



SOLAS

Competency Framework 2020

COMPETENCY	ALL STAFF	ALL SUPERVISORS	ALL MANAGER / DIRECTORS	ALL EXECUTIVE
<p>Leadership</p> <p>Inspiring and energising self and others to achieve personal and organisational success.</p>	<p><i>Accepts accountability for own actions and maintains a positive outlook</i></p> <ul style="list-style-type: none"> ✓ conveys a positive outlook even during periods of high stress or change ✓ accepts responsibility and holds self-accountable for getting things done ✓ quickly adapts to changing priorities/decisions, demonstrating support for team and organisational goals. 	<p><i>Creates team spirit and helps direct individuals towards the achievement of the team and organisational goals</i></p> <ul style="list-style-type: none"> ✓ remains visible, available and approachable to others ✓ provides a clear definition of individual and team member roles and responsibilities ✓ explains what needs to be done and why ✓ allows the team to take the glory ✓ regularly finds ways to celebrate and reward successes with the team ✓ takes a stand on issues he/she feels strongly about but supports a decision once it is made. 	<p><i>Articulates and gives a sense of purpose and direction to the unit; delegates appropriately</i></p> <ul style="list-style-type: none"> ✓ gives the unit a sense of purpose by linking their efforts and contributions to the SOLAS overall vision, strategy and goals ✓ demonstrates a passion, high energy and accountability for achieving the desired future state ✓ listens without prescribing answers to ensure people feel comfortable voicing their opinions ✓ asks questions (rather than providing solutions) to help others make informed decisions ✓ delegates full authority and gives latitude to the individuals/team to do the job in their own way ✓ takes leadership responsibility for issues, inside and outside of his/her portfolio ✓ uses realistic but positive language to inspire others and make them feel part of a highly successful team. 	<p><i>Creates and communicates a sense of purpose that inspires others and builds enthusiasm and commitment among employees at all levels; sets the vision and identifies strategies to realise the vision</i></p> <ul style="list-style-type: none"> ✓ seeks input from a number of sources to help conceptualise an inspiring vision and strategic direction for SOLAS ✓ takes every opportunity to generate excitement, enthusiasm and commitment for the SOLAS vision ✓ sets effective context then pushes decision authority to the lowest appropriate level ✓ recognises that his/her actions and decisions must always align with the values and strategic direction of SOLAS and acts accordingly.
<p>Developing Self and Others</p> <p>Finding ways to keep skills current and maintain up-to-date knowledge of specific and broad-range topics; providing developmental opportunities to others and taking ownership for own learning and others.</p>	<p><i>Takes responsibility for own learning</i></p> <ul style="list-style-type: none"> ✓ listens to feedback without defending behaviour and makes appropriate changes ✓ finds expedient ways to develop new skills in the absence of formal training ✓ shows a genuine interest and time commitment to develop own skills and knowledge ✓ admits to, takes responsibility for and learns from own mistakes 	<p><i>Promotes information sharing within the team and encourages learning as integral to the team's daily activities</i></p> <ul style="list-style-type: none"> ✓ provides time for the team to share information from a variety of sources, demonstrating that learning is integral to work ✓ surrenders the interesting jobs to others to help broaden and strengthen their capabilities ✓ exchanges information with a wide range of contacts to keep abreast of new ideas, technology etc. 	<p><i>Takes an active role in guiding others in their developmental activities</i></p> <ul style="list-style-type: none"> ✓ makes time to discuss career aspirations with team members ✓ identifies developmental opportunities for team members (e.g. cross-functional projects) ✓ acts as champion and sponsor for high performing team members ✓ volunteers individuals for organisational projects even where the team is disadvantaged in the short-term ✓ acts as a mentor to individuals at various levels within SOLAS. 	<p><i>Creates an environment that aims to fulfil the personal and professional development expectations of all employees.</i></p> <ul style="list-style-type: none"> ✓ provides resources (time and money) for developmental opportunities that support individual and organisational needs ✓ promotes recognition mechanisms that motivate learning and the sharing of knowledge ✓ builds a regenerative culture that nurtures knowledge, learning and development of employees

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<p>Thinking Big</p> <p><i>Generating and implementing creative solutions to achieve SOLAS Strategic goals, conceptualising and articulating future opportunities and trends.</i></p>	<p><i>Stays informed and finds more effective ways of working.</i></p> <ul style="list-style-type: none"> ✓ Asks questions, reads etc. to stay well informed ✓ thinks “outside the box” and is not constrained by traditional ways of doing things ✓ offers suggestions to improve the ways things are done ✓ takes the initiative to try new things. 	<p><i>Assists the team in the development of new ideas and ways to work</i></p> <ul style="list-style-type: none"> ✓ considers how new ideas/trends may affect the team ✓ shares new ideas/trends with the team, asking how those trends could be turned into opportunities for the team ✓ engages others in “what if” thinking to encourage them to find new and better ways of working ✓ provides time for brainstorming and the sharing of ideas. 	<p><i>Scans the environment for potential opportunities, engaging individuals in the development of innovative yet achievable goals and work plans</i></p> <ul style="list-style-type: none"> ✓ scans the economic, academic, business and/or technical environment to spot opportunities and plan for future needs ✓ analyses emerging trends and threats over the longer term and effectively interprets this information to demonstrate the potential for SOLAS ✓ focuses the team’s attention on the importance of the bigger, longer term picture rather than the immediate ✓ challenges fundamental and traditional assumptions and encourages others to do the same. 	<p><i>Anticipating future global and domestic economic, social and environmental changes to help shape and steer a successful course for SOLAS</i></p> <ul style="list-style-type: none"> ✓ continuously anticipates and reflects upon how future global and domestic changes will affect SOLAS stakeholders ✓ clarifies the future direction of the organisation in light of global and domestic trends ✓ takes every opportunity to generate excitement, enthusiasm and commitment for the vision ✓ allocates resources and time for innovative projects that support SOLAS vision and strategic direction.
<p>Learner & Stakeholder Focus</p> <p><i>Maintaining learner/ stakeholder focus, understanding their needs, providing realistic commitments and taking responsibility for delivering on those commitments.</i></p>	<p><i>Demonstrates an awareness of his/her own ability to impact the learner or the stakeholder</i></p> <ul style="list-style-type: none"> ✓ asks questions to clarify the learner/stakeholders’ needs ✓ provides realistic expectations at the outset of an interaction to build confidence and trust ✓ goes out of his/her way to help the student or client and offers alternate solutions where the request is impossible to meet ✓ answers learner/stakeholder questions or helps them to find the answer elsewhere ✓ provides personal attention to ensure each learner/stakeholder feels treated as an individual. 	<p><i>Works with team to develop a better understanding of the learner or stakeholders’ circumstances to provide the most effective service</i></p> <ul style="list-style-type: none"> ✓ engages with stakeholders whenever possible to better understand their business and build relationships ✓ works with team to ensure that learner/stakeholders are kept informed as their requests are being managed ✓ seeks feedback from learners/stakeholders, listening and responding positively to suggestions and criticisms. 	<p><i>Juggles multiple resources to best meet the needs of students or clients</i></p> <ul style="list-style-type: none"> ✓ continuously updates the team with learner/stakeholder information enabling them to provide the most effective service ✓ reallocates resources as appropriate to best meet learner/stakeholder needs ✓ persuasively lobbies for additional resources where necessary to meet learner/stakeholder needs ✓ challenges individuals to look at issues through the eyes of the learner/stakeholder ✓ considers the needs of both the learner/stakeholder and the overall organisation and finds mutually acceptable solutions. 	<p><i>Builds and maintains an organisation focused on the learner and the prosperity of the community; demonstrates a ‘service orientation’ and learner/stakeholder responsiveness</i></p> <ul style="list-style-type: none"> ✓ Develops and supports policies to ensure the highest standards of teaching and applied research ✓ regularly reinforces the FET uniqueness and strengths to external stakeholders ✓ removes internal barriers and processes that hinder SOLAS’s ability to focus on learners and/or stakeholders. ✓ considers the multi-dimensional needs of a diverse group stakeholders

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<p>Results Focused and Business Aware</p> <p>Maintaining a focus on the important issues to achieve and improve results and awareness of and applying sound business principles and effective operational practices to drive successful outcomes.</p>	<p><i>Seeks to understand and apply basic business principles and operations and commits to action to achieve results</i></p> <ul style="list-style-type: none"> ✓ seeks and develops efficiencies in day to-day activities and shares them with others ✓ asks questions to build a better understanding of SOLAS's business guidelines and operational practices ✓ works to, and meets tight deadlines ✓ applies extra effort and positive attitude to handle periods of high demand. 	<p><i>Works with team to ensure that sound business principles and operational practices are being applied and focuses the team on activities to achieve goals</i></p> <ul style="list-style-type: none"> ✓ brings discipline to the team, encouraging them to find easier and more efficient ways of working ✓ encourages team to continuously focus their activities to meet the team's objectives and sets measurable targets ✓ establishes team priorities, and identifies critical tasks and milestones to help keep projects and individuals on track 	<p><i>Keeps current, builds effective business cases and seeks opportunities to raise SOLAS performance to meet organisational goals</i></p> <ul style="list-style-type: none"> ✓ keeps abreast of SOLAS's overall business and shares the information with his/her unit ✓ considers decisions from a business perspective to ensure economic viability ✓ uses financial information to evaluate options and opportunities ✓ builds effective business cases, separating the main issues, highlighting benefits, providing realistic cost and time estimations etc. ✓ pushes self and others for high value results, not just activity ✓ checks-in with individuals and asks them to do the same, holding people accountable for milestones and achieving results. 	<p><i>Builds a financially and operationally effective organisation to focus on i) the achievement of results and ii) What success looks like</i></p> <ul style="list-style-type: none"> ✓ clearly understands and is able to explain how strategic decisions may impact SOLAS's financial performance and guides accordingly ✓ analyses and balances the financial requirements of programs, policies and other resources to achieve short term results while not sacrificing longer-term goals ✓ makes the tough decisions necessary to build an effective, streamlined and economically sound organisation ✓ Makes the necessary tough decisions to reshape structure and processes to meet stakeholder and market needs.
<p>Communication</p> <p>Exchanging information and ideas with others to promote effective discussion and decision making; promoting 2-way communication.</p>	<p><i>Effectively communicates with others</i></p> <ul style="list-style-type: none"> ✓ actively listens and asks questions to ensure mutual understanding ✓ uses the most effective means of communication, showing respect for the time constraints of others ✓ conveys ideas clearly and concisely and gets to the point quickly ✓ writes clearly and concisely, checking with the reader to ensure understanding ✓ uses open-ended and probing questions to elicit information beyond the initial request ✓ shares information in an open and direct manner to help others make informed decisions 	<p><i>Exchanges information in an open, honest and clear manner to enhance team effectiveness</i></p> <ul style="list-style-type: none"> ✓ regularly asks for, and listens to, the views and opinions of others, showing genuine respect for what they have to say ✓ responds to others in a way that demonstrates he/she has heard and considered their opinions ✓ adjusts language, style and tone of communication to suit audience ✓ brings forward to Management the ideas and concerns of his/her team to ensure they are heard ✓ openly voices and constructively shares differences of opinions, yet is willing to modify perspective and demonstrate flexibility 	<p><i>Proactively and consistently communicates within the unit, across SOLAS and with other stakeholders</i></p> <ul style="list-style-type: none"> ✓ takes the initiative and makes consistent and regular two-way communication a priority in the unit ✓ finds reasons to walk around to talk to people, being visible and available ✓ prepares and delivers engaging and motivating presentations ✓ considers other peoples' opinions, adapting the message to demonstrate respect for the audience ✓ Considers internal and external stakeholders to ensure effective communication with all 	<p><i>Creates a climate for open and transparent two-way communication for SOLAS</i></p> <ul style="list-style-type: none"> ✓ establishes informal and formal lines of communication across SOLAS to support a transparency of operations ✓ plans two-way communication strategies so that employees hear first-hand about the plans for SOLAS ✓ makes two-way communication a high priority, allocating resources and time for employees to communicate up, down and across the organisation ✓ role models effective and consistent communication and holds management responsible for same