



COMPETENCY FRAMEWORK

What is a Competency Framework?

Competencies are a set of behaviours, skills and attitudes that specify an organisation's expectations and standards in relation to performance. A competency framework brings together a number of competencies that have been prioritised by an organisation. It provides each individual with a map or indication of the skills and behaviours that are valued and reviewed as part of the performance management process.

The BAI Competency Framework is designed to improve, inform and integrate a number of key processes in the organisation. It will help the BAI develop its capability, improve its effectiveness and meet the challenges and opportunities that arise from its new remit and revised structure. The processes that will be impacted by the framework are:

- Performance Management – *helping to deliver an effective, meaningful and consistent performance management process for all staff;*
- Role Profiles - *helping to develop comprehensive and clear role profiles for the BAI;*
- Recruitment - *helping to recruit the right people and undertake targeted recruitment and selection;*
- Training and Development – *helping to shape individual development plans and identify organisational training needs;*
- Management Development – *helping to define areas of development for BAI managers.*

How will the BAI Competency Framework work?

The BAI Competency Framework comprises 10 competencies which are presented in four clusters which reflect organisational values and link to the organisation culture.



How do I use the BAI Competency Framework?

Each competency is defined in general terms and then drilled down to set out expectations appropriate to each level or grade in the organisation. To get a full understanding of the competency requirements relating to you, it is important that you reference the column that corresponds to your grade **and all** the columns preceding it e.g.

A HEO should look at competency breakdowns in the columns for HEO, EO and CO grades.

As a **staff member**, you should familiarise yourself with all¹ the competencies listed. Look at how each applies to you, your objectives and your role. Identify any areas where you feel you might need support to meet your objectives. Consider your own career goals and how the competency framework can help you focus your long-term development. Use the competency framework to help you participate in your performance management meetings and make them a more dynamic two-way process.

As a **manager**, you should look at the competencies in terms of your own performance and development but also in relation to your line reports. The framework provides a useful aid to the performance management process. It will support you in discussing and honing in on aspects of performance and will help you set out and clarify the expectations relating to the objectives and the role. The framework helps you to discuss any performance issues and to give constructive feedback. Finally, the framework gives you a basis for identifying training and development needs for yourself and others.

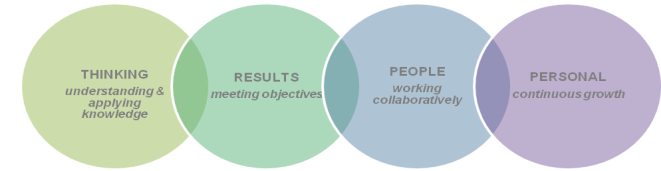
As a **senior manager** with responsibility for large teams and/or resources, the framework can inform the work planning and objective setting processes. It helps you take a look at the skills requirements in relation to the objectives and to identify any resourcing, training and development needs for the organisation.

It is important that everyone becomes familiar with the BAI Competency Framework. If further support is required, please contact HR or the Office of CEO.

¹ The exception is the People Management Competency which applies to HEO, AP and PO grades.



COMPETENCY FRAMEWORK



COMPETENCY AREA	COMPETENCIES	DEFINITION
THINKING	STRATEGIC THINKING	Understanding BAI's purpose, strategy and goals and how it relates to your role. Understanding the context within which BAI operates.
	DECISION MAKING	Making sound and timely decisions appropriate to your level of responsibility.
	PROBLEM SOLVING	Analysing and interpreting information. Coming up with solutions. Showing initiative and a willingness to work things out.
RESULTS	RESOURCE EFFECTIVENESS	Using organisational resources (time, people, systems and financial) efficiently.
	STAKEHOLDER FOCUS	Developing and managing relationships with external stakeholders.
	PEOPLE MANAGEMENT	Managers effectively managing, leading and supporting people to achieve BAI objectives.
PEOPLE	CLEAR COMMUNICATION	Ensuring your message is delivered appropriately and is understood. Supporting others' understanding and awareness.
	TEAM WORKING	Supporting and co-operating with your colleagues to achieve results.
PERSONAL	FLEXIBILITY	Having a flexible approach to change and to new information. Being able to adapt to changing requirements and circumstances.
	LEARNING AND IMPROVING	Continually seeking to develop your skills and knowledge and improve work practices. Being open to new opportunities to learn. Supporting others' learning.

STRATEGIC THINKING

Understanding BAI's purpose, strategy and goals and how it relates to your role.
Understanding the context within which BAI operates.

	PO	AP	HEO	EO	CO
	<ul style="list-style-type: none"> • Demonstrates ability to set BAI strategic direction and articulate vision for the organisation • Drives the development of organisational strategy and oversees its implementation • Responds sensitively to wider political and organisational priorities. Has informed understanding of external context and drivers • Responds to and anticipates trends and drivers that will impact on the organisation 	<ul style="list-style-type: none"> • Plays a key role in the formulation of the BAI strategic plan • Takes responsibility for the achievement of organisational objectives and oversees the planning and execution of the work plan • Demonstrates an in-depth knowledge of industry and political drivers in national and international contexts • Understands the strategic significance of external stakeholders issues/and or events that might impact on plans or projects • Plays a key role in the advocacy and communication of organisation strategy and ensures staff are kept informed of organisation priorities and projects 	<ul style="list-style-type: none"> • Understands the BAI's strategic plan and their role in its implementation • Plans and executes work that is aligned with strategic objectives • Demonstrates an appreciation of external context at national and local level • Can identify external/stakeholder issues and/or events that might impact on plans and projects • Contributes to formulation of organisation strategic plan 	<ul style="list-style-type: none"> • Interprets the BAI's strategic plan and is aware of their role in its implementation • Understands that planning of any project/piece of work must be aligned with the strategy and understands the key elements of the strategy • Demonstrates a good knowledge of the environment within which BAI operates and understands the relationship between the BAI and its key stakeholders 	<ul style="list-style-type: none"> • Understands that the BAI operates in line with a strategic plan and has a good sense of key organisational priorities. Can relay own objectives and how they contribute to organisational objectives • Understands the internal organisation and what each part contributes to the organisation • Demonstrates an awareness of and interest in the environment within which the BAI operates and can identify key stakeholders

Please refer to the competencies for your current grade and those preceding it

DECISION MAKING

Making sound and timely decisions appropriate to your level of responsibility.

	PO	AP	HEO	EO	CO
	<ul style="list-style-type: none"> • Has ability to make important judgement calls in pressurised, high risk and/or sensitive situations on behalf of the BAI • Anticipates and manages risks and consequences. Weighs up and makes sense of complex and/or conflicting data • Builds a culture that fosters both decision making and accountability for decisions taken • Ensures appropriate and effective decision making structures exist in the organisation 	<ul style="list-style-type: none"> • Able to make sound judgement calls in pressurised or sensitive situations and to make decisions without guidance, when necessary, on behalf of the organisation • Bases judgement on sound data gathering, risk analysis, knowledge of industry and stakeholders and overall strategy • Can handle a significant number of decisions and is able to prioritise issues that need most urgent action • Is accountable for the decisions and outcomes within area of responsibility 	<ul style="list-style-type: none"> • Applies sound judgement in reaching evidence based and timely decisions • Ensures decisions are strategically aligned • Can identify decisions that can be made within level of responsibility and those that need to be escalated and/or prioritised • Demonstrates accountability for decisions taken 	<ul style="list-style-type: none"> • Weighs up available information and seeks further data when needed to make an informed decision • Considers consequences, impacts and implications of decisions 	<ul style="list-style-type: none"> • Understands the decision making processes employed within BAI • Makes timely decisions within scope of role • Identifies situations where decisions need to be made by others and communicates them appropriately

Please refer to the competencies for your current grade and those preceding it

PROBLEM SOLVING

Analysing and interpreting information. Coming up with solutions. Showing initiative and a willingness to work things out.

	PO	AP	HEO	EO	CO
	<ul style="list-style-type: none"> Creates a culture that values and promotes showing initiative and problem-solving Champions innovation, creative thinking and analysis Rapidly assimilates and interprets relevant information to identify core underlying issues and solutions 	<ul style="list-style-type: none"> Is able to draw conclusions and hone in on critical issues Demonstrates expertise in sourcing and analysing relevant information relating to any issue Views problems from multiple perspectives and identifies precedents, trends or relationships between issues Formulates structured and effective solutions to problems with reference to appropriate policy or strategic context Enables and supports team members to analyse problems and come up with solutions 	<ul style="list-style-type: none"> Demonstrates discernment and an ability to understand what information is relevant to a particular problem Is able to source and analyse data and identify solutions to resolve issues Presents data and conclusions in a logical and justifiable way Seeks others' views to test own view and ideas 	<ul style="list-style-type: none"> Identifies problems and seeks to resolve Draws rational and evidence based conclusions Shows initiative by suggesting improvements and working without excessive guidance Demonstrates proactive approach and understands when assistance might be required 	<ul style="list-style-type: none"> Applies experience and common sense to understand issues and resolve problems Actively supports problem solving by sourcing and reviewing relevant information for colleagues Shows initiative by suggesting solutions or improvements and identifying tasks for completion

Please refer to the competencies for your current grade and those preceding it

RESOURCE EFFECTIVENESS

Using organisational resources (time, people, systems and financial) efficiently.

	PO	AP	HEO	EO	CO
	<ul style="list-style-type: none"> Aligns resources and deploys people and skills to achieve strategic objectives Anticipates future skill and knowledge requirements and develops these among staff Ensures appropriate and adequate systems and procedures are in place to ensure effective project management, financial management and data management within the organisation Manages conflict and change in ways that ensure that the organisation runs effectively and meets its goals Fosters and develops a culture that seeks to maximise value of resources 	<ul style="list-style-type: none"> Plans and manages projects effectively ensuring best possible allocation of resources and realistic timing Appreciates the bigger financial picture and is aware of funding drivers and challenges for organisation Manages a range of organisational projects and understands how to effectively prioritise and ensure delivery Ensures that funding is maximised and that value for money is achieved in all areas 	<ul style="list-style-type: none"> Plans and organises own work and work of team members to meet objectives within agreed time-scales Effectively manages projects in line with organisational project management standards Ensures that all budget expenditure is allocated in line with organisational financial procedures Undertakes financial planning and maintains adequate financial records Maximises the use of organisation resources to deliver results 	<ul style="list-style-type: none"> Plans and organises own work to meet objectives within agreed timescales Is aware of organisation's priorities and prioritises own work appropriately Utilises and contributes to organisational resources such as IT Systems, Filing systems etc. efficiently Follows financial procedures and supports the maintenance of adequate financial records Seeks cost-effectiveness in all purchasing and procurement processes 	<ul style="list-style-type: none"> Organises and prioritises work and time effectively Demonstrates expertise in the organisation's information and filing systems Ensures that any organisational resource responsibilities (e.g. stationery) are undertaken efficiently and cost-effectively.

Please refer to the competencies for your current grade and those preceding it

STAKEHOLDER FOCUS		Developing and managing relationships with external stakeholders.			
	PO	AP	HEO	EO	CO
	<ul style="list-style-type: none"> Fosters and manages strategic stakeholder relationships and ensures BAI view is represented in both national and international contexts Ensures that appropriate supports and measures are in place to ensure excellence in stakeholder interaction throughout the organisation Balances the potentially competing demands of stakeholder groups and ensures that the key organisational priorities are communicated effectively Ensures that relevant information regarding stakeholder groups is communicated throughout the organisation 	<ul style="list-style-type: none"> Understands the differences between the stakeholder groups and how relationships should be managed and developed Actively contributes to stakeholder management and develops communication strategies and approaches to enhance relationships Has ability to take both immediate and long term perspectives in managing stakeholder relationships Systematically takes into account implications and impacts on stakeholders. Understands and anticipates stakeholders' needs Demonstrates ability to confidently and appropriately manage conflicts or challenging stakeholder issues 	<ul style="list-style-type: none"> Builds appropriate relationships with stakeholders and demonstrates a clear understanding of how to manage their needs and the needs of the organisation Identifies opportunities and innovative approaches to develop new and existing stakeholder relationships Maintains regular contact with stakeholders to ensure up to date and relevant communication Demonstrates and awareness of stakeholder issues and reflects on impacts/implications on projects 	<ul style="list-style-type: none"> Demonstrates a solid understanding of who the BAI stakeholders are and the nature of their relationship with the organisation Builds rapport with stakeholders and provides efficient, professional and courteous service 	<ul style="list-style-type: none"> Has an awareness of key BAI stakeholders and seeks to update knowledge on a regular basis Consistently demonstrates a helpful, courteous and professional manner with external stakeholders Ensures that any changes in stakeholder contact information is communicated and recorded appropriately

Please refer to the competencies for your current grade and those preceding it

PEOPLE MANAGEMENT		Managers effectively managing, leading and supporting people to achieve BAI objectives.		
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	PO	AP	HEO	EO	CO
	<ul style="list-style-type: none"> Aligns functions and resources and deploys people and skills to achieve strategic objectives Provides direction. Builds capacity for the organisation to deliver results, face challenges and develop continually Builds a culture of high performance and effective people management 	<ul style="list-style-type: none"> Translates vision and policy into concrete direction and plans Agrees roles and responsibilities of staff and ensures individual and team ownership of objectives Motivates and leads teams to meet targets, achieve objectives and overcome obstacles Coaches and supports development of team members Identifies and communicates priorities, timelines and performance measures Seeks contributions and ideas from staff and promotes a collaborative approach 	<ul style="list-style-type: none"> Actively participates in defining own objectives Communicates organisation's priorities and sets team and individual objectives in line with them Provides guidance to staff to meet objectives and supports their ongoing development Manages performance in line with organisation performance management standards Recognises and acknowledges good performance. Addresses performance issues 		

Please refer to the competencies for your current grade and those preceding it

CLEAR COMMUNICATION

Ensuring your message is delivered appropriately and is understood. Supporting others' understanding and awareness.

	PO	AP	HEO	EO	CO
	<ul style="list-style-type: none"> Articulates and champions shared mission, vision and values of organisation to both internal and external audiences Translates organisational strategy into clear, effective operational messages Promotes a culture of open communication in the organisation and ensures processes are developed and maintained to support communication at all levels Creates and maintains open communication regarding resources, priorities and expectations 	<ul style="list-style-type: none"> Motivates, persuades and gains support through the presentation of clear and relevant information Ensures all communication to BAI Board and Committee members is to a high standard and appropriately delivered Ensures key objectives, roles and responsibilities are understood by team members Able to represent the BAI view both externally and internally including where required, at large events, conferences and/or media engagements Facilitates and chairs discussions to achieves clear outcomes 	<ul style="list-style-type: none"> Communicates written and oral information with impact. Conveys messages persuasively Communicates viewpoint succinctly and can defend it appropriately Able to communicate in a number of styles. Can adapt language and style to suit needs of audience Comfortable at presenting to large groups and delivering organisational messages to internal and external audiences Communicates regularly and effectively with team members and managers on both project and organisational developments or issues Able to produce high quality reporting and written communication on behalf of organisation and in line with BAI Board standards 	<ul style="list-style-type: none"> Demonstrates good interpersonal skills and can comfortably communicate in a one to one or group setting Understands organisation communication channels and technologies and how to use them effectively Demonstrates effective drafting, layout and design skills Demonstrates strong quality control skills and attention to detail in relation to written communications e.g. Board documentation 	<ul style="list-style-type: none"> Listens carefully and asks questions to ensure understanding is accurate Communicates courteously and professionally internally and externally Ensures written BAI communications meet organisation standards and have been correctly laid out, proofed and presented Communicates orally and in writing in a clear and concise manner

Please refer to the competencies for your current grade and those preceding it

TEAM WORKING

Supporting and co-operating with your colleagues to achieve results.

	PO	AP	HEO	EO	CO
	<ul style="list-style-type: none"> Builds and promotes organisation that values collaboration and teamwork Builds and maintains effective management teams and holds them to account 	<ul style="list-style-type: none"> Promotes and develops good morale, team co-operation and positive working environment for teams Communicates expectations for team working and collaboration Ensures teams are appropriately skilled, managed and resourced Discusses and helps resolve issues with team members Acknowledges effort and individual contributions of team members 	<ul style="list-style-type: none"> Delegates roles and responsibilities of team members effectively Encourages, enables and recognises the contribution of team members Promotes open, honest and regular communication among team members Responds and deals with team requests in a positive and timely manner Monitors team performance and addresses performance issues constructively Takes responsibility for delivering own results and those of team 	<ul style="list-style-type: none"> Works co-operatively and flexibly with other members of the team Helps maintain team communication. Shares relevant information Takes responsibility for work and keeps other team members informed of progress and/or issues 	<ul style="list-style-type: none"> Responds helpfully and positively to requests for help and support Seeks to contribute to the achievement of goals within team Willing to speak up and voice opinions and views

Please refer to the competencies for your current grade and those preceding it

FLEXIBILITY		Having a flexible approach to change and to new information. Being able to adapt to changing requirements and circumstances.				
	PO	AP	HEO	EO	CO	
	<ul style="list-style-type: none"> Has ability to effectively communicate a vision for change Anticipates and responds to change. Ensures organisational flexibility to meet changing requirements 	<ul style="list-style-type: none"> Has ability to initiate and drive change in conjunction with colleagues Adjusts original objectives or plans where necessary, to ensure best possible results Role models flexibility and a positive approach to change within the organisation Supports staff to adjust to changes and ensures new information and/or new requirements are communicated thoroughly 	<ul style="list-style-type: none"> Responsive and open to change Adjusts rapidly to new situations, opportunities or risks Encourages and supports the development of flexibility in teams and individuals Proactively considers the implications of change on projects, teams and stakeholders 	<ul style="list-style-type: none"> Adapts readily to changes in work practices, requirements and/or new projects Can adapt working style and communication style according to project or team requirements 	<ul style="list-style-type: none"> Has a flexible and open approach to changing work situations Receptive to performing new tasks as operational requirements dictate Adapts quickly to new ways of doing things 	

Please refer to the competencies for your current grade and those preceding it

LEARNING AND IMPROVING

Continually seeking to develop your skills and knowledge and improve work practices. Being open to new opportunities to learn. Supporting others' learning.

	PO	AP	HEO	EO	CO
	<ul style="list-style-type: none"> • Sets strategies that build a supportive and learning focussed environment • Promotes opportunities for staff to develop and grow in the organisation • Continually seeks improvement in organisation processes • Anticipates changes in the internal and external environment and adapts accordingly 	<ul style="list-style-type: none"> • Revises and/or develops procedures and policy and contributes to their successful implementation • Keeps up-to-date with industry developments and issues internally and externally • Provides open, timely and constructive feedback to staff • Builds supportive and development focussed teams and ensures all team members have opportunities to develop skills and experience 	<ul style="list-style-type: none"> • Helps the development of team members and line reports • Seeks to improve efficiencies and quality of service and responsiveness within scope of role • Seeks out opportunities to expand knowledge and experience and is open to new challenges • Participates and promotes the learning and development of others 	<ul style="list-style-type: none"> • Identifies opportunities to develop skills, knowledge and experience • Demonstrates an awareness of own strengths, weaknesses in relation to performance and a willingness to address these • Readily shares information and ideas with others • Makes suggestions for improvements to current working methods 	<ul style="list-style-type: none"> • Seeks out opportunities to develop skills and knowledge • Demonstrates a willingness to learn and develop • Applies learning to role

Please refer to the competencies for your current grade and those preceding it