

KIDNEY RESEARCH UK COMPETENCIES

Introduction

As part of the Competencies Framework that Kidney Research UK has adopted to aid recruitment and appraisals, the following is a list of the key competencies which every employee is expected to exhibit in performance of their role for the charity. An overall summary is provided below of each category with more detailed definitions at each of four levels of performance outlined overleaf.

The level of each competency expected in each role depends on the role under consideration eg. one role may require demonstration of 'competent' performance in innovation whereas another position may require an 'expert' level of performance in the same competency.

Definitions of Competencies

1. Personal effectiveness

Ability to manage self to perform to high standards

2. Planning and decision making

Ability to develop clear workable plans and to make effective decisions

3. Communications and influencing

Ability to effectively communicate messages to suit the situation, including giving and receiving feedback

4. Building and maintaining relationships

Ability to develop successful relationships with people (people affected by kidney disease, donors, supporters, internal customers etc) from all communities and backgrounds

5. Developing yourself and others

Ability to develop self, team members (where appropriate) and volunteers to meet organisational requirements

6. Innovation

Ability to apply creative thinking to introduce and improve ideas, methods and processes

7. Specialist knowledge

Ability to develop appropriate Kidney Research UK/job/professional related knowledge and skills

NB All of these competencies would apply to all roles but at different levels. The competencies are accumulative eg if advanced level is required, then all behaviours at competent and skilled should also be displayed.

1. Personal effectiveness

Definition: ability to manage self to perform to high standards

Competent	Skilled	Advanced	Expert
<ul style="list-style-type: none"> • Demonstrates patience and tolerance for ambiguity and complexity. • Ensures relationships with colleagues are not affected when under pressure. • Performs and delivers to a high standard with a positive attitude, and a sense of pride. • Takes responsibility for solving problems affecting their work. • Proactively and openly shares information, • Understands the basic concepts of and copes with change. • Demonstrates self-confidence. • Demonstrates ability to cope with normal pressures and challenges of the role. • Is able to give and receive feedback effectively. 	<ul style="list-style-type: none"> • Able to deal with ambiguity and complexity eg copes with uncertainty and unanswered questions, and positively adapts to change. • Performs to a high standard, and maintains positive relationships when under pressure. • Follows things through and displays a sense of pride in achieving results. • Takes responsibility for problems affecting their work. • Challenges in a constructive manner. • Is in charge of their emotions. • Handles complex feedback and acts on it, as appropriate. 	<ul style="list-style-type: none"> • Able to cope in changing/difficult and ambiguous circumstances and present a positive 'can-do' attitude to work and relationships when under pressure. • Adapts readily to changes in circumstances and approaches tasks with a sense of urgency and pace as appropriate. • Proactively takes ownership of problems affecting their team, resolves conflict and takes responsibility for own actions and decisions. • Is prepared to take a stand for personal beliefs, but delivers on consensus agreed commitments even if they hold a different view personally. • Willing to voice and defend their opinion against the majority – demonstrates independent thinking with confidence at peer level. • Develops a feedback culture in their area of the organisation. • Demonstrates personal resilience and tenacity. 	<ul style="list-style-type: none"> • Leads by example when dealing with ambiguity and complexity, managing to work through these to find solutions. • Performs to high standards and maintains constructive interpersonal relationships at peer level, when under pressure thus resolving conflict. • Leads by example by responding positively to feedback and acting upon it, conveying awareness of own strengths and weaknesses. Ensures feedback culture is present. • Seeks new challenging/diverse experiences to develop self and others. • Proactively takes ownership of problems affecting Kidney Research UK and takes responsibility for own actions and decisions. • Manages and encourages others through change. • Expresses 'challenge' in a constructive manner.

2. Planning and decision making

Definition: ability to develop clear workable plans and to make effective decisions

Competent	Skilled	Advanced	Expert
<ul style="list-style-type: none"> • Agrees clear priorities and deadlines. • Adjusts plans and projects when workload and priorities change or difficulties occur and suggest options if deadlines cannot be met. • Monitors progress to ensure that deadlines are met and objectives achieved. • Focuses on results and getting the job done; ensures objectives are SMART. • Uses problem solving techniques. • Understands how decisions impact on Kidney Research UK. • Produces contingency plans as part of process. • Has a plan that can be articulated. • Follows things through and displays a sense of pride in achieving results. 	<ul style="list-style-type: none"> • Considers implications for their work and availability of others when analysing issues and creating action plans. • Works with associated budgets. • Understands the long term impact of decisions. • Looks at problems from different perspectives. • Plans and makes decisions taking into account needs and views of others. • Ensures that knowledge is stored in a way that it can be accessed by others. • Constantly reassesses priorities and need for resource changes. 	<ul style="list-style-type: none"> • Develops clear workable plans to reach SMART objectives, delegates responsibility, clarifies accountability and obtains, and manages the resources needed. • Identifies milestones and evaluates final outcome. • Removes obstacles that prevent others from completing projects, confronts poor performance directly and takes corrective action, ensuring deadlines and commitments are met. • Is prepared to make tough/unpopular decisions. • Focuses problem solving efforts to get below surface to root cause. • Is able to prioritise workload and make choices when required. • Is clear how the decision making process works and explains to others. • Demonstrates awareness of how decisions impact on Kidney Research UK finances. Seeks cost effective solutions. 	<ul style="list-style-type: none"> • Considers Kidney Research UK-wide implications in strategic planning. • Agrees key outcomes and empowers teams to deliver them. • Identifies those areas where Kidney Research UK people need to make the greatest impact. • Establishes priorities in line with Kidney Research UK requirements, adjusts those priorities as requirements change, and easily explains the benefits and rationale for change. • Drives for a culture of continuous improvement. • Identifies and takes tough/unpopular decisions.

3. Communications and influencing

Definition: ability to effectively communicate messages to suit the situation

Competent	Skilled	Advanced	Expert
<ul style="list-style-type: none"> • Communicates detailed information so that it is easily understood. • Writes accurately, clearly and concisely. • Uses IT systems effectively to facilitate communications. • Listens actively, asks questions to establish details or checks understanding. • Able to communicate with colleagues at all levels. • Shares information and speaks up in team meetings. 	<ul style="list-style-type: none"> • Communicates clearly and concisely (written and oral), meeting the needs of the recipients/audience. • Uses the appropriate communication format ie letters, memos, language which supports brand values. • Uses IT systems effectively and creatively to facilitate communications. • Makes and/or presents a point of view persuasively and convincingly. • Confidently communicates the Kidney Research UK message. • Understands the communication process eg which method to use and when. 	<ul style="list-style-type: none"> • Provides a compelling picture of Kidney Research UK’s ambition. • Effectively influences peers and senior management. • Deploys negotiation skills. • Encourages others to talk with openness and honesty, and actively listens. • Speaks clearly and concisely, with impact, and adapts communication to suit needs of audience and situation. • Follows the style of communication for the organisation consistent with brand values. • Cascades Kidney Research UK information to others. • Able to convey sensitive or unwelcome information tactfully. 	<ul style="list-style-type: none"> • Creates a compelling picture of Kidney Research UK’s ambition and brand values. • Influences inside and outside of Kidney Research UK at peer level. • Negotiates effectively for ‘win-win’ solutions. • Recognises that influencing occurs over the long-term, plans for incremental change. • Communicates complex information so that it is easily understood. • Communicates openly and in a way that captures attention and generates enthusiasm, and suits the needs of the audience. • Sets the style of communication for the organisation consistent with brand values.

4. Building and maintaining relationships

Definition: ability to develop successful relationships with people (people affected by kidney disease, donors, supporters, internal customers etc) from all communities and backgrounds

Competent	Skilled	Advanced	Expert
<ul style="list-style-type: none"> • Liaises with relevant people outside of own department–maintains good relationships. • Responds to the needs of internal and/or external clients. • Considers impact of own actions upon the work of other colleagues in Kidney Research UK. • Respects and values the diverse views, experiences and perspectives of others. Is aware of danger of stereotyping and prejudice. • Is self aware. • Understands the need for networking. • Works effectively with volunteers and people affected by kidney disease. • Has the ability to see things from the customers’ point of view. 	<ul style="list-style-type: none"> • Involves key people in their work. • Considers impact of own actions upon the work of other colleagues in Kidney Research UK and liaises with them to resolve any issues. • Uses network of contacts to get information both internally and externally. • Gains access to busy people and presents the benefits that will arise from the contact. • Keeps others informed about activities and when problems arise. • Understands what good customer service is and delivers in line with service expectations. 	<ul style="list-style-type: none"> • Maintains regular contact with key people at peer level. • Liaises with other departments, encouraging joint working relationships. • Identifies key people and organisations to forge partnerships with externally, and coaches others to do the same. • Actively involves people so they feel ownership of a scheme. • Encourages attitudes and behaviours which respect and value diversity, and coaches others in these. • Is aware of and sensitive to organisational politics. • Measures the effectiveness of relationships. • Carries out research into the right relationships to build, and proactively networks for Kidney Research UK. • Encourages high standards in customer service delivery in self and others. 	<ul style="list-style-type: none"> • Develops a network of internal and external strategic relationships. • Maintains links and relationships in the longer–term at peer level. • Values input from all directorates and Regions. • Communicates and liaises with trustees, employees and others on key Kidney Research UK activity. • Strives to establish new partnerships for Kidney Research UK. • Manages organisational politics. • Leads by example in putting into practice actions to create a diverse Kidney Research UK. • Creates a customer focused culture in their area of the organisation.

5. Developing yourself and others

Definition: ability to develop self, team members (where appropriate) and volunteers to meet organisational requirements

Competent	Skilled	Advanced	Expert
<ul style="list-style-type: none"> • Gives advice and demonstrations and makes helpful suggestions to others. • Always willing to support and train others in own areas of expertise. • Demonstrates curiosity and willingness to learn. • Attends training and development activities when required. • Takes responsibility for own learning and development, regularly seeks feedback on own performance and development and acts upon it. • Agrees challenging but realistic objectives for self. • Understands the importance of coaching. • Works to identify training and development needs in self and others. 	<ul style="list-style-type: none"> • Provides feedback and coaching where appropriate/shares expertise and experience with others. • Demonstrates a genuine interest in people – is accessible and supportive. • Develops skills and knowledge by taking on new projects. • Acts as a mentor for others within area of specialism. • Seeks opportunities for volunteers and people affected by kidney disease to be involved. 	<ul style="list-style-type: none"> • Accurately assesses strengths and development needs and provides timely, specific and helpful coaching through carrying out regular 1-2-1 meetings and feedback. • Develops successors and future talent, by accurately assessing strengths and development needs of others. • Takes responsibility for own learning and development, seeks and acts on feedback, and broadens skill set and knowledge by getting involved in a broad range of activities and projects. • Uses counselling skills when appropriate. • Looks for opportunities to access non-course related development eg. Mentoring, action-learning sets or shadowing. • Volunteers and people affected by kidney disease are a key part of their area of the organisation. 	<ul style="list-style-type: none"> • Ensures there is a strategy in place to work with volunteers and people affected by kidney disease in their area of the organisation. • Creates a high performance culture within their team through coaching, building the team with appropriate expertise to achieve results. • Leads by example in seeking to adopt mentoring opportunities within their area of the organisation.

6. Innovation

Definition: ability to apply and promote creative thinking to introduce and improve ideas, methods and processes

Competent	Skilled	Advanced	Expert
<ul style="list-style-type: none"> • Tries out new ideas, methods and technologies. • Works out new and innovative ways of doing things better and makes suggestions. • Uses creative thinking tools and techniques. • Understands the innovation process. • Regularly focuses on how work can be continuously improved. 	<ul style="list-style-type: none"> • Both supports and constructively challenges to help move ideas forward. • Adapts and applies previous approaches and experiences differently to meet new situations. • Understands that setbacks are a normal and essential part of innovation. • Uses the input and ideas of others as a stimulus for challenging methods and generating solutions. 	<ul style="list-style-type: none"> • Generates new and innovative ways of working and creates an atmosphere that welcomes new ideas, methods and technologies which challenge existing practices. • Adapts and uses ideas and models from outside own profession, team and department to improve performance. • Vigorously questions the status quo. • Leads by example in taking risks with ideas. • Recognises and rewards creativity and innovation in others. • Pursues new opportunities. • Uses network of contacts to generate innovation eg visits to other organisations. • Demonstrates the returns from innovation. • Makes time for regular improvement review as part of the way they work. 	<ul style="list-style-type: none"> • Translates Kidney Research UK's ambition into successful, new, wide reaching initiatives. • Takes calculated organisational and personal risks to deliver significant results and encourages others to do so. • Grasps 'big picture' issues and develops ideas to provide appropriate solutions. • Encourages pilots to ensure a new version is effective. • Commits appropriate resources for pursuing and developing new ideas. • Provides leadership to encourage creative techniques and approaches. • Examines the investment made and outcomes achieved linked to innovation.

7. Specialist knowledge

Definition: ability to develop appropriate Kidney Research UK/job/professional related knowledge and skills

Competent	Skilled	Advanced	Expert
<ul style="list-style-type: none"> • Demonstrates knowledge of Kidney Research UK particularly its services and message. • Understand how their role contributes to organisational results. • Stays abreast of key policies. • Understands relevant technologies. • Understands how their work fits in with meeting the needs of all internal and external stakeholders (people affected by kidney disease, donors, supporters, internal customers etc), and delivers what is promised to them. • Keeps specialist knowledge up to date. • Expands own knowledge and skill to help improve own performance. • Solves problems and helps others by applying and sharing knowledge and expertise. 	<ul style="list-style-type: none"> • Demonstrates knowledge of Kidney Research UK particularly its services and message and draws upon these resources as necessary. • Understand how their role contributes to organisational results and how this can be developed further. • Holds recognised qualifications related to their role. • Stays abreast of knowledge and skills needed in specialism. • Understands relevant technologies and suggests how work processes might be adapted to make good use of them. • Aims to exceed expectations for all stakeholders (people affected by kidney disease, donors, supporters, internal customers etc). • Is aware of need for continuous professional development, and acts on this. • Co-operates with knowledge management initiatives. 	<ul style="list-style-type: none"> • Uses Kidney Research UK/charity sector and other specific knowledge to resolve issues and problems. • Understand the impact of charity trends for their team and keeps abreast of 'best in sector' practice. • Understands technology and the implications for their area of specialism. • Applies specialist knowledge to improve organisational performance, and ensures continuous professional development is up to date in specialism. • Benchmarks in own specialism across other organisations. • Has credibility and is recognised internally as an expert and is consulted as a resource within organisation. • Facilitates systems for knowledge transfer between teams and departments. 	<ul style="list-style-type: none"> • Understands the strengths and weaknesses of Kidney Research UK's services and differentiates them from other charities. • Advises Kidney Research UK to ensure it has the resources and structure necessary for success (including awareness of technology implications). • Understands and stays abreast of all relevant legislation/government proposals and new developments/mechanisms. • Ensures that strategic direction is influenced by people affected by kidney disease. • Ensures that policies and approaches focus on high standards for donors and supporters. • Leads by example in ensuring continuous professional development is carried out for self and others. • Sets and models leading-edge professional standards. • Has credibility and is recognised externally as an expert. • Champions processes and technical systems to facilitate knowledge and skill transfer.