



Ekaya's Core Competencies for All Staff (including Managers)

Communication and Influencing

Presents clear messages using a range of techniques. Communicates openly to build a culture of trust. Appropriately influences others. Effectively promotes Ekaya's values, purpose and services. Is concise and persuasive with a wide range of audiences. Role models clarity, openness, persuasiveness and excellence in communication within and outside the organisation.

Quality and Continuous Improvement

Supports and promotes the ongoing development of the highest standards in service provision. Solves problems, bringing improvements to services and resources. Supports staff to problem solve and take risks to improve services.

Commitment and Client Focus

Committed to and focused on the views and needs of clients and other stakeholders. Ensures that client needs are at the heart of Ekaya's service delivery. Remains resilient and positive in getting things done. Demonstrates Ekaya's values in the delivery of client services. Commits to client and other stakeholders' needs in decision making, planning and strategy. Effectively balances the needs of clients and other stakeholders, in decision making, planning and strategy, even when those needs may appear to conflict.

Relationships and Team Working

Develops and maintains positive relationships with a variety of people. Demonstrates Ekaya's values in enabling positive culture and embracing diversity. Appropriately networks, both internally and externally, for the benefit of Ekaya, its services and clients. Displays self-awareness, respect and integrity in all relationships. Role models positive relationships, Ekaya's values, networking, self-awareness, respect and integrity both internally and externally. Identifies, intervenes and supports resolution of difficulties in relationships and team working when they occur.

Developing Self and Others

Open and committed to personal and professional development. Demonstrates ability to apply new information and to learn from experiences. Shares knowledge and learning with others. Recognizes own strengths and areas for development.

Adaptability and Personal Responsibility

Responsive and adaptable to changing needs; energetic, positive and resilient. Modifies own style and approach in order to achieve goals and effectiveness. Takes ownership, meets responsibilities and honours commitment. Additional for managers: Effectively manages change and supports staff during periods of transition.

Sector and Business Awareness

Actively contributes ideas to save money and maximize income. Demonstrates and applies awareness of Ekaya's position within a competitive environment for services and funding

Additional Competencies for Managers

Performance Management	Leads, inspires and engages staff to own and deliver on Ekaya's vision and goals. Sets a strong example for others to follow. Establishes and communicates clear performance goals, standards and expectations at all levels, giving reliable feedback and evidence of progress against these. Consistently recognizes individual and team achievements and contributions to Ekaya's value of excellence.
Strategic Thinking and Planning Delivery and	development of service and team is linked to sound understanding of broader environmental factors and Ekaya's goals. Anticipates future demands, opportunities and constraints, developing and implementing plans to meet these.
Developing Self and Others and	Provides opportunities for staff to develop their skills to support the organisation and individual's career progression. Considers succession planning. Supports staff to reach their full potential. Contributes to a culture where staff feel empowered.
Adaptability and Personal Responsibility	Effectively manages change and supports staff during periods of transition.