

Appendix 5
CIPD* Employment Engagement Management Competency Framework
*** Chartered Institute of Personnel and Development**

Theme	Management competency	Description
Supporting employee growth	Autonomy and empowerment Development Feedback, praise and recognition	Has trust in employee capabilities, involving them in problem-solving and decision-making Helps employees in their career development and progression Gives positive and constructive feedback, offers praise and rewards good work
Interpersonal style and integrity	Individual interest Availability Personal Manner Ethics	Shows genuine care and concern for employees Holds regular one-to-one meetings with employees and is available when needed Demonstrates a positive approach to work, leading by example Respects confidentiality & treats employees fairly.
Monitoring direction	Reviewing and guiding Clarifying expectations Managing time and resources Follows processes and procedures	Offers help and advice to employees, responding effectively to employee requests for guidance. Sets clear goals and objectives, giving clear explanations of what is expected. Is aware of the team's workload, arranges for extra resources redistributes workload when necessary Effectively understands, explains and follows work processes and procedures.

THEME: SUPPORTING EMPLOYEE GROWTH

Competency	Positive behaviour indicators	Negative behavioural indicators
Autonomy & empowerment	<p>Allows employees to do the job the way they want.</p> <p>Welcomes ideas and feedback from employees.</p> <p>Encourages employees to step outside of their comfort zone.</p> <p>Strikes the right balance between giving guidance and giving responsibility.</p> <p>Enables visibility with senior management</p> <p>Makes an effort to support employees</p> <p>Backs up employee decisions.</p> <p>Involves employees in problem-solving and decision-making</p> <p>Acts as a coach when needed.</p> <p>Shows faith in employee's capability to do their job.</p>	<p>Is overly critical of employees.</p> <p>Micro-manages employees</p> <p>Blames employees for decisions taken.</p> <p>Focuses on mistakes.</p> <p>Ignores additional employee efforts.</p> <p>Demonstrates lack of trust in employees' capabilities.</p> <p>Tells employees what to do rather than being consultative.</p> <p>Does not allow decisions to be challenged.</p> <p>Does not give employees opportunity to solve their own problems.</p> <p>Negatively compares employees to others.</p>
Development	<p>Gives team members extra-role responsibilities.</p> <p>Offers opportunities for progression.</p> <p>Sets challenging/stretching tasks and objectives.</p> <p>Plans/arranges time off from day to day tasks for development opportunities.</p> <p>Encourages people to go on training courses.</p> <p>Helps/encourages employees to apply for promotions or new jobs.</p> <p>Gives advice on career progression and development needs.</p> <p>Arranges development activities for employees.</p>	<p>Does not give employees direction in progression and career development.</p> <p>Discourages employees from pursuing further job opportunities.</p> <p>Does not provide opportunities for employees to use their skills.</p> <p>Does not provide training opportunity for employees.</p> <p>Gives inadequate time for development tasks.</p>
Feedback, praise & recognition	<p>Shares employees' achievement with the team and senior management.</p>	<p>Only gives negative feedback.</p> <p>Does not give thanks and recognition.</p>

	<p>Gives positive, constructive & specific feedback.</p> <p>Thanks employees for their work.</p> <p>Congratulations employees on their successes.</p> <p>Gives clear reasons behind the feedback.</p> <p>Nominates individuals for awards/rewards where relevant.</p> <p>Recognises individuals excellent work.</p> <p>Shows understanding when giving feedback on things that haven't gone well.</p> <p>Balances positive and negative feedback effectively.</p> <p>Recognises both team and individual contribution and performance.</p> <p>Gives timely feedback.</p>	<p>Does not show appreciation for people's hard work and extra effort.</p> <p>Gives limited or no feedback.</p>
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THEME: INTERPERSONAL STYLE & INTEGRITY

Competency	Positive behavioural indicators	Negative behavioural indicators
Individual interest	<p>Cares about employee achievements</p> <p>Shows consideration and interest in employees' personal lives</p> <p>Checks employees are feeling okay</p> <p>Makes employees feel as if they're part of a team</p> <p>Remembers employee details such as birthdays</p> <p>Arranges social events</p> <p>Shows understanding of employee pressures</p> <p>Asks employees how they can improve their job enjoyment</p> <p>Listens to what employees have to say</p>	<p>Demonstrates lack of consideration of employees' personal circumstances</p> <p>Does not demonstrate interest in employee job satisfaction</p> <p>Does not demonstrate personal enjoyment of employees</p> <p>Inflexible with employees wanting time off</p> <p>Does not listen to what employees have to say</p> <p>Does not take employee concerns seriously</p> <p>Makes assumptions of what employees want</p>
Availability	<p>Holds regular one-to-one meetings</p> <p>Is available for employees when needed</p> <p>Genuinely makes time to help and support the team</p> <p>Has regular team meetings</p> <p>Informs employees how to contact them when they are not in the office</p>	<p>Is too busy to give enough time to employees</p> <p>Cancels one-to-one meetings</p> <p>Does not have regular one-to-one meetings with employees</p> <p>Is unavailable when needed</p> <p>Is not visible on a regular basis</p> <p>Limited or no contact with individual</p>
Personal Manner	<p>Takes a positive approach to work</p> <p>Shows enthusiasm for work</p> <p>Is approachable</p> <p>Provides employees with reassurance that they are doing a good job</p> <p>Is willing to have a laugh at work</p> <p>Is willing to demonstrate their own weaknesses</p>	<p>Is aggressive towards employees</p> <p>Uses email rather than speaking personally to employees</p> <p>Is unapproachable</p> <p>Demonstrates a lack of care about one's own work</p> <p>Is not interested in work</p> <p>Uses humour and sarcasm inappropriately</p> <p>Does not lead by example</p>
Ethical	<p>Respects employee confidentiality</p> <p>Communicates issues to employees honestly</p>	<p>Shows favouritism</p> <p>Treats employees differently</p> <p>Does not respect confidentiality</p> <p>Talks about employees behind their backs</p> <p>Criticises employees in front of others</p> <p>Does not respect employees' contributions</p>

THEME: MONITORING DIRECTION

Competency	Positive behaviour indicators	Negative behavioural indicators
Reviewing & Guiding	<p>Gives guidance on how to meet targets. Makes suggestions of how to improve work. Highlights any barriers and gives guidance on how to overcome them. Monitors work to improve quality of work. Provides one-to-one support to undertake tasks. Asks if employees need help. Provides examples of previous work (eg reports) for employees to follow. Helps employees to prioritise work. Is open to questions. Does not give advice unless it's the right advice. Helps employees to come up with new ideas and ways to do their work.</p>	<p>Does not give advice when required. Criticises without providing solutions. Not interested in finding out answers to employee's questions. Ignores employee requests for guidance. Deflects responsibility of problem-solving to senior management. Gives vague rather than specific advice.</p>
Clarifying expectations	<p>Sets clear goals and objectives. Takes time to explain what is needed in the role. Makes employees aware of how their role fits in with the company objectives. Demonstrates understanding of the role that employees. Explains to the employees how their work fits with expectations.</p>	<p>Does not clarify expectations and role requirements. Is not clear of their own role requirements. Does not keep employees up to date of changes in job requirements. Demonstrates a lack of understanding of employees' job role. Provides conflicting information to employees. Fails to communicate if employees are on track or not.</p>
Managing time & resources	<p>Is keen to understand and resolve workload problems. Is aware of their team's workload. Arranges for employees to have time off phones when necessary. Allows employees to come into work early or leave late if required. Pitches in to help during busy periods. Gains extra or redistributes resources to</p>	<p>Does not respond to the need for extra resources Does not give adequate time for planning. Interrupts employees when working to a deadline. Gives additional work to employees who are already struggling with their workloads. Does not recognise how much work they have already given to employees. Does not discuss workload with employees. Gives extra tasks to employees late in the day.</p>

	<p>manage high workload. Provides time and space for employees to complete complex tasks. Sets effective deadlines.</p>	Does not stay behind to support with extra workload.
Following process and procedures	<p>Produces work plan for employees. Sets regular performance reviews. Demonstrates an understanding of work processes. See the process through from beginning to end. Clearly explains procedures. Always does what they say they are going to do. Follows up on issues on behalf of employees.</p>	<p>Demonstrates lack of understanding of processes and procedures. Does not consistently follow process and procedures. Unduly focuses on one element of the process. Tells employees to follow process and procedures but does not follow themselves. Does not follow up on action points. Does not follow on employee issues.</p>