that defines characteristics of leadership in our organisation, acknowledging our need to lead together, across boundaries with practices that create a culture we are proud of.

The Leadership Charter ensures we are equipped to deliver our goals in an ever changing and complex environment.

Leadership within the Housing Executive is a collective activity, we all carry some responsibility for leading people or progress, we call this interdependent leadership - we depend on each other to deliver our success.



We believe Leadership is a collective activity

We encourage leadership at every level and nurture our people to be effective leaders

We are committed to, and invested in 'whole organisation' success

We work with a 'one organisation' approach to ensure that together, we meet all of our objectives

We understand the impact of our work and are committed to making a positive difference in the lives of our people and the community that we serve

We put our people, customers, community and environment at the heart of what we do, working continuously to make a difference, and to develop the best housing solutions for people in Northern Ireland.

We will listen, collaborate and connect to achieve better solutions

We collaborate and learn from other leaders and experts, we explore all possibilities by listening to others opinions in order to deliver a service that is simple and easy to use and effectively meets our customer needs.

We act with integrity, openness and honesty

We always strive to do the right thing, we are transparent and communicate openly and effectively with each other, our customers, stakeholders and those we are here to serve.

We treat each other with dignity and respect and are committed to diversity and inclusion

We are inclusive, we welcome and value difference and are committed to equality of opportunity, always treating every individual with fairness, dignity and respect.

We build trust and empower our people and teams

We create an environment where our people have the freedom to succeed, working in partnership, sharing our expertise and 'trusting the experts' to do their job.

We lead by example, and adopt an inquisitive and positive mind-set

We inspire others by our behaviours, demonstrating what it is to 'go the extra mile', encouraging high performance and continual progress, we understand that improvement and evolution are possible when we are open to trying something new.

We recognise and nurture the wealth of knowledge and potential in our people

We are proud of our community of housing and business professionals. As leaders we are committed to the investment required for furthering their knowledge and expertise through professional development and personal growth.

We adapt and grow to deliver results

We deliver continuous improvements for our people, our tenants and customers by removing obstacles and making timely decisions.

THE LEADERSHIP CHARTER AND COMPETENCY FRAMEWORK

Developing competence at the Housing Executive

The Housing Executive's Leadership Charter and Competency Framework has been developed to ensure we can deliver on our vision and our values.

Performance in the Housing Executive is made up of two related elements - what we do (OBJECTIVES) and how we do it (IMPACT). The 'How' is just as important as the 'what'.

Defining performance in this way gives us a more balanced view of what good performance looks like in our organisation, and in each particular role.

Our Competency Framework outlines 12 Core Competencies which are grouped into our four Core Values.

For each Core Competency there is a description of what it means in practice and some examples of effective behaviours at all levels (Practitioner/Leader/Senior Leader).

Our Competency Framework will provide our staff (whatever their role) with total clarity regarding effective behaviours that achieve optimal results.



THE COMPETENCY WHEEL

The Competency Wheel is a visual summary of our Competency Framework.

Core Values

We all have a role to play in contributing to the success of the Housing Executive and are committed to making a difference through fairness, passion and expertise, our four core values are therefore at the heart of our Competency wheel.

Core Competencies

The inner circle outlines our 12 Core Competencies grouped into our Core Values

Defining Behaviours

The most outer circle identifies practical behaviours that demonstrate our Core competencies.



	PRACTITIONER	LEADER	SENIOR LEADER
Making a Difference	1.1 Customer focused 1.2 Sustain 1.3 Collaborate/Advocate		
Expertise	2.1 Grow 2.2 Support 2.3 Innovate		
Fairness	3.1 Include 3.2 Do the right thing 3.3 Be Transparent		
Passion	4.1 Achieve 4.2 Effective decision maker 4.3 Solution focused		

Levels of Practice

The competency framework identifies what effective behaviours look like at each level of responsibility in the Organisation by outlining ‘positive indicators’ for each of the following levels; Practitioner/Leader/Senior Leader. The competencies are intended to be discrete and cumulative, with each level building on the levels below i.e. a person demonstrating a competency at ‘Senior Leader’ level should be demonstrating ‘Practitioner’ and ‘Leader’ competencies as a matter of course. These indicators of behaviour are not designed to be comprehensive, but provide a clear and consistent sense of what is expected from individuals in the Housing Executive.

What does it mean for me?

The framework will be used for recruitment, induction, performance management and development discussions and for talent management and succession planning initiatives. Your business objectives set out “what” you need to achieve and the competency framework sets out “how” you need to work to achieve those objectives. Most of you will need to focus on a number of competencies, usually around six, identified with your manager as being essential to your role.

You are encouraged to discuss the framework with your line manager to identify the competencies that apply most to your job role.

COMPETENCY FRAMEWORK			
	PRACTITIONER	LEADER	SENIOR LEADER
1.1 Making a Difference - Customer Focused - Positive Indicators			
We listen to the voice of the customer	• Demonstrates a high level of integrity and fairness in all dealings with customers. • Takes time to fully understand the issue and the request made by the customer. • Accurately identifies customer needs in order to consistently deliver a high standard of customer service	• Plans, implements and reviews customer service delivery, considering the needs of diverse customer groups. • Mentors and imparts knowledge to team members, communicates and supports change. • Seeks customer feedback, plans and implements changes to meet the diverse needs of our customers.	• Ensures that Housing Executive staff demonstrate professional, reliable, consistent and accountable behaviours in customer interactions and provides support to achieve behaviours. • Ensures customer feedback and research is used to recognise and commend good practice and raise customer service levels. • Puts improvement plans in place and ensure service performance is measured against standards, gaining accreditation/recognition where appropriate.
We address customer issues in a timely and sensitive manner	• Professionally and sensitively manage customer needs relative to the stage of the customer journey. • Provides comprehensive advice and information in a timely manner.	• Efficiently address emerging or repeat customer service issues and complaints through collaboration and exploration with others. • Supports team members with bespoke training to improve how we address customer issues.	• Establishes partnerships with external stakeholders to ensure accurate communication about Housing Executive policy and effective information/knowledge sharing. • Liaises with departments, on an organisational-wide basis to find better solutions that address current and developing customer issues.
We take action	• Takes ownership for the resolution of customer issues which may include referral and follow up with other external bodies. • Recognises when urgent and critical actions are required and signpost the customer or refer the issue accordingly. • Follow up to ensure that any referred actions made the difference expected.	• Supports team members to build networks both internal/ external for improved resolution options. • Creates opportunities for peer support and learning to improve wellbeing and resilience.	• Ensure our teams are equipped to adhere to our customer charter, policies and processes and service level agreements. • Seeks feedback on the delivery of our service, communicates results and sets direction for improvements.

COMPETENCY FRAMEWORK			
	PRACTITIONER	LEADER	SENIOR LEADER
1.2 Making a Difference - Sustain - Positive Indicators			
We develop our climate resilience knowledge to reduce carbon emissions	- Seeks education and understanding on the importance and impact of carbon literacy. - Offers suggestions and feedback in relation to improving how we work to reduce impact on the environment. - Shares knowledge with our customers and promotes good practice to reduce our carbon footprint.	- Role models continuous learning in this area and ensures staff complete carbon literacy and other climate resilience learning. - Encourage staff to offer suggestions and feedback in relation to improving our work practices and reduction of our carbon emissions.	- Ensures climate resilience is given strategic consideration in the work we do, consults with experts to develop our approach further. - Monitors records to ensure all team members complete carbon literacy and Environmental, Social and Governance training. - Identifies capability requirements in line with Housing Executive strategies and grows sustainable capability across own business area.
We deliver positive social, environmental, and economic impacts	- Provides impactful information to our customers and communities and help them to implement sustainable net zero solutions. - Delivers on sustainable policies and processes to achieve positive social, environmental, and economic impacts.	- Promotes the use of new technologies to help reduce carbon emissions. - Empowers staff to educate and support our customers and communities to adopt and implement net zero solutions. - Motivates others, challenges negative outlooks, and promotes individual accountability to garner positive outcomes and increase optimism.	- Analyses and evaluates activities and identifies risks in order to make sound policy decisions that take account of social, environmental and economic considerations. - Ensures policy decisions are in line with the Sustainable Development Strategy. - Instills confidence, and ensures that sustainable targets and progression are effectively communicated to all our staff and customers.
We lead on net zero solutions for our customers and communities	- Takes action to reduce our carbon footprint in daily activities. - Learns new sustainable skills and actively implement and incorporate them into the work that we deliver.	- Communicates strategy to set out how the organisation will deliver on its commitment to reach net zero emissions. - Ensures that our commitment to carbon reduction is embedded in working practices within the team.	- Leads/assists with the introduction of innovative business models, systems and approaches to deliver sustainability and net zero solutions to our customers and communities. - Ensures that sustainable targets are monitored and modifications are developed to reduce our environmental impact in line with best practice.

COMPETENCY FRAMEWORK			
	PRACTITIONER	LEADER	SENIOR LEADER
1.3 Making a Difference - Collaborate/Advocate - Positive Indicators			
We bring our best to our team	• Works cooperatively with others to get things done, willingly giving help and support to colleagues. • Effectively communicates with own team and asks for feedback. • Demonstrates a positive mind-set, offers help and support and considers the needs of others.	• Establishes excellent two way communication with team members for learning, support and feedback. • Remains constructive when disagreeing and sensitively challenges team members' views where appropriate. • Creates a positive team environment and takes action to increase productivity, improve working practices, and deliver successful outcomes.	• Identifies new ways of working together in the team and across the organisation and looks for opportunities to share or maximise resources. • Keeps relevant parties informed of progress, risks and issues. • Addresses difficulties in the team, seeks quick resolution and common ground to move conflict forward.
We establish positive relationships with our stakeholders	• Develops awareness of the needs of key stakeholders and strives to meet them. • Communicates with colleagues across functional areas to ensure a 'joined up' approach to delivering services for the customer. • Strives for a 'win/win' outcome for all those affected by our actions and decisions.	• Takes part in organisational wide events to improve collaborative working and encourages others to do the same. • Facilitates dialogue between dissenting parties for better outcomes. • Shares information and knowledge across organisational boundaries to find innovative solutions to complex problems.	• Networks internally and externally to establish excellent working relationships with relevant stakeholders e.g. staff, politicians, unions, external agencies. • Proactively champions solutions and opportunities across organisational, departmental and political environments that serve our community, tenants and staff. • Anticipates the changing needs of our stakeholders and seeks solutions in advance.
We build credibility with our networks	• Responds to requests for information and supports in a timely manner. • Recognises own role as a public servant and builds own credibility with others. • Creates harmonious working environment with colleagues.	• Shows an understanding of the priorities of other functions. • Together with relevant stakeholders, seeks to advocate and champion on behalf of others. • Demonstrates the ability to gain an understanding of others views and perspectives and supports team members to do same.	• Establishes a common vision and motivation to work collaboratively. • Considers the political impact of actions where relevant and remains professional and impartial in all of own dealings. • Resolves difficult situations effectively and sensitively at early stages, building own professional reputation.

COMPETENCY FRAMEWORK			
	PRACTITIONER	LEADER	SENIOR LEADER
2.1 Expertise - Grow - Positive Indicators			
We look for opportunities to learn and develop	- Reviews personal performance regularly and discusses development opportunities with line manager. - Assesses and commits to continuing professional development and reflective learning. - Willing to learn in order to improve efficiency and effectiveness in line with Housing Executive values. - Actively seeks opportunities to learn and develop, through a range of resources, to develop skills in role and in personal development.	- Achieves better outcomes by adapting behaviours and approach to suit each situation. - Demonstrates continual professional development and reflective learning/practice. - Seeks and adopts more efficient ways of working through personal development, peer learning and stretching projects. - Develops self-awareness and knowledge required for the role to make a strong contribution to team performance.	- Takes responsibility for personal and professional development needs in order to meet current and future objectives of the organisation and adherence to professional standards. - Role models continual professional development and reflective learning/practice. - Understands and optimises personal strengths to improve organisational performance. - Acts as a role model and demonstrates Housing Executive values i.e. 'walks the talk'.
We seek and provide constructive feedback	- Seeks feedback from peers and manager and sees this as an opportunity to develop. - Responds positively to feedback from colleagues and managers. - Offers constructive and helpful feedback to others for their development.	- Seeks feedback from the team we manage and others to develop our management skills and improve teamwork. - Consults with and makes use of subject matter experts to enhance personal effectiveness. - Effectively delivers feedback to peers for their growth and development. - Enables autonomous working for team members where appropriate with clear performance standards and follows up with developmental feedback.	- Actively encourages feedback from a wide range of stakeholders and can demonstrate application. - Establishes a culture of effective feedback and learning. - Creates forums for sharing knowledge, ideas and best practice with colleagues.
We show leadership in all areas	- Uses own initiative to gain better outcomes. - Takes responsibility for delivery of agreed actions. - Adheres to all required standards to include Health & Safety, Governance, best practice. - Recognises opportunities to show leadership through sharing expertise.	- Takes opportunity to develop leadership behaviours and skills for self and team. - Builds trust through visibility and interaction with own team and through openness, relationship building and upholding commitments. - Recognises and supports diverse learning needs of others, taking action to remove barriers to development where they exist. - Utilises performance process and policy to support development. - Encourages L&D activity through allocation of time for development ensuring compliance with all required standards (health & safety, governance, risk, best practice).	- Seeks new challenges that require new skills development and approaches, utilising colleague expertise to support objectives. - Monitors team development to ensure that everyone benefits from a fully inclusive and diverse learning and development programme and standards adherence. - Fully embraces the performance and talent management process to develop present and future talent needs for optimal service delivery. - Maintains high levels of trust through visibility and connection with own team and the wider organisation.

COMPETENCY FRAMEWORK			
	PRACTITIONER	LEADER	SENIOR LEADER
2.2 Expertise - Support - Positive Indicators			
We engage and get involved	• Maintains an awareness of current issues and developments in own field/profession. • Contributes to the work of other teams and offers new ideas. • Keeps others informed on relevant issues in a timely manner.	• Gets involved in organisation wide initiatives where you can support and impart expertise. • Encourages team members to think outside the box, gain experience in other areas and try new things. • Creates a team culture of shared learning and seeks to offer this to other teams. • Understands the contribution of other professions in the organisation and engages effectively, utilising their support where appropriate.	• Regularly engages with own team to understand where improvements can be made and trial suggestions. • Establishes a culture of support and integration with other departments for the achievement of Housing Executive objectives, equipping and encouraging teams to look beyond their immediate area of work to support strategic objectives (systems/collaborative approach). • Seeks feedback from internal and external partners to understand where impact and contribution could be improved.
We share our experience, knowledge and expertise	• Facilitates an excellent on boarding experience for our colleagues. • Participates in team learning, effectively learning from each other and sharing best practice. • Supports the learning needs of others through providing on-the-job support or mentoring.	• Encourages a high performance culture where team members agree objectives and are confident of receiving support. • Recognises and acknowledges effort and achievements of own team, celebrating success across a diverse range of areas. • Shares knowledge and skills with own team through regular communication. • Encourages others to 'have a go' and provide support to succeed.	• Seeks to embed best practice through research, benchmarking and development of expertise in own team. • Designs and embeds a high performance culture that clarifies the vision, sets objectives, supports knowledge sharing, connecting, networking, and co creation of standards for the team. • Shares experience and knowledge with own team to improve confidence and overcome obstacles.
We embrace a coaching approach for better outcomes	• Identifies and reviews own learning and development needs. • Sets SMART goals and takes action to achieve. • Seeks opportunities to develop beyond own comfort zone through coaching and mentoring initiatives.	• Reviews team performance and identifies learning and development needs that will best be met through coaching and mentoring support. • Creates peer support opportunities for improved resilience. • Adapts own management approach by developing empathy and coaching/mentoring skills to build individual competence and confidence, assisting our people to achieve better outcomes through optimisation of their own resources.	• Manages and leads own team to achieve results through peer and individual coaching opportunities. • Engages with organisation wide learning and development opportunities for the continued and shared development of our people. • Through an empathic approach, generously offers knowledge and expertise and mentors others to build organisation wide capability. • Actively invests time in development conversations with own team to determine their specific development needs.

COMPETENCY FRAMEWORK			
	PRACTITIONER	LEADER	SENIOR LEADER
2.3 Expertise - Innovate - Positive Indicators			
We continuously improve	• Considers how to add value to the service we provide and takes action to improve. • Takes action to reduce waste, limit defects and mistakes. • Achieve 'right first time' and find efficiencies in day to day work. • Thinks creatively about how a task can be best achieved .	• Makes recommendations for the development and review of policy as appropriate. • Adopts an innovative and efficient approach to work by liaising with internal and external Stakeholders. • Monitors policy and work practices and takes corrective action in line with policy or best practice. • Looks for new ways of working in order to gain efficiencies and improve service delivery. • Implements 'value add' through systems, processes.	• Reviews policy to ensure effectiveness, relevance and need for change. • Identifies the need for research, commissions (internally or externally) and uses it to inform policy. • Analyses and assesses resource implications of policies and secures resources to support improvements. • Takes considered risks to achieve efficiencies and implementation of improved processes. • Develops KPI's or team objectives that focus and deliver on continuous improvement.
We promote and encourage progress	• Works closely with others to agree how service delivery could be improved. • Provides relevant feedback to manager/supervising officer on the effects of policy and policy changes on service.	• Ensures a one organisational approach where improvements in one area support and build on improvements in other areas. • Seeks to understand best practice, benchmarking and research in order to promote the opportunity for improved ways of working. • Communicates changes and updates to policy in a way that is easily understood.	• Engages staff appropriately in policy review and development to ensure best possible outcomes and successful implementation. • Acts to take unnecessary bureaucracy out of the systems, in order to streamline service provision. • Critically evaluates and contextualises information about developments in Northern Ireland and elsewhere and uses this to inform policy and strategy development.
We celebrate success	• Shares credit with everyone involved in achieving results. • Recognises and acknowledges others positive contributions. • Recognises and celebrates the success of others.	• Looks for opportunities to recognise small and big wins. • Encourages achievements and progress of others, drawing attention to good outcomes. • Calls out successes and celebrates individual and team achievements. • Builds further on the strengths of the team and own personal strengths to achieve further success.	• Creates a culture of recognition for a wide range of achievements and good practice. • Establishes and role models practices to recognise the achievements of the team and individuals. • Encourages peer to peer recognition and circulates stories of success to the wider organisation.

COMPETENCY FRAMEWORK			
	PRACTITIONER	LEADER	SENIOR LEADER
3.1 Fairness - Include - Positive Indicators			
We treat everyone with respect	- Treats everyone with respect by demonstrating sensitivity to the customs, cultures and beliefs of others. - Complies with relevant policies and procedures, including our Dignity at Work and Safeguarding Policy (attending training to update knowledge where relevant). - Raises concern where appropriate respectful behaviours are not upheld.	- Creates an environment where everyone feels valued and a sense of belonging. - Role models respectful, inclusive behaviours and encourages mutual respect, support and openness. - Promotes fairness and takes action to embed equality, diversity and inclusion in all activities. - Challenges and addresses inappropriate behaviour by quickly highlighting unacceptable practice or behaviours.	- Demonstrates commitment to the promotion of equality and inclusion for all and displays this through own behaviors. - Challenges inappropriate behaviour and introduces quick resolution and appropriate policies and procedures when required. - Seeks to shape policy where there is opportunity to improve our approach to equality, diversity and inclusion.
We provide opportunity for all	- Participates in team learning to enable sharing of best practice. - Goes the extra mile to support peers to achieve their objectives and considers where additional support can be offered. - Raises concerns and seeks support to help address any personal barriers to own development.	- Supports team participation in wider social and community activities and training to build knowledge and awareness of Equality Diversity and Inclusion issues. - Signposts individuals to a range of opportunities and provides support to develop and improve performance. - Helps identify barriers where they exist for employee development and, where appropriate, make reasonable adjustments.	- Monitors and ensures equality of access to services, benefits and development opportunities, recognising that treating everyone fairly does not mean everyone is treated the same. - Challenges existing practices and processes and takes action to remove barriers for diverse groups to ensure we continue to support development for all. - Promotes a culture where all colleagues feel valued and their contributions are recognised and rewarded.
We offer and seek different perspectives	- Shares opinions and listens to the opinions of other team members with respect and openness. - Acknowledges the rights of everyone to hold different views and opinions, seeking to find common ground for shared success. - Demonstrates a willingness to engage and work with everyone.	- Promotes a psychologically safe environment where everyone feels comfortable in sharing opinions and suggestions. - Assists the team to identify and reflect on their own potential biases (conscious or unconscious) in relation to equality, diversity and inclusion. - Ensures own team completes relevant training and applies it to all situations.	- Embeds a culture of respect and dignity for all and creates an environment where everyone's input is valued. - Seeks, listens and acts on team members views to design and deliver an inclusive and supportive service. - Encourages reflection to ensure we learn from each other and take action to create a vibrant and diverse organisation where everyone can thrive.

COMPETENCY FRAMEWORK			
	PRACTITIONER	LEADER	SENIOR LEADER
3.2 Fairness - Do the right thing - Positive Indicators			
We engage to understand	- Seeks to understand about the inequalities present within our society and how to make a difference by the work that we do. - Seeks to make a positive difference to people's lives as we undertake our role. - Participates in consultations, surveys, awareness campaigns or other events that have the aim of promoting equality and celebrating diversity.	- Encourages team members to take part in surveys, engagement campaigns and initiatives that contribute to organisation and service improvements. - Reinforces key messages from training, and engagement activities and takes action to embed. - Plays an active role in assessing external and internal environment factors, acts on areas that require change.	- Promotes a high engagement culture where employees are encouraged to fully participate in all activities that contributes to organisation and service improvements. - Takes a one organisation approach and encourages team involvement in organisation wide initiatives. - Regularly scans external and internal environment to understand the need for change and ensures the Housing Executive is able to meet these demands
We are aware of our impact on others	- Has an awareness of own emotional and professional limits and is able to ask for support when necessary. - Considers the impact of own actions, opinions, views and behaviours on colleagues and adapts approach to support a harmonious environment. - Adopts a positive mind-set to allow for new opportunities and improvements for team and customers.	- Engages sensitively and mindfully with others who have differing needs (customers, colleagues etc) so that inclusivity remains front and centre. - Deals with complaints informally to effectively de-escalate and resolve issues. - Has a positive mind-set and is optimistic about the Housing Executive's ability to bring about new opportunities and improvements for colleagues and customers.	- Develops and delivers services in line with the diverse needs of both our customers and employees. - Establishs good relationships with relevant stakeholders that facilitates the achievement of common goals. - Reviews complaints or ongoing issues to understand where policy or process may require change.
We act with integrity	- Enhances the reputation of the Housing Executive by consistently doing the right thing. - Maintains highest levels of professionalism in dealings with others ensuring any conflict of interest is appropriately declared. - Ensures knowledge of and compliance with the Code of Conduct, the Nolan principles as well as Housing Executive policies and processes.	- Challenges behaviour and attitudes where they fail to represent our values, the Nolan principles and Housing Executive policies and processes. - Uses resources effectively and efficiently (personal and team). - Upholds impartiality, fairness and respect (personal and team) ensures any conflict of interest is appropriately declared. - Demonstrates courage in doing the right thing, even in challenging situations.	- Engages fully with stakeholders to understand the complexity and diversity of needs within the community and allocates resources to identified need. - Ensures any conflict of interest is appropriately declared and that policy/process and decision making rationale is clear and considered (particularly in relation to risk and accounting), so that its easily understood by others. - Creates opportunity for opinions of others to be represented on a consistent basis. - Acts as a role model for Housing Executive policies, processes and demonstration of the Nolan principles.

COMPETENCY FRAMEWORK			
	PRACTITIONER	LEADER	SENIOR LEADER
3.3 Fairness - Be transparent - Positive Indicators			
We build trust and confidence by our actions	- Establishes good, open and honest working relationships with our colleagues and customers. - Establishes realistic expectations with our customers. - Clearly communicates any service issues we may have in a timely way with our customers. - Upholds commitments made to managers, colleagues and customers.	- Ensures adherence with all relevant Housing Executive policies and procedures when delivering our services. - Designs processes that take into account the differing needs of the people we serve. - Creates open and honest processes for communicating relevant messages to other teams and our stakeholders to ensure they have easy access to information.	- Demonstrates accountability to our customers for the standard of service provided. - Ensures our policies are clear about their intent and monitors to ensure this is met and built upon. - Builds open and honest channels for two way discussions with relevant stakeholders to provide information, understand impact and report on relevant policy and process.
We are proactive, open and responsive	- Signposts our customers to relevant services they need. - Adapts approach to suit the situation. - Remains aware of our duty to make reasonable adjustments and tailor services to the diverse needs of customers (disability, language requirements etc.). - Escalates an issue where immediate solutions are not available or outside remit.	- Proactively invites internal and external stakeholders for input so that we better consider future needs in delivery of the work we do. - Designs and shapes processes to suit the different approaches required to meet the needs of internal and external customers. - Takes time to review delivery of service to better forecast and foresee changes required across a range of diverse needs.	- Identifies the wider and more strategic needs of our diverse customers and translates this into policy. - Encourages input from team members to ensure the customer voice is influencing the strategic vision. - Develops relationships, internally and externally, that positively influence our ability to be responsive to change and complexity.
We lead from the front, promoting and upholding desired behaviours	- Is familiar with the mission statement and values of the Housing Executive. - Strives to demonstrate commitment and enthusiasm in upholding the desired behaviours of Housing Executive. - Shows personal leadership in all tasks and situations.	- Regularly discusses and builds awareness of the desired behaviours of Housing Executive. - Understands, adheres to and role models the commitments made within our leadership charter. - Enables own team to develop leadership characteristics. - Leads from the front with a 'hands on' approach and from the back (improving, delegating, reviewing).	- Promotes and influences the strategic vision daily with their team, customers and stakeholders, and promotes values and behaviours to achieve same. - Role models and mentors others to become leaders of the future. - Demonstrates confidence and sound judgement when leading others through difficult situations.

COMPETENCY FRAMEWORK			
	PRACTITIONER	LEADER	SENIOR LEADER
4.1 Passion - Achieve - Positive Indicators			
We set direction, take ownership and deliver what we've agreed	- Recognises what they have to do to achieve the vision within own area of work. - Delivers consistent and reliable performance. - Shows commitment and consistently delivers work to required standard. - Uses initiative to get the job done within acceptable boundaries.	- Contributes to the development of the Corporate strategy by bringing insights on stakeholder and customer feedback and expectations. - Contributes to and involves team in the development of the department Business Plan. - Provides clear direction, objectives and behaviours for own department, ensuring delegated tasks and team roles are clearly defined to achieve outcomes. - Self-driven to, track progress, overcome obstacles, achieve outcomes and celebrate success.	- Works with the senior team and key stakeholders to create a compelling Vision and Corporate Strategy, putting plans in place to ensure its delivery, taking account of short and long term objectives. - Involves team and stakeholders in the development of coherent unit business plans ensuring that all key activities are aligned with Housing Executive strategies. - Delegates tasks where appropriate and fosters a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities. - Benchmarks processes for delivering policy, strategy and business plans against best practice. - Monitors and reviews current work processes with relevant stakeholders to assess progress against key performance indicators and where required, takes remedial action to ensure we deliver what we've agreed.
We engage fully with performance conversations	- Develops an understanding of own strengths and areas for development and takes responsibility for own learning to address gaps. - Agrees and reviews standards of work in terms of 'performance' and 'Impact' with their manager during regular performance conversations. - Takes responsibility for mistakes, uses them as a learning opportunity and accepts support to put things right.	- Ensures that own team continues to develop strengths and skills to optimise performance. - Makes time for and get the best from the yearly and mid-year conversations with own team, encouraging openness, motivating own team towards results and offering support for development. - Creates a supportive environment where a work/life balance is actively encouraged. - Responds sensitively to and acknowledges mistakes as an opportunity to learn and improve.	- Agrees and reviews standards of work in terms of 'performance' and 'Impact' with their line manager and their team members during regular performance conversations. - Involves staff at all levels in continuous and measurable improvement. - Removes obstacles and encourages initiatives to create a supportive environment where a work/life balance is actively encouraged. - Champions a culture/mindset where mistakes are considered a learning opportunity and people are encouraged to learn from them.
We communicate with impact	- Listens to understand and respects others views. - Develops written and verbal skills. - Shares knowledge and keep relevant people up to date with what's happening in order to achieve tasks. - Shares credit with everyone involved in achieving results.	- Listens attentively, checks for understanding and builds consensus where disagreement exists. - Clearly communicates with regard to the boundaries of delegated tasks. - Creates opportunities to enhance communication through knowledge sharing activities on a 1:1 and group basis in order to achieve results. - Manages difficult conversations with sensitivity and quickly addresses conflict or misunderstanding to avoid escalation.	- Has the ability to bring the Housing Executive Vision alive and translates high level objectives into meaningful objectives for their team. - Listens attentively to 'said/unsaid' to adapt approach and follow up where required. - Communicates regularly with the team both to listen and inform particularly with regard to the boundaries of delegated tasks. - Demonstrates credibility, manages misunderstandings and conflict and is open-minded about others point of view in order to achieve results.

COMPETENCY FRAMEWORK			
	PRACTITIONER	LEADER	SENIOR LEADER
4.2 Passion - Effective decision maker - Positive Indicators			
We analyse, identify and plan	- Exercises good judgement and problem solving by thinking ahead to anticipate and deal with issues. - Identifies repeat issues and concerns and fixes. - Plans own work and manages own time according to the priorities of the role.	- Analyses information to identify the root causes of a problem and plans effective solutions. - Considers the financial, social and political environment in assessing options, and effectively manages ambiguity. - Explores and evaluates the feasibility of a range of options to come to a practical conclusion. - Assimilates evidence and ideas to identify themes and connections and gain insights on the whole issue and its wider implications. - Manages and allocates budget in line with business priorities.	- Uses a business case approach to decision making, applying analytical tools such as risk analysis, risk management and contingency planning. - Accurately assesses and manages corporate risk. - Demonstrates a good understanding of corporate governance issues in decision making. - Anticipates problems and takes action to avoid and manage these at a strategic level. - Plans, prioritises and manages budgets in accordance with Corporate Plan.
We make informed judgements	- Accesses accurate, relevant and sufficient information for the purpose of improved service delivery. - Maintains up to date professional knowledge and seeks advice from appropriate sources when unsure of next steps - Makes effective judgements considering different ethical perspectives	- Takes a disciplined and open-minded approach to understand and define organisation issues and their root causes when gathering information sources - Investigates multiple sources of information (e.g. internal and external professional expertise, research and stakeholder concerns and values) to test assumptions and ideas. - Role models and promotes ethical leadership by challenging decisions which are not consistent with our ethical standards.	- Oversees the acquisition and sourcing of internal and external information sources to develop organisation strategy. - Makes informed judgements by taking a systemic approach having a clear understanding of emerging organisation and sector issues. - Role models and promotes ethical leadership and professional standards. - Takes account of a comprehensive range of economic, political and environmental sources to better inform organisation and department strategy
We make timely decisions and effective recommendations	- Applies agreed procedures and policies and available sources of information to make decisions. - Recognises when and how to make decisions within the remit of the role. - Adheres to Records/Information Management policies, makes and records decisions on a timely basis considering the impact of these decisions.	- Enables own team to be effective decision makers through training, mentoring and guidance. - Strikes an effective balance between speed of decision making and the value of consultation. - Demonstrates a thorough understanding of records/Information management policies, making and recording decisions considering governance issues within the public sector context. - Considers different options and makes decisions by balancing opportunity, risk and alignment to professional values.	- Creates an environment where others are empowered to make decisions, whilst overseeing risk. - Role models decision making that involves “considered” risk and awareness of short term and long term implications of a decision. - Ensures all records/Information management policies are adhered to, makes and records timely decisions amidst complexity in line with available evidence, the strategic context and Housing Executive core values. - Anticipates changes, manages complexity and ambiguity to develop organisation strategy. - Measures outcomes and evaluates the impact of change to evaluate success.

COMPETENCY FRAMEWORK			
	PRACTITIONER	LEADER	SENIOR LEADER
4.3 Passion - Solution focussed - Positive Indicators			
We promote a Solution orientated mindset	- Embraces a Solution orientated mindset in relation to job role, problems and tasks. - Proactive when taking action to find solutions to problems that arise. - Recognises when to approach line manager for support to generate the best solutions to problems	- Fosters solution orientated mindset both within self and within own team. - Inspires own team to embrace mistakes, think differently, draw on resources and focus on what needs to happen to keep moving forward. - Coaches own team members, allowing them time to 'do their best thinking' in order for them to generate solutions to problems.	- Leads with a solution focused mindset and inspires this mentality within own team. - Empowers own team to find the answers to problems, focusing on the future and celebrating the journey along the way. - Encourages a supportive environment and promotes a 'Coaching Culture' where team members take responsibility for their own thinking and actions and are enabled to develop solutions for themselves.
We overcome obstacles to meet objectives	- Utilises existing solutions to overcome obstacles and achieve objectives. - Maintains motivation and show resilience when dealing with obstacles, readily seeks support when needed.	- Identifies and explores new solutions to overcome current or future obstacles and achieve objectives. - Creates and maintains an environment where people are encouraged to share ideas and find creative approaches to overcome obstacles. - Supports colleagues and team to develop resilience by understanding the impact of obstacles and creating opportunities for bounce back.	- Anticipates how internal and external influences and trends impact organisation performance in meeting strategic objectives. - Proactively engages with internal and external stakeholders to develop solution focused action plans to mitigate against risk. - Considers and plans for own team to achieve amidst uncertainty and within deadlines through support structures, reduced bureaucracy and streamlining of process.
We embrace and manage change effectively	- Is prepared to change how things are done. - Is open to contributing ideas on how change can be implemented. - Participates in change for the benefits of others. - Adopts a 'can do' attitude.	- Regularly reviews team processes and recognises where new initiatives are necessary and prepares people for change. - Anticipates and deals effectively with change resistance and promotes the benefits of change. - Engages own team in the process of change and adapts plans to manage the impact on our people. - Monitors the change implementation and adapts as required.	- Continuously reviews organisation strategy and processes and create plans for change in consultation with those affected. - Develops sound business cases and puts in place preparations for change and promotes the benefits of change whilst managing resistance. - Manages the change process by ensuring they are visible to own team, appointing Champions and encouraging the ownership of change. - Reviews progress and adapts plans to deliver effective change. - Evaluates the results of change and shares lessons and benefits with others.

Any feedback or questions please email
thelearning.zone@nihe.gov.uk



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