



Global Competency Framework



Compassion in World Farming International Competency Definitions

SHARED CORE VALUES	
Diversity and Inclusion	Treats people with dignity and respect; shows respect and sensitivity towards gender, cultural and religious differences; challenges prejudice, biases and intolerance in the workplace; encourages diversity wherever possible.
Integrity	Maintains high standards of integrity; holds self and others accountable to achieve high standards; keeps promises; immediately addresses untrustworthy or dishonest behaviour; resists pressure in decision-making from internal and external sources; does not abuse power or authority; open about mistakes and keen to learn from them; consistent and fair in the treatment of people..
Commitment	Demonstrates commitment to Compassion in World Farming's (CIWF) mission and goals; demonstrates the values of CIWF in daily activities and behaviours; creates a climate of continuous improvement and is open to challenge and new ideas; promotes CIWF's cause.
COMPETENCIES	
Core Competencies	
Communication	Speaks fluently; expresses opinions, information and key points of an argument clearly; presents information with skill and confidence; responds quickly to the needs of an audience and to their reactions and feedback; projects credibility; structures information to meet the needs and understanding of the intended audience; presents information in a well-structured and logical way.
Working with People	Shows respect for the views and contributions of other team members; shows empathy; listens, supports and cares for others; consults others and shares information and expertise with them; builds team spirit and reconciles conflict; adapts to the team and fits in well.
Drive for Results	Sets high standards for quality of work; monitors and maintains quality of work; works in a systematic, methodical and orderly way; consistently achieves project goals; focuses on the needs and satisfaction of internal and external partners; accepts and tackles demanding goals with enthusiasm.
Functional Competencies	
Deciding and Initiating Action	Takes responsibility for actions, projects and people; takes initiative and works under own direction; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risks.
Leading and Supervising	Provides others with clear direction; motivates and empowers others; recruits staff of a high caliber; provides staff with development opportunities and coaching; sets appropriate standards of behaviour.
Relating and Networking	Easily establishes good relationships with external partners and staff; builds wide and effective networks within CIWF, within the wider animal welfare sector and with external parties; relates well to people at all levels; manages conflict; uses humour appropriately to enhance relationships with others.
Persuading and Influencing	Gains agreement and commitment from others by persuading, convincing and negotiating; makes effective use of political processes to influence and persuade others outside CIWF; promotes ideas on behalf of oneself or others; makes a strong personal impact on others; takes care to manage one's impression on others.
Applying Technical Expertise	Applies specialist and detailed technical expertise; develops job knowledge and expertise (theoretical and practical) through continual professional development; demonstrates an understanding of different organizational departments and functions.

Analysing	Analyses numerical data and all other sources of information, to break them into component parts, patterns and relationships; probes for further information or greater understanding of a problem; makes rational judgements from the available information and analysis; demonstrates an understanding of how one issue may be a part of a much larger system.
Learning and Researching	Rapidly learns new tasks and commits information to memory quickly; demonstrates an immediate understanding of newly presented information; gathers comprehensive information to support decision making.
Creating and Innovating	Produces new ideas, approaches, or insights; creates innovative ways of designing projects or outputs in own work area; produces a range of solutions to problems.
Formulating Strategies and Concepts	Works strategically to realise CIWF's goals; sets and develops strategies; identifies and develops positive and compelling visions of the organisation's future potential; takes account of a wide range of issues across, and related to, CIWF.
Planning and Organising	Sets clearly defined objectives; plans activities and projects well in advance and takes account of possible changing circumstances; identifies and organizes resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines and milestones.
Following Instructions and Procedures	Does not necessarily challenge authority; follows procedures and policies; keeps to schedules; complies with legal obligations and safety requirements of the role.
Adapting and Responding to Change	Adapts to changing circumstances including emergencies and other crises; tolerates ambiguity; accepts new ideas and change initiatives; adapts interpersonal style to suit different people and situations; shows an interest in new experiences.
Coping with Pressure and Setbacks	Maintains a positive outlook at work; works productively in a pressurized environment and situation; keeps emotions under control during difficult situations; handles criticism well and learns from it; balances the demands of a work life and a personal life.
Entrepreneurial Thinking	Keeps up to date with trends in own work area; identifies opportunities for advancing CIWF's mission; maintains awareness of developments in the organizational structure and politics; demonstrates financial awareness and a concern for cost-effectiveness.
KNOWLEDGE AND SKILLS	
Technical requirements on job description for each job role	

CIWF's Values in Practice

Each CIWF job will require the following:

CORE VALUES are attitudes and convictions that should be held by all CIWF staff. These attitudes and convictions will manifest as behaviours as indicated by the behavioural indicators (BIs) listed for each value.

COMPETENCIES are sets of behaviours that are instrumental in the delivery of desired results. There are two types of competencies that apply to CIWF staff:

Core Competencies apply to all CIWF staff, although the expected levels of these competencies may depend on the specific job. As a default, the competency levels will be assigned to specific roles on the basis of the functional area and the seniority of the role.

Functional Competencies apply to some, but not all CIWF staff. Each role in CIWF will be assigned a subset of 3-5 functional competencies, based on the functional area of the job.

All competencies are leveled in that different levels of each competency will apply to different functional areas and different levels of seniority within these functional areas.

KNOWLEDGE AND SKILLS are technical requirements for specific jobs. These will be detailed on job descriptions as essential and desirable and are different for each role.

Competency Framework

CORE VALUES	
Diversity and Inclusion Treats people with dignity and respect; shows respect and sensitivity towards gender, cultural and religious differences; challenges prejudice, biases and intolerance in the workplace; encourages diversity wherever possible.	Shows and promotes respect and sensitivity towards gender, cultural and religious differences.
	Welcomes, respects and works effectively with people from different backgrounds.
	Treats all people with dignity and respect.
	Examines own biases and behaviours to avoid stereotypical responses.
	Challenges prejudice, biases and intolerance in the workplace.
	Shows respect for and understanding of diverse points of view and demonstrates this understanding in daily work and decision-making.
	Does not discriminate against any individual group.
	Learns from other cultures.
	Encourages diversity wherever possible.

CORE VALUES	
Integrity Maintains high standards of integrity; holds self and others accountable to achieve high standards; keeps promises; immediately addresses untrustworthy or dishonest behaviour; resists pressure in decision-making from internal and external sources; does not abuse power or authority; open about mistakes and keen to learn from them; consistent and fair in the treatment of people.	Maintains high standards of integrity, not compromising them to advance personal or organizational agenda.
	Acts without consideration of personal gain.
	Challenges unacceptable behaviour and poor performance.
	Does not deliberately mislead others and keeps promises.
	Acts in a principled, open and conscientious way, consistent with our values.
	Immediately addresses any situation in which a peer, staff member, etc., is acting in an untrustworthy or dishonest manner.
	Resists undue pressure in decision-making from internal and external sources.
	Does not abuse power or authority.
	Displays a fair, sincere and honest attitude to all people.
	Openly admits mistakes and takes action to address them.

CORE VALUES	
Commitment Demonstrates commitment to Compassion in World Farming's (CIWF) mission and goals; demonstrates the values of CIWF in daily activities and behaviours; seeks out new challenges, assignments and responsibilities; promotes CIWF's cause.	Demonstrates commitment to CIWF and concern for its longer-term future.
	Demonstrates commitment to animal welfare.
	Presents a positive image of CIWF at internal and external discussions.
	Demonstrates the values of CIWF in daily activities and behaviours.
	Stands by decisions that are in CIWF's interest, even if they are unpopular.
	Seeks out new challenges, assignments and responsibilities.
	Takes personal responsibility for continuous learning.
	Promotes CIWF's cause and encourages others to do so.
	Is highly committed to achieving organizational goals in own area of work.
	Takes pride in working for CIWF and shows enthusiasm for contributing to the organisation's success.

COMPETENCIES

Core Competencies

	Level 1	Level 2	Level 3
Communication Speaks fluently; expresses opinions, information and key points of an argument clearly; presents information with skill and confidence; responds quickly to the needs of an audience and to their reactions and feedback; projects credibility; structures information to meet the needs and understanding of the intended audience; presents information in a well-structured and logical way.	Speaks clearly and audibly.	Speaks clearly and audibly and at an appropriate pace	Achieves a fluent conversational style by using pauses, changes in volume, and changes in emphases.
	Clearly explains information.	Quickly gets to the point, effectively presenting the key points of an argument while separating the important from the trivial.	Presents highly complex arguments, information and ideas in an easy to understand and memorable fashion.
	N/A	Presents effectively to others during formal public speaking making effective use of prepared materials and visual aids; structures the communication well, making good use of summaries and re-statements.	During formal public speaking, presents in a highly engaging and informative way; holds the attention of the audience throughout to drive home the required message convincingly.
	Checks that others have received the general message when speaking to them.	Checks if the message has been understood when speaking to others and responds to feedback from the audience by adapting own interpersonal style and the content of the message.	Anticipates and responds to the needs of an audience, adapting content and style to suit them; responds quickly and effectively to unforeseen questions or challenges.
	N/A	Speaks with authority and conviction on a range of subjects both within and outside their areas of personal expertise.	Establishes credibility quickly and effectively. Projects confidence and authority with highly knowledgeable audiences even when the subject matter is unfamiliar or unprepared.
	Structures information in a straight-forward fashion.	Develops points and arguments from initial simplicity to final comprehensiveness, giving the overall work a logical progression of ideas.	
	Adjusts the amount and degree of detail of information for the intended audience.	Anticipates the information needs of the intended audience and tailors the amount, content and style of communication to deliver maximum clarity.	Considers CIWF's strategic objectives when formulating and delivering information.

COMPETENCIES

Core Competencies

	Level 1	Level 2	Level 3
Working with People Shows respect for the views and contributions of other team members; shows empathy; listens, supports and cares for others; consults others and shares information and expertise with them; builds team spirit and reconciles conflict; adapts to the team and fits in well.	Expresses an interest in the way people behave, recognizing the importance of attitudes and motives.	Considers how others' perceptions of a situation may influence the way they behave; demonstrates an ability to interpret non-verbal or emotional signs.	
	Encourages immediate work colleagues to think of themselves as a team.	Creates a sense of team spirit by encouraging harmony, co-operation and communication.	Creates and encourages a climate of team-working and collaboration across CIWF, acting as a visible role-model of these values and behaviours.
	Acknowledges the good work of others.	Ensures that the contribution of others is recognized through formal reward processes and also gestures of informal recognition.	Ensures that outstanding performance is recognized across CIWF; personally invests time to recognize and support those who contribute to CIWF's organizational success.
	Pays close attention to others when they are speaking; makes others aware of information that may be useful to them.	Communicates proactively and encourages others to share their views; consults others when decisions need to be made.	Proactively consults with a broad cross-section of stakeholders during all aspects of decision-making.
	Offers appropriate help and support to people.	Recognizes others' limitations and offers appropriate support, especially during difficult working periods; Monitors the well-being of others and takes steps to help others deal with challenging circumstances.	Sees the welfare of others as a key organizational priority and creates systems and processes to ensure that working practices are changed or optimized to assist others.
	Demonstrates an awareness of own strengths and limitations and how these may impact on own work.	Develops and openly communicates self-insight such as an awareness of own strengths and weaknesses and what may come naturally or less naturally to them.	Develops and openly communicates self-insight, recognizing how own personality, ability and other factors impact on own approach to work, dealings with others and fit with CIWF's values and culture.

COMPETENCIES

Core Competencies

	Level 1	Level 2	Level 3
Drive for Results Sets high standards for quality of work; monitors and maintains quality of work; works in a systematic, methodical and orderly way; consistently achieves project goals; collaborates enthusiastically with internal and external stakeholders; accepts and tackles demanding goals with enthusiasm.	Sets high levels of quality and productivity for self.	Challenges self and own team or organizational area to achieve high levels of quality and productivity.	Constantly revises quality and productivity targets to set demanding cross-organizational standards.
	Tries to get work right every time, checking for errors and rejecting sub-standard work; consistently meets agreed productivity levels.	Emphasizes and systematically monitors own and others work efficiency.	Benchmarks CIWF's quality and productivity standards against internal targets and external sector leaders; ensures that quality standards address CIWF's objectives and circumstances.
	Takes a methodical and systematic approach to own work.	Builds systematic and methodical processes into projects and work of self and own team.	Creates processes to ensure work is completed in a systematic and orderly way; rigorously identifies blocks to methodical working and removes haphazard or adhoc processes.
	Consistently achieves own work targets.	Drives projects along by ensuring that team or department's goals relating to wider projects are consistently achieved; consistently achieves high-level results from project teams.	Consistently manages inter-departmental and other project teams to deliver projects on-time and on-budget to agreed quality standards; drives an organizational culture that focuses on results, inspiring others to achieve and exceed goals and expectations.
	Steers all their effort and activity to the achievement of clear, measurable results.	Ensures that systems and processes support the achievement of results.	Promotes a results-oriented culture within own department and CIWF as a whole, including establishment of systems to measure results against objectives.
	Works collaboratively with external and internal stakeholders, responding to their needs and expectations.	Seeks to understand and anticipate the needs of external and internal stakeholders; proactively engages with stakeholders to seek their feedback.	Champions initiatives to increase stakeholder satisfaction; drives an organizational culture of open, two-way stakeholder communication to ensure complete understanding of their needs.
	Accepts and tackles demanding goals enthusiastically.	Welcomes demanding goals, working through tough challenges to achieve success.	Sets self increasingly demanding goals and targets, and then challenges self to exceed them, persevering through all obstacles and difficulties.

COMPETENCIES

Functional Competencies

	Level 1	Level 2	Level 3
Deciding and Initiating Action Takes responsibility for actions, projects and people; takes initiative and works under own direction; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risks.	Makes straightforward decisions to progress own work.	Identifies urgent decisions which may involve difficult choices and risks for team or department; acts upon them promptly, on the basis of incomplete information when necessary.	Identifies urgent decisions which may involve tough choices and major risks for CIWF as a whole; acts upon them promptly, on the basis of incomplete or contradictory information when necessary.
	Accepts responsibility for own work and mistakes.	Stands by the actions of team or department, publicly accepting responsibility and accountability.	Stands by the decisions and actions of CIWF as a whole, accepting and promoting managerial responsibility.
	Works well with minimal direct supervision.	Expresses confidence in own decisions and actions; seizes the initiative, and guides own work and work of others.	Confidently promotes own decisions and planned actions; actively encourages others at all levels to take the initiative in the service of organizational goals.
	Takes the initiative with respect to own work.	Actively promotes team initiative with respect to work processes and organizational objectives.	Actively promotes individual and team initiatives across CIWF.

COMPETENCIES

Functional Competencies

	Level 1	Level 2	Level 3
Leading and Supervising Provides others with clear direction; motivates and empowers others; recruits staff of a high caliber; provides staff with development opportunities and coaching; sets appropriate standards of behaviour.	Co-ordinates group activities, ensuring that roles within the team or department are clear and that individuals know what is expected of them.		Provides teams and departments with clear directions that are translated from organizational strategy.
	Role-models appropriate behaviours; communicates and monitors measurable standards which the behaviour of others must meet.	Defines standards for appropriate behaviour and addresses inappropriate behaviour from others.	Identifies trends of unacceptable behaviour in groups as well as individuals; puts actions in place to address unacceptable behaviours and their causes across the organization.
	Delegates work to others in own team or department appropriately, taking into account others' abilities, workload and preferences, and balancing routine and interesting tasks.	Decides which team or department is best placed to deliver which aspects of the overall project, taking into account departments' resources and an appropriate balance of routine and challenging tasks.	
	Encourages team to achieve individual goals.	Emphasizes the impact and importance of people's work for achieving team targets and objectives; empowers people with respect to the achievement of these targets and objectives.	Pushes autonomy and empowerment downwards through CIWF; inspires enthusiasm and a positive attitude in people about their work and their contribution to CIWF's success.
	Identifies development needs in others and ensures they are aware of the resources available for their learning and development.	Encourages others to pursue development opportunities and creates genuine learning opportunities for them.	Facilitates the development of high-potential individuals and the concept of a learning organization.
	Takes responsibility for recruiting suitable people to teams and departments.	Identifies, attracts and recruits high caliber individuals as organization-wide assets.	

COMPETENCIES

Functional Competencies

	Level 1	Level 2	Level 3
Relating and Networking Easily establishes good relationships with external partners and staff; builds wide and effective networks within CIWF, within the wider animal welfare and not-for-profit sector and with external parties; relates well to people at all levels; manages conflict; uses humour appropriately to enhance relationships with others.	Makes people feel at ease and builds good working relationships with them.	Quickly builds rapport with individuals and groups and establishes good working relationships.	Actively nurtures good relationships with people across all organizational levels and boundaries, and with external contacts and partners.
	Uses people contacts to the advantage of own work and work of immediate colleagues.	Maintains and extends an effective network of individuals across organizational departments; helps others to establish and maintain networks.	Maintains and extends an effective network of individuals outside CIWF, building strategic partnerships with a range of key stakeholders.
	Relates well to others, including work colleagues, external contacts and the general public.	Relates well to people at all levels, including staff, external contacts and partners, and facilitates in doing the same.	
	Recognizes disagreements and tensions between individuals and attempts to resolve or ease them.	Tactfully resolves conflict between others and takes actions to reduce any anger or frustrations they might feel.	Identifies and tackles disagreements that compromise CIWF's objectives; diplomatically facilitates the resolution of conflict between others and ensures that their anger or frustration is dealt with tactfully.
	Uses appropriate humour to reduce tension.	Uses humour to positive effect, making sure that it is inoffensive and appropriate.	Adapts humour to the people, the occasion, and the purpose.

COMPETENCIES

Functional Competencies

	Level 1	Level 2	Level 3
Persuading and Influencing Gains agreement and commitment from others by persuading, convincing and negotiating; makes effective use of political processes to influence and persuade others outside CIWF; promotes ideas on behalf of oneself or others; makes a strong personal impact on others; takes care to manage one's impression on others.	Makes a positive impression on other individuals in one-to-one settings.	Presents self effectively and credibly to others, in one-to-one and group settings.	Creates an immediate, charismatic, credible and lasting impression in one-to-one, team and large-group settings.
	Persuades others effectively, gaining their commitment while recognizing the need for give and take.	Guides conversations to desired end points; Negotiates effectively by exploring a range of possibilities.	Negotiates effectively with people inside and outside CIWF by adopting a range of approaches, maintaining relationships with all parties at all times.
	Voices ideas and suggestions on behalf of self and immediate work colleagues.	Effectively promotes ideas and recommendations on behalf of self, other individuals and/or own team.	Significantly changes the perspective of people with respect to an issue, gaining their support and agreement.
	Recognizes key players and those who influence decisions.	Uses internal politics to positive effect, understanding when to use formal and informal structures to build upward support for own ideas.	Builds support throughout CIWF for proposals and initiatives that follow CIWF's overall agenda.

COMPETENCIES

Functional Competencies

	Level 1	Level 2	Level 3
Applying Technical Expertise Applies specialist and detailed technical expertise; develops job knowledge and expertise (theoretical and practical) through continual professional development; demonstrates an understanding of different organizational departments and functions.	Demonstrates good skills and relevant knowledge in own area.	Demonstrates detailed knowledge and expertise in own area; can answer technical queries from others; shows some knowledge of related issues and subject areas.	Demonstrates detailed and comprehensive knowledge of own area, and is recognized as an expert by people across CIWF; maintains a comprehensive knowledge of related external issues and knows about research and upcoming developments.
	Keeps own skills and knowledge up to date as needed.	Develops own technical skills and knowledge by looking out for opportunities to engage in continual professional development.	Engages in industry wide and cross-industry discussions and events seeking to advance own and CIWF's current and future thinking; seeks to be actively involved in cutting-edge research and development activities.
	Shares skills and relevant knowledge with others and provides guidance on how to complete tasks.	Shares knowledge and expertise openly and freely, providing appropriate guidance, coaching and advice on technical issues.	Ensures that the necessary organizational structures and processes are in place for others to share knowledge and expertise openly and freely; positions knowledge sharing as an organizational priority.
	Demonstrates a basic understanding of the work of other parts of CIWF in direct contact with own area.	Becomes familiar with the activities of a wide range of other organizational functions within CIWF and how they should work together as a system; identifies inter-dependencies among departments in CIWF.	Demonstrates extensive understanding and in-depth knowledge of the working and overall function of organizational departments; sees how they inter-relate and work together as an integrated system.

COMPETENCIES

Functional Competencies

	Level 1	Level 2	Level 3
Analyzing Analyses numerical data and all other sources of information, to break them into component parts, patterns and relationships; probes for further information or greater understanding of a problem; makes rational judgements from the available information and analysis; demonstrates an understanding of how one issue may be a part of a much larger system.	Analyses and integrates verbal, numerical and other types of data.	Analyses and integrates potentially conflicting numerical, verbal and other data from a number of sources.	Analyses and integrates diverse and complex quantitative and qualitative data from a wide range of sources.
	Breaks information down into parts and sees straightforward relationships between them.	Perceives relationships and patterns within information, and between causes and effects.	Sees key, high level trends across data set; recognizes subtle inter-relationships among multiple issues and sees the potential effects on the overall system or process.
	Questions obvious mistakes and asks for clarification of unclear issues.	Questions assumptions and probes for further information to clarify vague or confusing information.	Challenges assumptions and their underlying logic; seeks inputs from multiple sources to gain a clear and comprehensive understanding of the issue.
	Makes straightforward judgements from the available information.	Makes logical and well-reasoned judgements from an analysis of the information available.	Makes logical, rational, well-reasoned and defensible judgements from available information; can extend the underlying rationale to make sense of and incorporate additional or unforeseen information.
	Produces a workable solution that meets the immediate demands of the situation.	Produces a number of workable solutions that meet the demands of the situation; considers the practical issues relating to implementing the preferred solution.	Produces a range of workable strategies aimed at solving numerous, possibly related issues; considers the practical concerns regarding the implementation of a range of possible solutions.
	Recognizes that the solution to one issue may have an impact later on in a process.	Demonstrates an awareness of how one issue may be part of a larger system, recognizing that different processes may be affected by solutions proposed.	Uses a holistic approach to analyzing complex relationships between seemingly unrelated issues; steps away from solving the immediate problem to place it into a wider context; considers the whole system, not just one issue or a localized cluster of issues.

COMPETENCIES

Functional Competencies

	Level 1	Level 2	Level 3
Learning and Researching Rapidly learns new tasks and commits information to memory quickly; demonstrates an immediate understanding of newly presented information; gathers comprehensive information to support decision making.	Rapidly learns new tasks relevant to own job and quickly commits information to memory.	Quickly absorbs new information and learns new techniques that extend role capability.	Effectively and quickly optimizes the use of new information and advanced techniques that significantly extend role capability.
	Gathers sufficient information directly relevant to own role to aid line manager in making decisions.	Seeks all relevant information for decision making from a wide range of sources; realizes when information is missing and knows where to find it.	Uses formal and informal methods to gather the widest range of information possible; where necessary, carries out sustained, in-depth investigations, obtaining information that is difficult to get hold of.
	Understands newly presented information that is relevant to own job.	Shows rapid understanding of newly presented complex information, offering useful insights.	Rapidly responds to highly complex information with useful insights, in familiar and also extremely unusual settings that are outside previous experience.
	Collects and classifies information useful to CIWF.	Creates systems and initiatives for collecting and classifying information useful to CIWF.	Promotes the development and use of organization-wide knowledge sharing systems that capture all relevant information from sources inside and outside CIWF.

COMPETENCIES

Functional Competencies

	Level 1	Level 2	Level 3
Creating and Innovating Produces new ideas, approaches, or insights; creates innovative ways of designing projects or outputs in own work area; produces a range of solutions to problems; continually identifies opportunities to create impact and drive change.	Produces new ideas within own work area.	Identifies unusual ideas that others may have missed; contributes innovative approaches and insights.	Contributes impressive ideas, approaches and insights that open up whole new avenues of exploration.
	Makes suggestions about and contributions towards new ways of designing projects or outputs in own work area.	Creates new ways of designing projects or outputs in own work area.	Creates innovative ways to design projects or outputs in own work area that challenge traditional assumptions, and approaches ongoing developments from new perspectives.
	Open to new perspectives with respect to own work area.	Actively generates new perspectives on own work and work of team; seeks new perspectives from others.	Recognized as a key resource within the organization for generation of alternative perspectives with respect to organization's work.
	Recognizes opportunities for improvements within own work area.	Instigates a range of alternative approaches to create improvements in a number of organizational areas.	Constantly seeks opportunities for improvements across the whole organization that lead to major changes in overall efficiency, impact and driving change.
	Thinks up effective changes in own work area.	Devises, initiates and drives effective change initiatives in own area or department.	Is regarded as a change champion who initiates and drives large-scale organizational change, creating an environment where others become change drivers.

COMPETENCIES

Functional Competencies

	Level 1	Level 2	Level 3
Formulating Strategies and Concepts Works strategically to realise CIWF's goals; sets and develops strategies; identifies and develops positive and compelling visions of the organization's future potential; takes account of a wide range of issues across, and related to, CIWF.	Demonstrates an awareness of changes in organizational strategy that impact on own work area.	Revises objectives of own team or department to reflect changes in CIWF's goals and objectives.	Always works with an orientation to the future, encouraging others to consider CIWF's long-term strategy when setting departmental objectives.
	Bears CIWF's strategy in mind when planning own work and work of own team or department.	Translates strategic direction into medium and long term plans and objectives for own team or department.	Sets, develops and revises CIWF's strategy in line with the organizational vision ensuring it is coherent and meaningful.
	Identifies future possibilities for own working area and beyond, and passes these ideas to key stakeholders.	Explores with appropriate stakeholders a range of future possibilities that the department or entire organization could aspire to achieve.	Constantly explores future possibilities for animal welfare, health and the environment as a whole and identifies where CIWF fits within these possibilities. Inspires others to achieve this vision of CIWF's future potential.
	Demonstrates an understanding of a broad range of factors that link own work area to other parts of CIWF.	Takes account of a wide range of issues across, and related to, CIWF as a whole.	Gains insight into and fully considers global developments and trends that may impact upon CIWF.

COMPETENCIES

Functional Competencies

	Level 1	Level 2	Level 3
Planning and Organizing Sets clearly defined objectives; plans activities and projects well in advance and takes account of possible changing circumstances; identifies and organizes resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines and milestones.	Sets self clearly defined tasks in line with objectives set by line manager.	Sets clearly defined objectives for self and own team.	Sets clearly defined objectives for own department and/or CIWF as a whole.
	Plans own work activities, raising possible changing circumstances with the line manager.	Systematically plans activities and projects for own team or department and anticipates potential difficulties.	Produces comprehensive project plans that anticipate foreseeable changes and can be adapted in the face of unforeseen or disruptive events.
	Manages own time effectively; completes individual tasks on time.	Organizes own and others' time effectively, allocating achievable milestones for project stages.	Sets realistic timescales for the overall completion of major projects, ensuring that any deadlines set by others in connection with a project fit into the overall timescales.
	Knows what resources are needed to accomplish own tasks.	Effectively manages the deployment of people and equipment in own team or department.	Identifies the cross-organizational resources needed for large scale projects and ensures the availability of these critical resources.
	Keeps track of own progress against task deadlines.	Uses existing timelines to monitor own and others' progress against deadlines and milestones, maintaining an ongoing awareness of issues helping or hindering progress.	Creates measures and criteria to monitor progress of overall projects against key organizational objectives, maintaining constant vigilance regarding all issues that may impact upon project completion.

COMPETENCIES			
Functional Competencies			
	Level 1	Level 2	Level 3
Following Instructions and Procedures Does not necessarily challenge authority; follows procedures and policies; keeps to schedules; complies with legal obligations and safety requirements of the role.	Follows spoken and written instructions without unnecessarily challenging others' authority.	Creates and fosters an organizational culture of appropriately following instructions and not unnecessarily challenging authority, leading by example.	
	Sticks to recommended working practices and procedures in own work.	Ensures that team or department follows relevant company policies and procedures.	Creates organization-wide processes to ensure that procedures and policies are adhered to.
	Keeps to schedules and delivers work on time.	Ensures that own team or department keeps to schedules and delivers work on time.	
	Understands and follows safety and other legal requirements of own job.	Abides by safety and other legal requirements regarding own team or department's activities. Educates others on relevant legal issues and monitors for compliance.	Upholds the highest possible safety and legal standards across CIWF as a whole. Anticipates legal developments and acts immediately to ensure that CIWF complies with changes to legislation.

COMPETENCIES			
Functional Competencies			
	Level 1	Level 2	Level 3
Adapting and Responding to Change Adapts to changing circumstances including emergencies and other crises; tolerates ambiguity; accepts new ideas and change initiatives; adapts interpersonal style to suit different people and situations; shows an interest in new experiences.	Accepts changes in circumstances when presented with them.	Adjusts own and/or team's approach to embrace changing circumstances.	Remains constantly alert for changing external factors or organizational conditions and alters CIWF's overall approach to incorporate them.
	Quickly adapts work approach in response to crisis situations.	Actively identifies appropriate responses to crisis situations; Promotes effective team response to crisis.	Takes a leadership role with respect to crisis response; Facilitates organizational response to crisis situations.
	Accepts new ideas when presented with them.	Welcomes new ideas in own area and demonstrates personal commitment to wider change initiatives.	Develops and oversees large scale change initiatives, creating a managed sense of urgency to bring the change about.
	Demonstrates an awareness of how own interpersonal style impacts on different people and different situations.	Uses many different approaches to interact successfully with others, adapting own interpersonal style to fit in with the situation, and the characteristics of groups and individuals.	
	Readily accepts conditions of uncertainty and remains productive when there is a lack of clarity about aspects of own role.	Stays positive and upbeat in situations where definitive information or direction is not available and seeks to take advantage of such settings.	Sees ambiguity or uncertainty in the sector as an opportunity for the organization to strengthen its overall position; searches for growth opportunities wherever there is doubt or lack of clarity.

COMPETENCIES

Functional Competencies

	Level 1	Level 2	Level 3
Coping with Pressure and Setbacks Maintains a positive outlook at work; works productively in a pressurized environment and situation; keeps emotions under control during difficult situations; handles criticism well and learns from it; balances the demands of a work life and a personal life.	Remains focused on work when under pressure or in crisis situations.	Remains objective and focused on work even when under considerable pressure or in crisis situations.	Maintains exemplary levels of work even in extremely taxing or pressurized environments, including crisis situations.
	Avoids emotional displays in difficult situations.	Effectively controls own feelings, guarding against unhelpful or inappropriate displays of emotions.	Channels potentially negative emotions in a helpful and positive manner, even in highly emotive or emotionally challenging settings.
	Keeps an appropriate balance between the demands of work and personal life when conflicts occur.	Effectively manages actual and potential conflicts between personal life and work demands.	Creates an organizational culture that emphasizes the importance of work-life balance at all levels.
	Shows an optimistic approach to work.	Remains positive in the face of adversity, quickly recovering from setbacks and keeping problems in perspective.	Maintains visibly high levels of morale in the face of difficulties; remains upbeat about the future at all times demonstrating to others a firm belief that obstacles and adversity will be conquered.
	Accepts criticism without becoming hostile or overly defensive.	Accepts criticism calmly, taking comments on board and moving forward quickly and constructively; does not dwell on negative feedback.	Welcomes and invites criticism, regarding it as an opportunity for individuals and CIWF to improve and develop; retains a positive self-image even when directly criticized.

COMPETENCIES			
Functional Competencies			
	Level 1	Level 2	Level 3
Entrepreneurial Thinking Keeps up to date with trends in own work area; identifies opportunities for advancing CIWF's mission; maintains awareness of developments in the organizational structure and politics; demonstrates financial awareness and a concern for cost-effectiveness.	Proactively builds a broad understanding of the key factors driving local economic, social and political developments.	Anticipates and actively monitors long-term local and global developments and their impact on CIWF.	
	Shows an awareness of opportunities for advancing CIWF's mission.	Seeks and proposes opportunities for advancing CIWF's mission.	Constantly seeks new opportunities for advancing CIWF's mission, seizing upon possibilities opened up by new local and global developments.
	Shows an awareness of basic financial and cost-effectiveness issues directly relating to own work.	Uses financial cost-effectiveness information to monitor team or department's performance.	Understands and interprets key financial and economic data affecting CIWF, using this information effectively to monitor and plan organizational performance.
	Identifies opportunities to reduce waste and costs in own work area.	Tracks expenditure and uses the most cost-effective methods available.	Fosters a cost-conscious, anti-waste culture across CIWF, recognizing and rewarding efforts to add maximum value to the organization.