

## One Notting Hill - Competency Framework

You will find our One Notting Hill Competency Framework outlined in full below. This framework links our core values to the behaviours expect of our staff at work. Our framework has five levels, which build cumulatively. You will find the level that applies to the role being advertised on the role profile, which can be downloaded from the advert.

You should make sure that you address the competencies at the right level for the role you're applying for. Our application process may require you to submit an application form, which will guide you to address specific competencies, or provide a supporting statement which should address all requirements of the role unless otherwise advised.

**This role is 'level C'.** You need to meet the requirements at level A, B **and level C**, though you may refer to behaviours at level D to enhance your application if appropriate.

Values	Collaboration	Integrity	Inspiration
	<ul style="list-style-type: none"> <li>We challenge and support each other</li> <li>We believe partnerships make us and our communities stronger</li> <li>We are united and we are one NHH</li> </ul>	<ul style="list-style-type: none"> <li>We act with integrity and openness</li> <li>We are motivated by the positive impact of our work</li> <li>We are independent, financially strong and have good governance</li> </ul>	<ul style="list-style-type: none"> <li>We are inspired by what we do and where we've come from</li> <li>We are committed, relevant and make a difference</li> <li>We believe that our actions can change lives and communities for the better</li> </ul>

Competencies	Accountability and Resilience	Managing and leading	Communication and Influencing	Customer Service	Creativity and innovation	Commercial Awareness
<b>Level A</b>  <b>Assistants, some junior officers</b>	Take responsibility for the accuracy, quality and completeness of your work Follow policies and procedures Remain calm under pressure and seek support when appropriate Respond positively to feedback and contribute your views	Manage your time and workload effectively. Contribute to team meetings and support others in achieving team goals. Recognise your own development needs Set a good example for new staff and help them	Listen and respond positively to others Communicate clearly, accurately, concisely and in plain English Build genuine, effective relationships with others within and outside NHH to achieve shared goals	Be polite and courteous to all Set realistic customer expectations and keep your promises Balance customer and NHH priorities while aiming for high levels of customer satisfaction Respond quickly and positively when things go wrong	Gather relevant and specific information to make informed decisions Always seek to improve working practices and customer service Ask questions and offer ideas Learn from mistakes and share solutions	Apply value for money principles to all elements of work to effectively balance the needs of customers with the organisation's needs Understand budget constraints and the wider business context
<b>Level B (+level A requirements)</b>  <b>Officers, some specialists, junior managers</b>	Be confident to challenge assertively and to say no when appropriate Make difficult decisions and generate appropriate solutions independently when under pressure Follow through on actions and anticipate customer needs	Provide support and guidance to others and share your knowledge, adopting a coaching approach where possible Set and monitor objectives and provide regular meaningful feedback Tackle unacceptable performance or behaviour Adhere to the management core requirements as appropriate	Consider the audience and tailor communications accordingly to influence a successful outcome. Communicate and work collaboratively with others to resolve issues and achieve goals	Create and communicate clear and consistent service standards Identify opportunities to improve customer service Deal effectively with complaints and difficult customers Anticipate customer needs	Consistently review sub-standard work and inefficient systems and make recommendations to improve them Analyse data to identify trends or risks and propose and champion practical innovative solutions	Plan and monitor budgets effectively to identify and address discrepancies and to achieve savings Plan and allocate work to maximise performance and VFM

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Competencies	Accountability and Resilience	Managing and leading	Communication and Influencing	Customer Service	Creativity and innovation	Commercial Awareness
<b>Level C</b> <b>(+ level A and B requirements)</b>  <b>Managers, specialists, Operational Leads</b>	Seek and act on feedback to improve your performance and your team's Tackle difficult situations with skill and generate appropriate solutions to complex problems for yourself, and others Advise BL's when strategic goals and objectives are at risk and provide options to reduce the risk	Motivate, empower, develop and support others to succeed Communicate corporate and department goals, interpreting the implications and delivery requirements for others, ensuring they understand how their role contributes to the "big picture" Involve the team in decision making to gain commitment Celebrate success	Contribute to and seek to influence decisions to maximise the benefits for NHH. Deliver difficult messages clearly and effectively, with respect and sensitivity. Influence external stakeholders and partners on existing and new products and services	Develop a culture of continuous improvement in customer service to achieve excellence Actively seeks feedback from customers to improve services Train and support others to provide proactive customer services Resolve escalated complaints and implement lessons learned	Maintains sector and specialist knowledge and awareness of best practice to drive excellence Identify creative solutions to complex problems and present carefully considered and appraised options Share best practice and work with others to find solutions to problems to improve standards and performance across NHH	Achieve VFM in procurement and management of services Considers benefits, risks and VFM in all proposals Anticipate risks and forecast future performance and take remedial action as required. Set and proactively manage budgets intelligently to meet business needs
<b>Level D</b> <b>(+ level A,B and C requirements)</b>  <b>Senior Operations / Business Leaders</b>	Be self reliant and maintain high standards of work and behaviour even under pressure Take well considered risks and monitor and manage risk proactively Be emotionally intelligent, self aware and empathetic	Create a working environment that empowers and supports others to take responsibility Provide clear and decisive leadership at all times, and particularly through change and uncertainties Set an example and inspire others to achieve the NHH vision Think about the "big picture" and develop strategies to enhance the success of NHH	Make a strong , credible first impression on others and maintain this over time Develop effective networks internally and externally for shared gain Lead and communicate change effectively and empathetically considering the needs and concerns of others	Monitor and analyse customer data and take appropriate action to ensure compliance with standards Work in partnership with other organisations to provide added value customer services. Scan best practice to develop strategies to improve customer satisfaction Promote a culture that balances the needs of the customer with those of the business	Translate changes in NHH business strategy into practical actions for teams Be persuasive, passionate and enthusiastic about introducing new ways of working to maximise services. Encourage and empower others to find innovative solutions Embed a learning culture	Identify and leverage market and business opportunities to the long term commercial and financial advantage of NHH Negotiate deals with different stakeholders which are of sustainable benefit to NHH Identify and interpret the impact or opportunities posed by the external environment
<b>Level E</b> <b>(+ level A,B ,C and D req's)</b>  <b>Corporate Leaders</b>	Embed the "one" NHH culture Mobilise diverse resources to achieve objectives and performance targets	Inspire and energise others to create a real sense of purpose. Develop the skills of others through active succession planning	Promote and build a credible reputation for NHH Be influential internally and externally in driving NHH forward	Demonstrate passion for and champion high customer standards Ensure excellence in customer service is integral to all NHH strategies	Challenge the status quo and embrace and spearhead change Develop strategies to support a learning culture	Act as "ambassadors" for NHH in the wider sector creating opportunities for future growth Embed commercial acumen within NHH

### Associated standards – Core requirements for managers

The core requirements for line managers outline how managers at NHH should behave. They also elaborate on what is expected of managers and supports the Managing and Leading competency.

1. Recruit talented people into meaningful and interesting jobs
2. Ensure each new starter receives a great new starter experience and feels really welcome
3. Manage my team to achieve excellent results
4. Coach, develop and support my staff to realise their full potential
5. Delegate effectively and empower and instil confidence in my team to take ownership for their work
6. Ensure my staff feel valued and rewarded for the contribution they make
7. Be the centre of all internal communications for my staff
8. Be a positive and inspirational role model
9. Ensure change is led and managed really well
10. Provide visible, strategic leadership across NHH