HCA COMPETENCY FRAMEWORK

HCA COMPETENCIES
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KEY OPERATING PRINCIPLES

FOCUS ON RESULTS

STRATEGIC THINKING

CREATIVE THINKING

ANALYSIS AND PLANNING

LEADERSHIP

NETWORKING AND INFLUENCING

COMMUNICATION
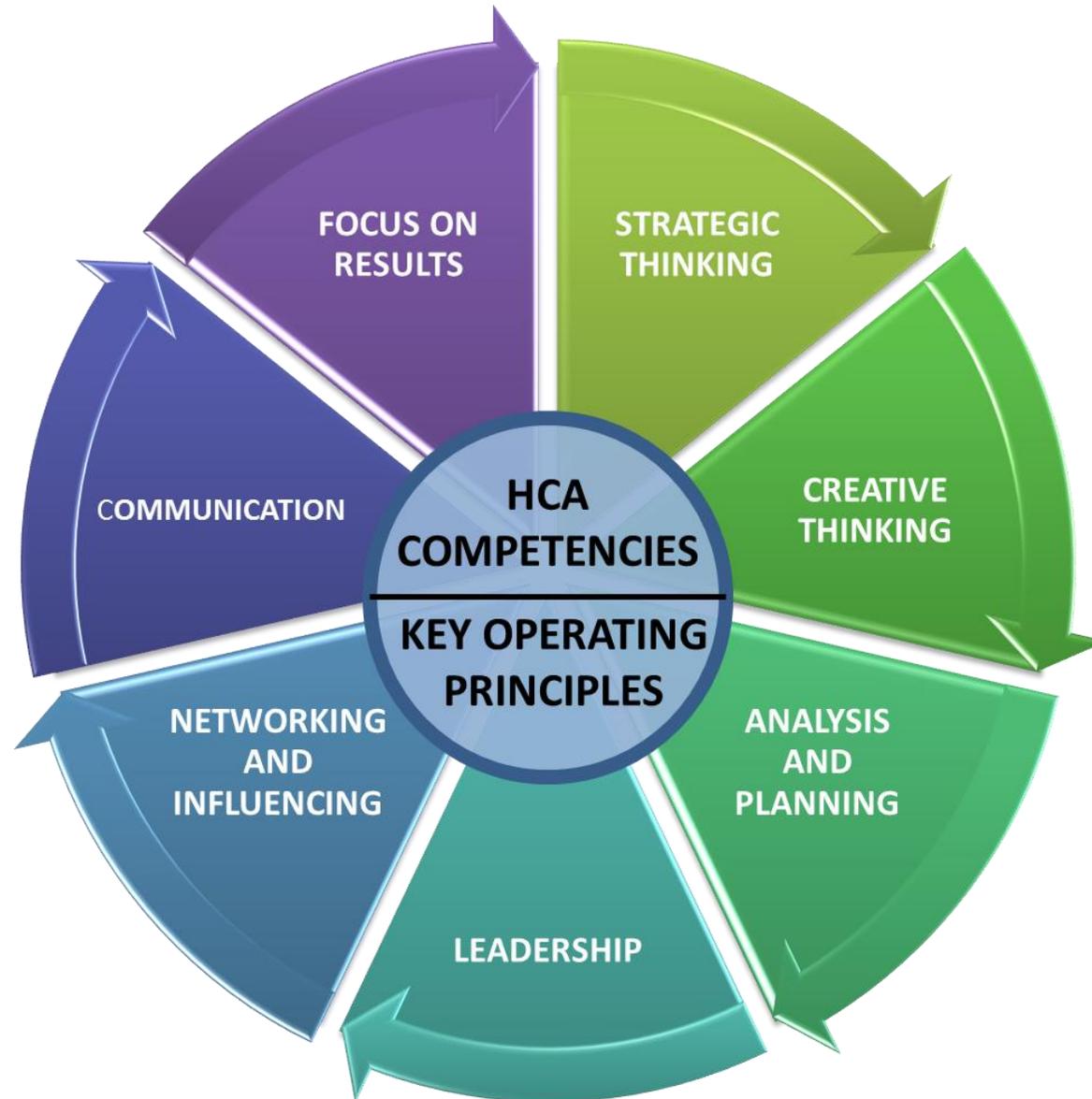
Competency Matrix

	Director	Senior Manager/Head	Manager	Professional	Administration
Thinking Skills					
• **Strategic Thinking**	✔	✔	✔	✔	✔
• **Creative Thinking**	✔	✔	✔	✔	✔
• **Analysis & Planning**	✔	✔	✔	✔	✔
Delivery Skills					
• **Leadership**	✔	✔	✔	✔	✔
• **Networking & Influencing**	✔	✔	✔	✔	✔
• **Communication**	✔	✔	✔	✔	✔
• **Focus on Results**	✔	✔	✔	✔	✔

Competency Definitions

Thinking Skills

Strategic Thinking	• Considers and understands own role and contribution in delivering the HCA priorities and the bigger picture. • Looks for patterns and relationships across differing and varied sources; continually develops clear strategies and plans for the future.
Creative Thinking	• Challenging the conventional way of doing things • Generates new ideas and commercial solutions in order to improve performance and delivery.
Analysis and Planning	• Thinks logically and analytically to get to the core of problems; manages and assimilates complex information resulting in effective decisions based on sound commercial knowledge and expertise. • Works quickly and accurately through the planning and prioritising of own workload.

Delivery Skills

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Leadership	• Everyone in the HCA has the potential to lead. • Articulates the vision in a clear and transparent way; role models through being clearly visible as a leader. • Manages change effectively; develops and retains talented people through a clear focus on people development and knowledge management. • Promotes team working. • Everyone has the responsibility to take ownership of challenges and problems and seek to resolve them.
Networking and Influencing	• Proactively develops robust relationships with stakeholders and partners; creates and develops these relationships to increase and broaden spheres of own and HCA influence. • Shows sound emotional maturity which has a positive impact when working with stakeholders.
Communication	• Communicates with others clearly, concisely, confidently, with consideration and respect in a way that engages the audience and achieves the desired result.
Focus on Results	• Achieves results through a positive approach. • Focuses on goals and targets. • Looks critically at systems, policies, processes and procedures. • Is able to contextualise KOPs and use to drive successful outcomes and improvements. • Enables effective teamwork by encouraging the team to achieve more through combined efforts than by the sum of all their individual parts. • Ensures Performance Management processes are used to support and improve staff development, competency and results.

Thinking Skills:
Strategic Thinking
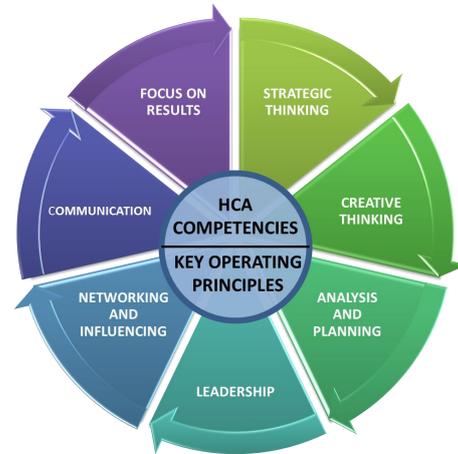
Considers and understands own role and contribution in delivering the HCA priorities and the bigger picture.

Looks for patterns and relationships across differing and varied sources; continually develops clear strategies and plans for the future.

Thinking Skills: Strategic Thinking – Director

Effective Behaviours	
Develops an in-depth insight, and identifies issues and implications on policies and programmes resulting from government departments and legislation.	Works effectively with ambiguity and open ended-ness e.g. develops plans for different scenarios.
Thinks in long term timeframes of 3 years when developing future focused ideas and strategies.	Identifies and considers the corporate risk arising from changing circumstances. Demonstrates commercial awareness relevant to role
Generates a range of scenarios to test the impact of strategic options.	Fully engages with, and utilises non-executive directors and Advisory Boards' wider experience and knowledge to support strategic decision making.

Thinking Skills: Strategic Thinking – Senior Manager/Head

Effective Behaviours	
Thinks in medium term timeframes; 12 to 18 months, to develop ideas, strategies and plans.	Understands the impact of decisions on the wider HCA business; working collaboratively to problem solve and decision-make.
Establishes and maintains a clear overview of all business plans, programmes and projects; making links across them to allocate resources effectively and efficiently.	Explains corporate programmes and policies appropriately; understanding and addressing local needs and priorities.
Uses own experience and expertise to contribute to and challenge existing strategies and business plans.	Demonstrates commercial awareness relevant to role

Thinking Skills: **Strategic Thinking – Manager**

Effective Behaviours	
Understands HCA strategy, Business plans and relevance to own role and own team's work.	Contributes to and challenges existing strategies and business plans.
Improves delivery and business planning, contributing to the whole Agency effort.	Understands the strategies and plans of Stakeholders and uses this knowledge to plan and deliver relevant projects and programmes.
Ensures that the team are fully updated with relevant changes in standards, legislation, policies, systems and procedures.	

Thinking Skills: **Strategic Thinking – Professional**

Effective Behaviours	
Understands HCA strategy and business plans and relevance to own work.	Understands the strategies and plans of stakeholders; using this knowledge to plan and deliver relevant projects and services.
Considers the impact of own work across other areas and other teams.	Identifies emerging developments in their area of expertise.
Identifies ways to contribute to business plans.	

Thinking Skills: **Strategic Thinking – Administration**

Effective Behaviours	
Has a corporate overview e.g. understands how own function aligns with other areas of the Agency.	Can articulate clearly how own role helps to deliver the Agency goals.
Shares with team updates and changes to systems, processes, procedures, guidelines and policies.	Takes the initiative to ask questions and find out more about the Agency.

Thinking Skills:
Creative Thinking

Challenging the conventional way of doing things

Generates new ideas and commercial solutions in order to improve performance and delivery.

Thinking Skills: Creative Thinking - Director

Effective Behaviours	
Challenges the status quo to achieve improvements change, and commercial solutions. Embraces technical developments.	Seeks and encourage new ideas and improvements and takes measured risks to deliver better outcomes.
Introduces new ideas and a culture of flexibility, responsiveness and change that leads to improvement in Agency performance.	Proactively seeks ideas which develop personal and professional strategic capabilities e.g. active membership of professional bodies/networks.
Directs and implements necessary change to address strategic issues.	

Thinking Skills: Creative Thinking - Senior Manager/Heads Of

Effective Behaviours	
Implements a culture of improvement focussed on adding value, business efficiency – encouraging people to think creatively and challenge the normal way of doing things.	Proactively seeks ideas which develop personal and professional leadership capabilities e.g. active membership of professional bodies/networks.
Creates a culture of flexibility, responsiveness and improvement.	Provides constructive challenge to Directors to develop ideas.
Integrates ideas and inputs from different sources to provide innovative commercial solutions identifying any areas of risk.	Identifies within own function/team the opportunity to develop new ideas and approaches leading to improvements.

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Thinking Skills: Creative Thinking – Manager

Effective Behaviours	
Adopts a commercial approach. Identifies and implements new ideas, approaches, and improvements.	Encourages the sharing of knowledge and learning within teams.
Proactively seeks ideas which develop personal and professional management capabilities e.g. active membership of professional bodies/networks.	Contributes to and delivers improvements and new ideas whilst managing identified risks.
Consistently generates value for money and efficient solutions.	

Thinking Skills: Creative Thinking - Professional

Effective Behaviours	
Proactively seeks ideas which develop personal and professional management capabilities e.g. active membership of professional bodies/networks.	Considers how to achieve more with less; generating value for money and efficient solutions openly – discussing commercially based ideas for improvement within the team.
Contributes ideas and expertise to challenge and improve systems, procedures and policies.	Adopts new ideas and improvements and implements where appropriate.
Takes a flexible and adaptable approach to change and new ideas.	Supports and proactively works to improve processes.

Thinking Skills: Creative Thinking – Administration

Effective Behaviours	
Has an awareness of others workload and is considerate of their skills and time.	Supports and proactively works to improve processes.
Flags up limitations in systems and processes; ensures they are kept updated, current and fit for purpose by suggesting improvement or new ways of working.	

Thinking Skills:
Analysis & Planning

Thinks logically and analytically to get to the core of problems; manages and assimilates complex information resulting in effective decisions based on sound commercial knowledge and expertise.

Works quickly and accurately, through the planning and prioritising of own workload.

Thinking Skills: Analysis & Planning – Director

Effective Behaviours	
Assimilates and manages complex information quickly, to find solutions to issues of strategic importance.	Has a broad based awareness and knowledge of the interaction of national, regional and local housing and regeneration policies in line with the commercial environment.
Balances stakeholder and HCA needs and risks when analysing decision-making.	Champions the use of appropriate techniques to ensure delivery on complex programmes/projects.
Identifies new ways of simplifying complex issues.	Identifies and pursues commercial opportunities to deliver HCA strategy.

Thinking Skills: Analysis & Planning - Senior Manager/Heads Of

Effective Behaviours	
Assimilates and manages complex information to provide solutions to issues of strategic/operational importance.	Translates ideas into broad plans and projects; building plans that overcome conflicts of priorities and resources.
Makes informed decisions; thinking ahead to anticipate consequences and risks of key decisions. Ensures and maintains a commercial awareness.	Uses appropriate techniques to ensure delivery of complex programmes/projects.
Anticipates problems and addresses them promptly to minimise impact.	Develops achievable plans to deliver the HCA strategy.
Uses commercial expertise to secure best value for the HCA.	

Thinking Skills: Analysis & Planning – Manager

| Effective Behaviours	
Identifies problems and implements timely solutions efficiently and effectively.	Understands and links unrelated, complex or diverse issues.
Utilises relevant information to support decision making.	Applies a good understanding of commercial principles.
Manages activities and resources effectively.	Uses appropriate tools/techniques to ensure programmes, projects and services are delivered on time and to required standard.

Thinking Skills: Analysis & Planning – Professional

Effective Behaviours	
Critically reviews a range of information sources to ensure sound judgements.	Uses appropriate knowledge and skills effectively in practical applications.
Demonstrates a high level of personal organisation; consistently meeting deadlines.	Prioritises what is important, understands the compromise between quality and expedient output.
Evaluates situations and makes timely and effective decisions.	Applies a good understanding of commercial principles.

Thinking Skills: Analysis and Planning – Administration

Effective Behaviours	
Considers the impact of actions when planning and before making a decision.	Plans workload accurately to deliver on time.
Multi tasks effectively and maintains focus (even when under stress and pressure).	Understands and follows appropriate procedures, processes and guidelines, standards and policies.

Delivery Skills:
Leadership
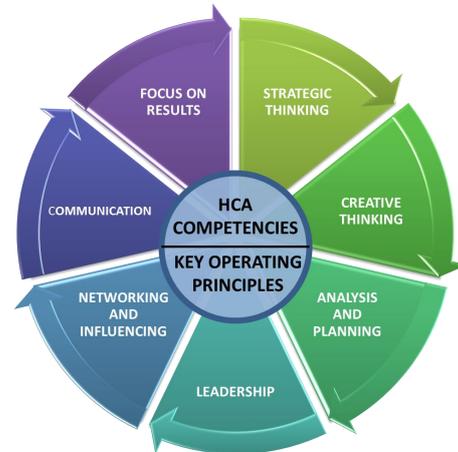
Everyone in the HCA has the potential to lead.

Articulates the vision in a clear and transparent way; role models through being clearly visible as a leader.

Manages change effectively; develops and retains talented people through a clear focus on people development and knowledge management.

Promotes team working.

Everyone has the responsibility to take ownership of challenges and problems and seek to resolve them.

Delivery Skills: Leadership – Director

Effective Behaviours	
Articulates clear vision and direction for the Agency. Ensures a clear understanding of commercial factors.	Role models self-development and improvement.
Seeks and adopts the best principles of leadership e.g. flexible leadership style depending on the nature of task and the knowledge and skills of team members.	Understands how the strategic challenges impact across the skills and competencies required throughout the HCA.
Aligns resources and effort and shares leadership to deliver integrated change across the Agency.	Puts in place clear succession plans through identifying and developing talent in own team or the wider Agency.
Promotes a culture of continuous learning, development and improvement across the Agency.	Devolves, delegates and gives responsibility to the team to work effectively.
Is visible to staff and stakeholders; regularly and confidently engaging with people at all levels to generate commitment to goals.	Proactively promotes a culture of collaborative and effective working across the Agency promoting a One Agency Approach.
Recognises and rewards innovative thought and ideas from within the team.	

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Delivery Skills: Leadership - Senior Manager/Heads

Effective Behaviours	
Understand the motives and drives of own team members; inspiring and motivating teams to deliver high performance.	Actively develops team performance through coaching methods and interventions and using SMART objectives.
Role models HCA Operating Principles and articulates clear direction.	Role models Senior Management self-development and improvement.
Thinks ahead to ensure that the capability of the team match future Agency requirements.	Works across teams to generate commitment and enthusiasm during change.
Is visible to staff and stakeholders; regularly and confidently engaging with people at all levels to generate commitment to goals.	Has a clear understanding of the commercial environment and shares this with the team.

Delivery Skills: Leadership – Manager

Effective Behaviours	
Communicates clear direction, translates into SMART objectives, in line with HCA Operating principles.	Identifies areas of potential conflict within the team and manages conflict assertively and consistently.
Uses an adaptable leadership style to suit the situation, team and individual needs.	Manages change sensitively with the team.
Identifies and develops talented people within own team. Carries out regular discussions to identify needs and support; acting as a coach and mentor.	Encourages and supports staff to develop and improve. Proactively seeks feedback from others to assist in developing own team members.
Skilfully manages team's workload and performance improvement.	Role models and demonstrates active self-development and improvement.
Actively encourages collaborative working and invests time to build a positive team culture.	

![Homes & Communities Agency logo]

## Delivery Skills: Leadership – Professional

Effective Behaviours	
Visible as a technical expert within the business - proactively sharing own expertise with others.	Skilfully handles difficult conversations and challenges to ensure tasks are achieved and completed on time.
Demonstrates HCA Operating Principles and helps to maintain professional standards and knowledge in teams.	Actively encourages collaborative working, adopting a positive approach when interacting with others.
Proactively seeks opportunity to enhance and improve own knowledge and behaviours.	

Delivery Skills: Leadership – Administration

Effective Behaviours	
Recognises that everyone can lead and has responsibility for identifying and solving problems/addressing issues.	Displays a high regard for own team and demonstrates positive team working behaviours e.g. recognises a team member for a job well done.
Seeks every opportunity to develop own skills. Seeks opportunities for continual improvement and development.	Shows enthusiasm and commitment to the role; demonstrates a sense of pride in own work and that of team.
Shows commitment and welcomes further responsibility, variety and change.	

Delivery Skills:
Networking and Influencing
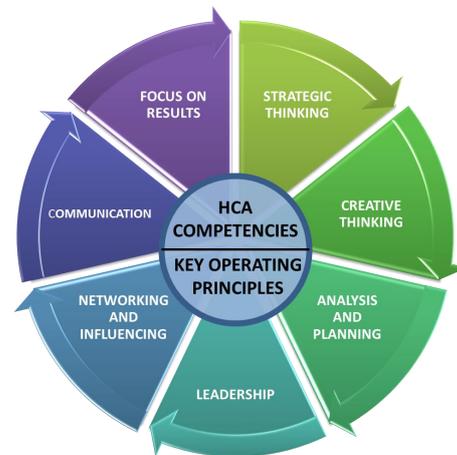
Proactively develops robust relationships with stakeholders and partners; creates and develops these relationships to increase and broaden spheres of own and HCA influence.

Shows sound emotional maturity which has a positive impact when working with stakeholders.

Delivery Skills: Networking and Influencing – Director

Effective Behaviours	
Builds high level relationships with public and private sector organisations in order to shape and influence. Develops networks to support commercial awareness and developments.	Works effectively with non-Executive Directors to bring together political and official leadership to improve governance at board level.
Is politically astute e.g. targets key partners with whom to build relationships to shape and influence events.	Confronts issues, and challenges assumptions at the highest levels with delivery partners and stakeholders in an assertive and constructive way.
Actively pursues engagement and involvement with politicians on key policy issues.	Uses appropriate influencing strategies to deliver sustainable change and improvements.

Delivery Skills: Networking and Influencing Senior Manager/Heads

Effective Behaviours	
Creates local and national networks of contacts that transcend functional boundaries within the HCA.	Demonstrates political astuteness and utilises networks/contacts and relationships in order to influence.
Takes an active lead in building internal and external relationships to build mutual trust and commitment.	Consults appropriately and meaningfully with others, in order to resolve a problem or issue.
Proactively seeks to share ideas and resources across boundaries.	Understands and communicates commercial considerations.

Delivery Skills: Networking and Influencing – Manager

Effective Behaviours	
Takes an active lead in building relationships through trust and respect.	Listens carefully to views of stakeholders and uses this understanding to negotiate win-win outcomes.
Knows who the key influencers are and how to involve them as required.	Networks to build support and buy in for ideas.
Manages up skilfully and regularly to ensure that senior management are aware of developments and plans; draws attention to key priorities.	

Delivery Skills: Networking and Influencing – Professional

Effective Behaviours	
Builds relationships at all levels through trust and respect.	Negotiates effectively but fairly in pursuit of the interests of the Agency.
Works effectively under stress and pressure, maintains resilience in the face of adversity.	Listens carefully to views of stakeholders and uses this understanding to negotiate win-win outcomes.
Manages up skilfully and regularly to ensure that management are aware of and draws attention to key risks and issues.	

Delivery Skills: Networking and Influencing – Administration

Effective Behaviours	
Understands and manages the impact of change; remaining committed to individual objectives.	Challenges options with confidence in order to seek clarity or present alternatives.
Shows resilience under stress and pressure; when deadlines are tight or challenging.	Listens and considers others opinions when reaching conclusions and making recommendations.
Uses appropriate language and behaviour.	

Delivery Skills:
Communication

Communicates with others clearly, concisely, confidently, with consideration and respect in a way that engages the audience and achieves the desired result.

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Delivery Skills: Communication – Director

Effective Behaviours	
Engages and debates on key areas of policy and HCA strategy at the highest level.	Commands instant attention and respect of audience with confident tone and robust content.
Demonstrates appropriate use of different/appropriate styles of media to communicate important messages and maximise understanding and impact.	Cascades information frequently, accurately, and in a timely manner, engaging staff in the process.

Delivery Skills: Communication – Senior Manager/Heads Of

Effective Behaviours	
Interprets the HCA strategy and business plans and communicates it effectively across the team/function.	Thinks carefully about the delivery content of messages to achieve the greatest impact.
Cascades information credibly and effectively and checks to ensure that the message has been correctly understood.	Communicates clearly throughout the HCA the purpose and value of own team/function.
Maximises opportunities to gather feedback and use as a basis to inform.	

Delivery Skills: Communication – Manager

Effective Behaviours	
Represents and communicates the Agency strategy convincingly and credibly.	Encourages constructive debate to improve understanding of key issues.
Looks for simplification in communication through breaking down complex information into manageable chunks.	Demonstrates effective open communication skills and varies style and method appropriate to context.

Delivery Skills: Communication – Professional

Effective Behaviours	
Demonstrates effective communication skills and adapts style and method relevant to context.	Manages conflict assertively and consistently e.g. works as a neutral arbiter between competing partners.
Communicates the Agency strategy convincingly and credibly.	Able to constructively challenge, using appropriate questions.
Seeks and shares knowledge, information and understanding with others.	

Interpersonal Skills: Communication - Administration

Effective Behaviours	
Ensures knowledge of key projects, processes and programmes; understands and empathises with colleagues, and partner's positions and challenges.	Listens and pays attention to customer needs through asking the right questions, looks for effective ways to improve.
Ensures all systems are accurate and up to date in order to provide a consistent, quality service.	Delivers a consistent quality service by ensuring systems run efficiently and effectively.
Builds and maintains sustainable relationships with colleagues and partners.	

Thinking Skills:
Focus on Results

Achieves results through a positive approach.

Focuses on goals and targets.

Looks critically at systems, policies, processes and procedures.

Is able to contextualise KOPs and use to drive successful outcomes and improvements.

Enables effective Teamwork by encouraging the team to achieve more through combined efforts than by the sum of all their individual parts.

Ensures Performance Management processes are used to support and improve staff development, competency and results

Delivery Skills: Focus on Results – Director

Effective Behaviours	
Delivers successful strategic, outcomes and outputs on all projects and programmes using commercial knowledge.	Stimulates and encourages a positive approach adopting KOPS to achieve results throughout the HCA.
Acts decisively and engenders strategic commitment and understanding of decisions and change.	Ensures risk and legal implications, resources and commercial decisions/recommendations are fully considered in policy decision making.
Acts promptly to resolve poor performance across individuals, teams and functions.	Ensure that expected objectives are clearly defined within objective setting as part of Performance Management.

Delivery Skills: Focus on Results - Senior Manager/Heads Of

Effective Behaviours	
Sets targets for the monitoring, measurement and improvement of outputs and outcomes on every project and programme, and functional objectives.	Initiates and drives significant changes to practices, processes, policies and procedures to improve performance. Manages team performance effectively ensuring poor performance is identified and addressed.
Ensures Business Plan objectives for the team are documented, agreed and performance management guidelines followed.	Demonstrates a determined approach to difficult tasks e.g. persists until a problem is solved.
Demonstrates a positive outlook on the HCA strategy in times of change.	Uses own initiative and takes well calculated risks to improve performance.
Demonstrates personal accountability for the delivery of results and adoption of the KOPS.	

Delivery: Focus on Result – Manager

Effective Behaviours	
Consistently delivers on targets, to time, quality and budget.	Establishes and maintains a clear focus on key priorities and works to achieve results and improvements.
Works at pace to deliver local programmes and projects; demonstrates a sense of measured energy in delivering goals.	Manages own and team work confidently; challenges where necessary with a solutions based approach to results.
Sets stretching goals/objectives for the team that exceed previously achieved results. Ensures objectives for the team are documented, agreed and performance management guidelines followed.	Encourages and develops high performance and supports staff to overcome challenges. Manages team performance and ensures poor performance is identified and addressed.
Identifies and calculates risk. Ensures completion of tasks.	

Delivery Skills: Focus on Results – Professional

Effective Behaviours	
Consistently delivers on targets, to time, quality and budget.	Challenges authoritatively and confidently.
Demonstrates personal accountability for the delivery of results and adoption of the KOPS.	Identifies opportunities to improve high performance for self and team.
Keeps a clear focus on key priorities and works to achieve and improve them.	Offers to support colleagues proactively to ensure team goals are met.

Delivery Skills: Focus on Results – Administration

Effective Behaviours	
Actively shares knowledge and good practice with others.	Regularly attends team meetings ensuring team involvement and the pursuit of common goals.
Offers support to colleagues. Goes the extra mile to make sure that team goals are met.	Shows willingness to work flexibly across teams to get things done e.g. through pooling resources.

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