

## 12-month Management programme competence framework:



Competency	Sub-competency	Do (✓) Don't (x)	Examples of management behaviours
<b>Respectful and responsible: managing emotions and having integrity</b>	Integrity	✓	<ul style="list-style-type: none"> <li>Is a good role model</li> <li>Treats team members with respect</li> <li>Is honest</li> </ul>
		x	<ul style="list-style-type: none"> <li>Says one thing, then does something different</li> <li>Speaks about team members behind their backs</li> </ul>
	Managing emotions	✓	<ul style="list-style-type: none"> <li>Acts calmly in pressured situations</li> <li>Takes a consistent approach to managing</li> </ul>
		x	<ul style="list-style-type: none"> <li>Is unpredictable in mood</li> <li>Passes on stress to employees</li> <li>Panics about deadlines</li> <li>Takes suggestions for improvement as a personal criticism</li> </ul>
	Considerate approach	x	<ul style="list-style-type: none"> <li>Makes short-term demands rather than allowing planning</li> <li>Creates unrealistic deadlines</li> <li>Gives more negative than positive feedback</li> <li>Relies on others to deal with problems</li> <li>Imposes 'my way is the only way'</li> <li>Shows a lack of consideration for work-life balance</li> </ul>
<b>Managing and communicating existing and future work</b>	Proactive work management	✓	<ul style="list-style-type: none"> <li>Clearly communicates employee job objectives</li> <li>Develops action plans</li> <li>Monitors team workload on an ongoing basis</li> <li>Encourages team to review how they organise work</li> <li>Stops additional work being taken on when necessary</li> <li>Works proactively</li> <li>Sees projects/tasks through to delivery</li> <li>Reviews processes to see if work can be improved</li> <li>Prioritises future workloads</li> </ul>
	Problem-solving	✓	<ul style="list-style-type: none"> <li>Deals rationally with problems</li> <li>Follows up problems on team's behalf</li> <li>Deals with problems as soon as they arise</li> </ul>
		x	<ul style="list-style-type: none"> <li>Is indecisive when making decisions</li> </ul>
	Participative/empowering	✓	<ul style="list-style-type: none"> <li>Gives employees the right level of responsibility</li> <li>Correctly judges when to consult and when to make a decision</li> <li>Keeps employees informed of what is happening in the organisation</li> <li>Acts as a mentor</li> <li>Delegates work equally</li> <li>Helps team members develop in their role</li> <li>Encourages team participation</li> <li>Provides regular team meetings</li> </ul>
		x	<ul style="list-style-type: none"> <li>Gives too little direction to employees</li> </ul>

Competency	Sub-competency	Do (✓) Don't (x)	Examples of management behaviours
Reasoning / managing difficult situations	Managing conflict	✓	<ul style="list-style-type: none"> <li>Acts as mediator in conflict situations</li> <li>Deals with squabbles before they become arguments</li> <li>Deals objectively with conflicts</li> <li>Deals with conflicts head on</li> </ul>
		x	<ul style="list-style-type: none"> <li>Acts to keep the peace rather than resolve issues</li> </ul>
	Use of organisation resources	✓	<ul style="list-style-type: none"> <li>Seeks advice from other managers when necessary</li> <li>Uses HR as a resource to help deal with problems</li> <li>Seeks help from occupational health when necessary</li> </ul>
	Taking responsibility for resolving issues	✓	<ul style="list-style-type: none"> <li>Follows up conflicts after resolution</li> <li>Supports employees through incidents of abuse</li> <li>Makes it clear they will take ultimate responsibility if things go wrong</li> </ul>
		x	<ul style="list-style-type: none"> <li>Doesn't address bullying</li> </ul>
Managing the individual within the team	Personally accessible	✓	<ul style="list-style-type: none"> <li>Speaks personally rather than uses email</li> <li>Provides regular opportunities to speak one to one</li> <li>Returns calls/emails promptly</li> <li>Is available to talk to when needed</li> </ul>
	Sociable	✓	<ul style="list-style-type: none"> <li>Brings in treats</li> <li>Socialises with the team</li> <li>Is willing to have a laugh at work</li> </ul>
	Empathetic engagement	✓	<ul style="list-style-type: none"> <li>Encourages employee input in discussions</li> <li>Listens when employees ask for help</li> <li>Makes an effort to find out what motivates employees at work</li> <li>Tries to see team member's point of view</li> <li>Takes an interest in team's life outside work</li> <li>Regularly asks 'how are you?'</li> <li>Treats all team members with equal importance</li> </ul>
		x	<ul style="list-style-type: none"> <li>Assumes rather than checks that employees are okay</li> </ul>