

## Competency Framework

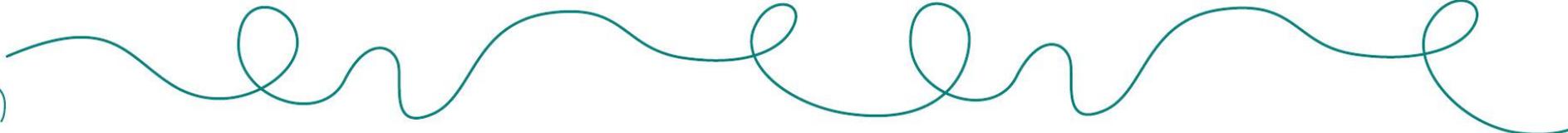
**Levels** have been used to set job requirements, to view potential job matches, align staff pay, allow bridges for in-house mobility, provide corporate learning opportunities and help us design structured career development programmes. Each job falls under one of the three job levels:

<b>Level 3</b>	Executive leadership – roles at this level involve designing, leading and steering Social Work England and the leadership team and its staff members to achieve strategic objectives.	Typical jobs at this level include the Chief Executive and executive directors.
<b>Level 2</b>	Professional and technical roles	Roles at this level involve subject specialists, and include heads of key operational functions, partners and frontline managers.
<b>Level 1</b>	Support and administration roles necessary to support our leaders and managers to deliver our four statutory functions.	These roles can include business support officers or apprentice roles

**Core competencies** work in parallel with the **technical requirements** for a role and ensure staff, and others performing our functions, can successfully perform a given role.



Leading the way		
Level 1	Level 2	Level 3
<p><b>Self-directed working</b></p> <p><i>Takes personal ownership of work and career development.</i></p> <ul style="list-style-type: none"> <li>• Takes personal ownership of projects.</li> <li>• Identifies opportunities for development.</li> <li>• Demonstrates confidence in own skills and knowledge.</li> <li>• Is self-reliant, whilst seeking advice and support when required.</li> <li>• Makes clear decisions and stands by them, stating clear rationale.</li> <li>• Is open to sharing knowledge and learning from others.</li> </ul>	<p><b>Decisive management</b></p> <p><i>Demonstrates clear management of department and colleagues.</i></p> <ul style="list-style-type: none"> <li>• Sets clear expectations around performance and tackles poor performance issues promptly.</li> <li>• Demonstrates trust in team members' skills and strengths, and delegates accordingly.</li> <li>• Regularly gives praise and constructive feedback.</li> <li>• Demonstrates clear decision making in line with departmental strategy.</li> <li>• Demonstrates a good balance between caring for people and delivering on the task.</li> <li>• Encourages two-way communication and feedback.</li> <li>• Knows when to consult and when to inform.</li> </ul>	<p><b>Decisive leadership</b></p> <p><i>Demonstrates integrity in decision making and performance management.</i></p> <ul style="list-style-type: none"> <li>• Takes responsibility for delivering the organisational strategy.</li> <li>• Demonstrates support for project leaders and endorses their decision making authority.</li> <li>• Is inclusive, approachable and visible.</li> <li>• Is clear about expectations for delivery and performance.</li> <li>• Ensures lines of accountability are transparent and upheld.</li> <li>• Demonstrates clarity of purpose and ensures departmental goals are clear.</li> </ul>



Working as one team		
Level 1	Level 2	Level 3
<p><b>Team working</b></p> <p><i>Works supportively with others and builds strong relationships.</i></p> <ul style="list-style-type: none"> <li>● Develops productive working relationships.</li> <li>● Offers support and help to colleagues.</li> <li>● Demonstrates pride in the team.</li> <li>● Respects and utilises the expertise of colleagues.</li> <li>● Values equality and diversity.</li> <li>● Focuses clearly on the team goal.</li> <li>● Demonstrates an understanding of how own team objectives link to, and impact on, other teams.</li> </ul>	<p><b>Collaborative working</b></p> <p><i>Encourages collaboration both internally and externally.</i></p> <ul style="list-style-type: none"> <li>● Develops networks across Social Work England and utilises staff expertise.</li> <li>● Values and engages with individual views, regardless of position or place in the organisation.</li> <li>● Encourages colleagues to recognise that they are part of a wider team.</li> <li>● Demonstrates an understanding of the pressures and demands on other teams.</li> <li>● Respects diversity and equality.</li> <li>● Plans a project to ensure all relevant people are involved from the beginning.</li> <li>● Maintains productive partnerships.</li> </ul>	<p><b>Common purpose</b></p> <p><i>Engages with colleagues across Social Work England and clearly articulates the corporate strategy.</i></p> <ul style="list-style-type: none"> <li>● Actively supports Social Work England's wider objectives and aims.</li> <li>● Encourages closer collaboration which acknowledges local expertise.</li> <li>● Actively supports and identifies opportunities for cross-team working and joint action on projects.</li> <li>● Considers the local, national and international agendas in decision making.</li> <li>● Engages in UK-wide projects, when this approach is appropriate.</li> <li>● Works to understand differences and maximise the strengths that come from diversity.</li> </ul>

Being a business		
Level 1	Level 2	Level 3
<p><b>Work planning</b></p> <p><i>Plans work to ensure best use of time and highest quality service.</i></p> <ul style="list-style-type: none"> <li>● Is aware of limits on resources and accounts for their use.</li> <li>● Plans work to ensure ability to deliver a quality service.</li> <li>● Is realistic when managing time and resources.</li> <li>● Works to a plan with clear milestones.</li> <li>● Adopts plans or reprioritises to respond to urgent needs.</li> <li>● Demonstrates the ability to work within tight timescales.</li> <li>● Seeks assistance to prioritise when needed.</li> </ul>	<p><b>Delivery focus</b></p> <p><i>Is focused on delivering business objectives.</i></p> <ul style="list-style-type: none"> <li>● Identifies clear measures for progress and success e.g. key performance indicators and delivers against them.</li> <li>● Contributes to operational plans and translates these into realistic targets and objectives.</li> <li>● Demonstrates efficient and best value use of resources.</li> <li>● Maintains focus on project direction and end objectives.</li> <li>● Has clear conversations and an understanding about what can realistically be delivered.</li> <li>● Ensures colleagues have access to relevant, accurate information and resources.</li> <li>● Ensures the team goals align with organisational strategy.</li> </ul>	<p><b>Business focus</b></p> <p><i>Drives the business towards providing high quality services.</i></p> <ul style="list-style-type: none"> <li>● Delivers strategically aligned projects and campaigns.</li> <li>● Builds a quality ethos and places emphasis on measurable outcomes e.g. key performance indicators.</li> <li>● Clearly sets operational plan within the corporate strategic direction.</li> <li>● Sets realistic budgets and monitors them regularly.</li> <li>● Concentrates on delivering best value for money.</li> <li>● Ensures business planning process is joined up across the organisation.</li> <li>● Agrees on standards of service and is held to account for delivery against them.</li> </ul>

Focusing on people, including those with lived experience of social work and registrants		
Level 1	Level 2	Level 3
<p><b>People focused</b></p> <p><i>Puts people at the heart of social work and knowledgeably collaborates with them.</i></p> <ul style="list-style-type: none"> <li>● Demonstrates pride in us and our objectives.</li> <li>● Keeps up-to-date with key organisational activity.</li> <li>● Makes sure that all work has a benefit and value to people.</li> </ul> <p>Registrant focus (registrant-facing roles only):</p> <ul style="list-style-type: none"> <li>● Manages registrant's expectations and about what can be delivered.</li> <li>● Establishes relationships with registrants, maintaining clear professional boundaries.</li> <li>● Listens to registrants and engages with their views.</li> </ul>	<p><b>People focused</b></p> <p><i>Puts people at the heart of social work and knowledgeably collaborates with them.</i></p> <ul style="list-style-type: none"> <li>● Keeps up to date with, and contributes to, policy developments.</li> <li>● Respects and promotes our organisational values.</li> <li>● Asks questions to understand alternative priorities and perspectives.</li> <li>● Is proactive in resolving issues.</li> </ul> <p>Registrant focus (registrant-facing roles only):</p> <ul style="list-style-type: none"> <li>● Uses specialist expert knowledge to keep registrants fully informed.</li> <li>● Listens to registrants, engages with their views and demonstrates empathy.</li> <li>● Demonstrates clear management and leadership when handling registrant issues.</li> </ul>	<p><b>People focused</b></p> <p><i>Puts people at the heart of social work and knowledgeably collaborates with them.</i></p> <ul style="list-style-type: none"> <li>● Is accountable for positioning us so that we are seen as an influential voice in health and social care regulation.</li> <li>● Builds and maintains strong alliances and partnerships.</li> </ul> <p>Registrant focus (registrant-facing roles only):</p> <ul style="list-style-type: none"> <li>● Balancing public interest and registrants' views fairly when decision making.</li> <li>● Actively promotes public confidence in social work in pursuing strategic goals.</li> <li>● Clearly interprets and conveys the impact of policy and decision making to registrants.</li> </ul>

Embracing change		
Level 1	Level 2	Level 3
<p><b>Adaptability</b></p> <p><i>Demonstrates openness to change.</i></p> <ul style="list-style-type: none"> <li>● Is willing to adapt to new ways of working.</li> <li>● Contributes ideas for making improvements.</li> <li>● Responds quickly to requests for information.</li> <li>● Actively seeks feedback and adapts behaviour when necessary.</li> <li>● Demonstrates initiative.</li> </ul>	<p><b>Shaping change</b></p> <p><i>Leads change by communicating clearly and encouraging discussion.</i></p> <ul style="list-style-type: none"> <li>● Proactively develops systems and new ways of working.</li> <li>● Provides opportunities for colleagues to understand, shape and engage with change.</li> <li>● Clearly explains the reasons for change and the implications for the team.</li> <li>● Works to understand the reasons for resistance to change.</li> <li>● Encourages and supports colleagues to give time and priority to learning and reflection.</li> </ul>	<p><b>Driving change</b></p> <p><i>Sets future direction and drives internal change.</i></p> <ul style="list-style-type: none"> <li>● Leads change by articulating a clear vision.</li> <li>● Establishes clear plans for implementing and evaluating change.</li> <li>● Builds a framework of systems and procedures so that colleagues have clarity and freedom to innovate within clear boundaries.</li> <li>● Has a clear sense of direction and values.</li> <li>● Is willing to make and stand by difficult organisational decisions.</li> <li>● Is politically astute and influential and operates effectively within a changing political environment.</li> </ul>

Respecting each other		
Level 1	Level 2	Level 3
<p><b>Respectful relationships</b></p> <p><i>Communicates with respect.</i></p> <ul style="list-style-type: none"> <li>• Communicates clearly and concisely.</li> <li>• Listens carefully, asks questions and records information accurately.</li> <li>• Remains calm, measured and balanced in challenging situations.</li> <li>• Communicates own view point and understanding of a situation with confidence.</li> <li>• Is helpful, courteous and patient.</li> <li>• Is sensitive to others and is aware of own impact.</li> </ul>	<p><b>Respectful relationships</b></p> <p><i>Works with others to build respect.</i></p> <ul style="list-style-type: none"> <li>• Is factually accurate, comprehensive, clear and precise in communication.</li> <li>• Shares information throughout the organisation to facilitate learning.</li> <li>• Is direct and diplomatic.</li> <li>• Encourages colleagues to talk openly and share concerns.</li> <li>• Negotiates by building a shared understanding.</li> <li>• Keeps people informed and provides timely updates.</li> <li>• When making decisions, consults and involves all stakeholders where appropriate.</li> </ul>	<p><b>Respectful relationships</b></p> <p><i>Is a role model for respectful, open and honest behaviour.</i></p> <ul style="list-style-type: none"> <li>• Models behaviours that value diversity and equal opportunity.</li> <li>• Challenges discriminatory and aggressive behaviours.</li> <li>• Is consistent and fair in treatment of colleagues.</li> <li>• Creates an open and trusting environment for feedback and learning,</li> <li>• Fosters constructive mature debate.</li> <li>• Works in partnership with colleagues and trusts in their judgement.</li> <li>• Demonstrates loyalty towards colleagues and champions the work of their department.</li> <li>• Keeps colleagues regularly and accurately informed.</li> </ul>

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