



VISION 21 | CHANGING LIVES

Competencies

An introduction to
our framework.



VISION 21 | CHANGING LIVES

OUR MISSION

We support life-changing opportunities

CHOICE | BELONGING | VOICE

POSITIVE | INSPIRATIONAL | SUPPORTIVE

INNOVATIVE | FLEXIBLE | PROACTIVE

TRUST | VALUE | RESPECT

OUR VISION

For people with learning disabilities to realise their potential



HAPPY

We put our trainees happiness at the heart of all that we do



TOGETHER

We work together to be the difference



CHANGE

We embrace change to be the best



QUALITY

We provide quality in everything we do

INTRODUCTION TO V21 COMPETENCIES

This competency framework outlines the behaviours and values that are expected from V21's staff members. Based on the core values of V21 the competencies outline standards and behaviours which will give focus and direction for all staff. These competencies will be used across the organisation in a range of ways, including identifying staff development needs through the appraisal and supervision processes, and to support recruitment and selection.

WHO WILL BENEFIT

This framework will benefit all V21 staff members.

All staff will benefit from clear guidance on the behaviours and skills which are expected. They must demonstrate or develop a level of competency that is appropriate to their role.

Aspiring managers or those showing potential will recognise the need to develop these competencies if they wish to take on a leadership role in the future.

Those using the framework for recruitment, will benefit from having a clear framework, which will support the recruitment process.

Finally the organisation will benefit. The competency framework will be used to support a wide range of processes, V21 will benefit from a more consistent approach, clearer direction and more structured support.

The framework will also benefit the wider community as they will know what values and behaviours we are working to.

V21 CORE VALUES

HAPPY - We put our trainees happiness at the heart of all that we do

TOGETHER - We work together to be the difference

CHANGE - We embrace change to be the best

QUALITY - We promote quality in everything we do

THE FRAMEWORK

There are five integrated competency areas based on V21's core values which formulate the Framework.

- Trainee Focus - **(we put our trainees happiness at the heart of everything we do)**
- Teambuilding - **(we work together to be the difference)**
- Communication **(we work together to be the difference)**
- Change - **(we embrace change to be the best)**
- Delivering Results - **(we promote quality in everything we do)**

There are also additional competencies for Operational Managers and Senior Managers:

- Setting Direction
- Engaging People
- Delivering Results
- Personal Style

Staff should be working at the required levels within the framework as shown below:

All staff	Level 2
Project Leaders	Level 2 & 3
Operational Managers	Level 2, 3 & 4
Senior Managers	Level 2, 3, 4 & 5

Trainee focus

WE PUT OUR TRAINEES HAPPINESS AT THE HEART OF EVERYTHING WE DO

We will:

- listen, understand and respond to our trainees needs
- deliver services that our trainees can rely on and trust
- provide trainees with choices and a sense of belonging
- always ensure security of any confidential matters
- we will help our trainees to realise their potential
- support trainees to learn new skills and encourage independence
- provide a happy, friendly, safe learning environment

L2.

1. Understands the importance of following the Social Services and Wellbeing (Wales) Act
2. Fully aware of their responsibilities with GDPR and the confidentiality codes of conduct
3. Notices if something is not right for our students and seeks advice to solve problems
4. Treats the trainees respectfully and always listens to them and values their opinions
5. Understands the importance of complying with V21's Safeguarding policy and procedures
6. Adapts to the differing ability level and the specific learning disabilities of our trainees

L3.

1. Supports a culture of trainee interaction
2. Takes responsibility for doing the right things for our trainees and deals with the consequences should anything go wrong
3. Encourages excellence in the service we provide
4. Takes responsibility for improvements and seeks regular trainee feedback
5. Celebrates trainee achievements
6. Monitors Health & Safety compliance within their work environment

Teambuilding

WE WORK TOGETHER TO BE THE DIFFERENCE

We will:

- respect each other
- work together for the benefit of all
- involve people in making informed decisions
- aim to use language that is understood by everyone
- be open, honest and trust each other
- value and make use of the skills of all staff, volunteers, trainees and stakeholders
- provide clear and constructive feedback

L2.

1. Understands what is expected
2. Understands the importance of following the Equality Act
3. Able to build and maintain good working relationships across V21
4. Actively involved in work to develop and improve our services
5. Keeps up to date with relevant issues and seeks advice when needed
6. Is open about mistakes and learns from them

L3.

1. Actively shares knowledge, information and good practice
2. Acts as a role model for V21's values
3. Recognises and grows talent for now and the future
4. Aware of the strengths of team members and makes use of their skills to improve performance
5. Seeks to understand what motivates other people
6. Able to provide alternative solutions in a positive manner

Communication

WE WORK TOGETHER TO BE THE DIFFERENCE

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L2.

1. Listens and respects others views
2. Gives people information they need in a clear manner appropriate to their needs
3. Encourages and supports staff, volunteers and trainees
4. Challenges unacceptable behaviour
5. Able to format written communication (including email) and use effectively / appropriately
6. Reads all papers that are sent out, including minutes and reports
7. Takes responsibility for finding out information that they need to know

L3.

1. Involves team members and managers by listening and two way communication respecting views
2. Keeps their team involved and updated
3. Able to produce effective written reports in the appropriate formats
4. Able to present information to different audiences in appropriate formats
5. Adapts communication style to enthuse and influence others
6. Gives effective, timely, constructive feedback based on evidence

Change

WE EMBRACE CHANGE TO BE THE BEST

We will:

- think positively
- be adaptable and flexible in all that we do
- support each other to embrace change
- understand and evaluate the risks
- sort out and own problems and solutions
- embrace new ideas, put them into action and make change
- embrace new technology to help us with new ways of working

L2.

1. Understands that change is an important part of working for V21
2. Looks to find ways of improving the way we work
3. Sees where own role fits in to the strategic plan
4. Able to speak fairly about how change affects role and self
5. Open minded to new ideas

L3.

1. Encourages people to share their concerns about change to allow effective implementation
2. Identifies key actions and work plans to make change happen
3. Works to resolve conflict that the change process can bring
4. Supports a change culture and promotes positive messages
5. Knows how to weigh up risks / opportunities

Delivering results.

WE PROVIDE QUALITY IN EVERYTHING THAT WE DO

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Setting direction.

THE FOLLOWING COMPETENCIES WILL BE INCORPORATED INTO EVERYTHING WE DO

L4.

1. Ensures that the work of project / dept. teams is aligned with V21's strategic priorities / plan
2. Focuses on the quality outcomes needed and develops processes to deliver these outcomes
3. Adopts a solution focused approach to managing risk
4. Actively encourages ideas from a range of sources and stakeholders and uses these to inform thinking/planning
5. Uses evidence and sound judgement to make effective decisions and provide professional advice

L5.

1. Sees the big picture whilst maintaining an in-depth understanding of how work fits V21's strategic priorities
2. Leads from the front, providing clear direction and focus, at a high level, on solutions
3. Seeks out opportunities to create a culture of innovation and managed risks
4. Considers business viability and value when considering projects to ensure longer term sustainability

Engaging people.

THE FOLLOWING COMPETENCIES WILL BE INCORPORATED INTO EVERYTHING WE DO

L4.

1. Communicates with clarity, conviction, enthusiasm and pride that promotes the reputation of V21 with teams and motivates them to take action
2. Demonstrates an interest in others and develops a range of contacts outside their own team to help to get the job done
3. Manages good working relationships encouraging effective partnership working to deliver positive outcomes
4. Ensures that the services delivered meets the needs of our students
5. Liaises with colleagues to understand their perspective when looking at how V21's services are delivered

L5.

1. Communicates with clarity, conviction and enthusiasm to create an inspiring and motivating vision of the future
2. Proactively creates and maintains positive strategic networks by encouraging collaboration and effective relationships
3. Creates a culture of continuous learning identifying the capabilities and skills that need to be developed to meet V21's business needs
4. Considers and responds to the needs of staff teams and individuals
5. Keeps students at the forefront of all that is done
6. Supports colleagues to look at alternative approaches or models of working to make the best decisions for the future

Delivering results.

THE FOLLOWING COMPETENCIES WILL BE INCORPORATED INTO EVERYTHING WE DO

L5.

1. Understands economic, market and customer drivers using these to promote new business models and partnerships
2. Embeds a culture of delivering value for money solutions whilst maximising quality and managing costs
3. Prepared to hold difficult conversations with staff and stakeholders when required
4. Is resilient and tenacious remaining focused and driving activities forward in challenging and changing times
5. Regularly evaluates progress and is prepared to be bold and stop if outcomes are not being delivered as planned

L4.

1. Understands the economic and market drivers of V21's partners to ensure that the results delivered meet the needs of both parties
2. Applies a business focus to decisions that involve service delivery
3. Balances the need to deliver high quality services within a framework of reducing costs
4. Uses effective project management techniques to deliver results
5. Remains motivated and focuses on delivering outcomes in the face of ongoing challenges

Personal style.

THE FOLLOWING COMPETENCIES WILL
BE INCORPORATED INTO EVERYTHING
WE DO

L4.

1. Helps to positively motivate others
2. Shows interest in others and builds trust and confidence, ensuring that everyone is treated fairly and consistently
3. Models cross project / department working and encourages this in others, being prepared to think V21 first
4. Considers the diversity of staff, volunteers, students, partners and customers when making decisions
5. Demonstrates emotional intelligence when interacting with others

L5.

1. Inspires and motivates others to support V21's priorities
2. Develops mutual trust and confidence in others, is thoughtful, unbiased and leads by example
3. Is fair and consistent when following, changing and communicating policies and procedures
4. Reaches agreements by persuading, influencing, compromising and negotiating with others
5. Builds resilience in self and others, particularly during times of change or conflict



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Thank you

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