

COMMISSION FOR COMMUNICATIONS REGULATION

Competency Framework



TABLE OF CONTENTS

1	INTRODUCTION	1
1.1	What is a Competency Framework?.....	1
1.2	What is a Competency?	1
1.3	ComReg’s Competency Framework.....	1
2	THE COMREG COMPETENCY FRAMEWORK	3
2.1	Competency Wheel.....	3
2.2	Competency Clusters	4
2.3	Competency Levels.....	4
2.4	Competency Definitions & Level Indicators	5
2.4.1	Cluster 1 – Organisational Context.....	5
2.4.2	Cluster 2 – Delivering Results	6
2.4.3	Cluster 3 – Working with Others.....	9

1 INTRODUCTION

This document sets out ComReg's Competency Framework.

The development of this Framework was based on research and information gathered from a collaborative process involving collective staff input. The consultation process included one-to-one discussions, workshops and a survey. The Framework takes all inputs into account, and includes language and terms used in the course of discussions to ensure that it is relevant to ComReg.

The Framework consists of eleven core competencies grouped into three clusters, namely:

1. Organisational Context
2. Delivering Results
3. Working with Others.

The ComReg Competency Framework will be described in full later in this document.

1.1 WHAT IS A COMPETENCY FRAMEWORK?

A Competency Framework broadly defines the blueprint for 'excellent' performance within an organisation. It is the library that holds and organises the descriptions of behaviours applicable at all levels for all job functions. It is only successful in supporting decision-making if it accurately reflects the needs of both the job and the organisation in terms of skills, experience and behaviours. It should therefore take account of the organisation's medium and long-term needs for talent, as well as reflecting the organisation's ethos and values.

1.2 WHAT IS A COMPETENCY?

A competency describes the critical knowledge, skills, abilities and other attributes that individuals are expected to demonstrate when undertaking relevant tasks, and is a component of ensuring a person's effectiveness in their role. Competencies essentially consist of a description of the work task - i.e. what has to be done, and of the behaviour required in the carrying out of that task - i.e. how a person does their job. They are not a minimum standard of role behaviour but describe optimum job performance. Unlike qualifications or experience, competencies are wider in scope.

1.3 COMREG'S COMPETENCY FRAMEWORK

ComReg's Competency Framework is designed for use initially in the recruitment process. The role of ComReg is to ensure that both the electronic communications and postal sectors operate in the interests of end-users and society. A key aspect of achieving the ComReg Strategy 2017-2019 is being able to recruit the right people for the right roles at the right time. The competency library specifies the general behaviours that are a prerequisite to working effectively as part of the ComReg team and defines these behaviours over a number of levels, with each level building on the preceding one.

This Framework provides structure to the recruitment and selection process across the entire organisation, regardless of the Division where the vacancy has arisen. The Framework will:

- Provide the basis for developing an accurate job description to attract the most suitable candidates for a role
- Offer fair and unbiased interview standards against which to assess applicants
- Provide clear, objective criteria to accurately measure a candidate's personal attributes relevant to successful job performance
- Eliminate the risk of making decisions based on misleading and irrelevant factors
- Improve transparency and create accountability in the selection process
- Ease the interview process for hiring managers enabling them to give concise, objective feedback to both successful and unsuccessful candidates.

In addition, a number of attributes were identified as part of the consultation process. These attributes have been included as part of the Framework and are depicted in the Competency Wheel. They

describe the “fit” of an individual to the organisation and are intrinsic measures of all competency indicators.

Having a ComReg Competency Framework will enable greater consistency and efficiency in recruitment and selection, and will provide a solid foundation for future strategic HR initiatives such as building career paths, structuring performance management, informing succession planning and designing personal development plans.

It is anticipated that once the Framework is in place and in use for recruitment and selection, these competencies will lay the groundwork for further work in this regard, leading to a more strategic linked-up approach to HR activity at ComReg.

2 THE COMREG COMPETENCY FRAMEWORK

2.1 COMPETENCY WHEEL

The ComReg Competency Wheel summarises the Competency Framework. In order to ensure consistency across the recruitment process, all competencies used during recruitment and selection at ComReg can now be derived from this Framework, which includes the following components:

- Nine attributes*
- Three overarching competency clusters
- Eleven core competencies
- Five ComReg values*



* The attributes and values are applicable to all ComReg employees and not directly related to specific competencies, levels or clusters.

2.2 COMPETENCY CLUSTERS

The following table provides an overview of the three cluster areas. Each of the competencies identified as part of the Framework has been organised into one of these three clusters.

Cluster 1 Organisational Context	<p>This cluster organises the competencies relating to understanding the functions, structures, relationships and strategies of the organisation.</p> <ul style="list-style-type: none"> • Contextual Understanding • Strategy & Leadership
Cluster 2 Delivering Results	<p>This cluster organises the competencies relating to carrying out roles to achieve results in an effective, efficient and accurate manner.</p> <ul style="list-style-type: none"> • Analytical & Critical Thinking • Drafting • Planning & Organising • Technical Knowledge & Continuous Improvement • Decision Making & Judgement
Cluster 3 Working with Others	<p>This cluster organises the competencies relating to effective interactions with colleagues, stakeholders, outsourced service providers and consumers.</p> <ul style="list-style-type: none"> • Communicating & Influencing • Teamwork • People Skills • Ownership & Accountability

2.3 COMPETENCY LEVELS

The model below provides an overview of the four competency levels, with each level building on the preceding one. Each of the competencies included in the Framework is designed to indicate the skills and behaviours expected for a particular role.

Strategic	<p>Applies the competency to situations that demand a strategic response. Refines processes and systems to encourage and embed the competency. Provides insight into the direction and success of the organisation.</p>
Expert	<p>Applies the competency to internal/external situations and challenges that have an organisation-wide impact. Supports and acts as a role model to others. Is recognised as a mentor for those with less experience and expertise.</p>
Advanced	<p>Applies the competency to wide-ranging, complex situations. Sets example of behaviours others should aspire to. Supports others in developing the competency. Acts as a source of knowledge and expertise.</p>
Proficient	<p>Applies the competency consistently and competently. Applies the competency to new or unfamiliar situations. Shows ability to use and adapt behaviour to reflect competencies in an experienced way. Positively impacts the outcome of situations.</p>

Foundation - relates to entry level positions and acts as a stepping stone to proficiency

Applies to entry level positions such as graduate students, summer interns, and inexperienced hires. Acts as a stepping stone to the next level. Requires extensive guidance. Applies the competency in somewhat difficult situations. Requires extensive guidance. Shows desire to improve understanding.

2.4 COMPETENCY DEFINITIONS & LEVEL INDICATORS

The following tables lay out the eleven competencies and the accompanying behaviours expected at different levels, which reflect the variance in responsibility by role.

2.4.1 Cluster 1 – Organisational Context

Contextual Understanding - Understands the regulatory, legislative, political, industrial, economic, societal and cultural environment within which ComReg operates. Uses this understanding to interact effectively. Considers the wider impact of actions and decisions.

Proficient	Advanced	Expert	Strategic
<ul style="list-style-type: none"> Knows and respects the values of the organisation Understands the statutory responsibilities and functions of the organisation Uses organisational knowledge and understanding to deliver work effectively Keeps up to date with general external developments Employs political acumen and social intelligence 	<ul style="list-style-type: none"> Understands how the organisation interacts with others Demonstrates concern for the needs and expectations of consumers Knows how to use the organisations formal and informal structures to move work forward Understands and is mindful of the challenges the organisation faces Recognises how political sensitivities impact work 	<ul style="list-style-type: none"> Possesses deep knowledge of the organisation and the industry Uses broad understanding of the context to provide advice and guidance to others Anticipates industry and regulatory changes Guides the formulation of appropriate responses to challenges Understands political pressures driving behaviours 	<ul style="list-style-type: none"> Creates momentum through effective use of internal and external relationships Identifies areas of the market in need of intervention Contributes to industry standards and regulatory change Provides support, advice and guidance to key stakeholders Understands the big picture and shapes the focus of discussions

Strategy & Leadership – Creates a climate of cooperation where people strive to achieve common organisational goals. Takes a broad view. Anticipates future developments and applies this to operational situations.

Proficient	Advanced	Expert	Strategic
<ul style="list-style-type: none"> Prioritises organisational goals ahead of own agenda Exhibits reliability and flexibility in times of change Demonstrates self-leadership Adapts to change and understands that it is an on-going process critical to organisational success Maintains effective relationships when working with stakeholders 	<ul style="list-style-type: none"> Generates positivity about the direction of the organisation Seeks opportunities to effect relevant change Models excellent work practices and leads by example Volunteers for opportunities to lead on projects or tasks Anticipates trends to support and inform effective delivery 	<ul style="list-style-type: none"> Provides clear direction and expects high standards from others Communicates clear direction and strategic priorities Translates strategy into tangible and measureable goals Inspires others to act and fosters a culture of engagement Adopts an inclusive approach to working with diverse stakeholders 	<ul style="list-style-type: none"> Sets clear strategic direction and communicates a vision that generates commitment Shapes the organisational culture and leads by example Designs the structures necessary to implement strategy Anticipates how changes in regulation may affect strategy Promotes partnership and shapes stakeholder perceptions

2.4.2 Cluster 2 – Delivering Results

Analytical & Critical Thinking – Objectively analyses and evaluates information in order to identify patterns between situations that are not obviously related. Develops and clearly articulates solutions to complex problems.

Proficient	Advanced	Expert	Strategic
<ul style="list-style-type: none"> Gathers evidence and organises data related to problems Identifies information to effectively solve problems Verifies the completeness and accuracy of information Breaks complex tasks and problems into manageable components Asks relevant questions and does not get lost in the detail 	<ul style="list-style-type: none"> Supports others to identify relevant information to effectively solve problems Considers new approaches and applies original thinking Recognises and reconciles discrepancies in information Identifies critical connections and patterns in detail Anticipates issues that are not readily apparent and prepares responses 	<ul style="list-style-type: none"> Discerns the level of importance to apply to analysis Identifies root causes and effects Encourages input from others and positively challenges information provided to ensure validity Synthesises information in order to reach optimum outcomes Anticipates consequences and identifies possible alternatives for a situation 	<ul style="list-style-type: none"> Develops strategic frameworks that enable critical thinking Seeks diverse perspectives to understand complex problems with far reaching consequences Stimulates innovation in approach to problem solving Considers the breadth of situations to ensure potential problems are anticipated and planned for Combines high-level analysis and experience to draw robust conclusions

Drafting – Uses a logical structure to draft documents. Communicates complex and technical information clearly and concisely. Ensures key messages are understood and have the desired impact on the target audience.

Proficient	Advanced	Expert	Strategic
<ul style="list-style-type: none"> Identifies the purpose of a document and structures content logically Creates clear and concise written communications Avoids grammatical errors Seeks to improve writing style and effectiveness Maintains meticulous attention to detail and seeks constructive feedback 	<ul style="list-style-type: none"> Applies a systematic approach to drafting documents Drafts original documents and tailors communications to diverse audiences Combines information from multiple sources in a coherent manner Uses graphics, tables and numerical data when necessary Edits and authenticates work delegated to others in a systematic way 	<ul style="list-style-type: none"> Provides final review of documents with due regard to relevant legislation Translates technical information to engage a non-technical audience Writes accurately on complex areas in a convincing manner that is easily accessible to others Expresses nuances and facilitates a complete understanding of information Improves others drafting skills and enables learning through review and feedback 	<ul style="list-style-type: none"> Shapes and delivers impactful messages to diverse audiences, nationally and internationally Takes actions necessary to make documents effective and enforceable Accurately explains complex and technical documents drafted by others Provides sign off for all strategic communication Conveys context to influence policy and direction

Planning & Organising – Establishes and monitors priorities, systematically differentiating between urgent, important and unimportant. Manages activities to deliver results. Meets objectives within predetermined time frames.

Proficient	Advanced	Expert	Strategic
<ul style="list-style-type: none"> • Prioritises, prepares and carries out activities in a well-structured manner • Knows status of own workload at all times and when to update others • Assesses competing priorities and adjusts plans according to unanticipated problems • Highlights potential difficulties and delivers quality outputs in a timely manner • Understands the longer term nature of projects and maintains momentum 	<ul style="list-style-type: none"> • Effectively plans and co-ordinates projects • Uses expertise to deliver multiple projects on time and within budget • Highlights project resource requirements upfront and effectively manages allocated project finances • Identifies risks and assesses probability of occurrence • Encourages resilience in effectively delivering required project outcomes 	<ul style="list-style-type: none"> • Systematically evaluates options and establishes action plans • Considers skills requirements and engages appropriate internal and external support • Accurately anticipates resource requirements and allocates accordingly • Ensures risks are prioritised and mitigating actions implemented • Develops contingency plans in advance of potential or unforeseen circumstances 	<ul style="list-style-type: none"> • Determines the most appropriate approach to the delivery and resourcing of projects, including outsourcing • Agrees annual action plan and provides direction to successfully deliver multiple high-level projects • Considers external factors likely to impact on overall delivery • Identifies critical deliverables and authorises necessary resources • Anticipates change and adapts strategy accordingly

Technical Knowledge & Continuous Improvement - Possesses a command over the technical and professional skills for a particular discipline. Keeps an open mind. Demonstrates commitment to continuous improvement.

Proficient	Advanced	Expert	Strategic
<ul style="list-style-type: none"> • Demonstrates expertise and technical knowledge • Shows enthusiasm to enhance knowledge • Keeps abreast of changes and developments in relevant area(s) • Applies learning and skills to the work environment on own initiative • Seeks input from line manager and takes responsibility for continuing professional development 	<ul style="list-style-type: none"> • Uses appropriate tools and methodologies to deliver results • Understands, maintains and masters relevant professional standards • Keeps abreast of current and emerging trends and amends work practices • Recognises opportunities to improve quality and ensures follow up action • Refreshes skills in line with emerging trends and shares knowledge with others 	<ul style="list-style-type: none"> • Shares knowledge and offers insight to others to solve problems • Identifies potential skill deficits and agrees best course of action to bridge gaps • Facilitates improvement through meaningful and constructive feedback • Recommends process enhancements and assesses wider implications • Uses professional networks and a cycle of continuous improvement to deliver technical excellence 	<ul style="list-style-type: none"> • Encourages an environment of coaching to facilitate the mastery of relevant skills • Shares leading edge thinking regarding their specific profession • Ensures high-profile projects have access to necessary expertise • Anticipates sectoral changes and effectively prepares resources to respond • Fosters a culture of continuous improvement that enables professional development

Decision Making & Judgement - Effectively builds evidence base to support the decision-making process. Assesses alternative options. Uses judgement to adapt to specific and challenging requirements of the organisation.

Proficient	Advanced	Expert	Strategic
<ul style="list-style-type: none"> • Gathers appropriate information to inform decision making • Authenticates the accuracy of information • Understands factors that may influence decisions • Considers problems from different perspectives • Maintains an open-mind and objectively assesses facts 	<ul style="list-style-type: none"> • Demonstrates logical, straightforward, systematic approach to decisions • Acts with confidence and works under own direction • Identifies gaps in knowledge and seeks further information before making informed assumptions • Gathers supporting rationale and makes clear and robust decisions without procrastination • Considers facts, constraints and risks associated with decisions 	<ul style="list-style-type: none"> • Anticipates consequences of decisions and addresses fallout • Communicates rationale for decisions and recalibrates as required • Grasps the crux of situations and considers the best interests of all parties when making decisions • Uses appropriate judgement and intuition in situations where information is ambiguous • Teaches others to anticipate and avoid issues 	<ul style="list-style-type: none"> • Builds momentum through making things happen and inspiring others to act • Uses flexible thinking to shape and inform the direction of the organisation • Promotes transparency and stands over decisions • Engages a network of peers where decisions affect the sector as a whole • Makes informed decisions that consider wider stakeholder perspectives and impact

2.4.3 Cluster 3 – Working with Others

Communicating & Influencing – Communicates clearly, confidently and respectfully. Engages, persuades and convinces others to follow a particular course of action. Ensures all relevant parties are appropriately updated and notified.

Proficient	Advanced	Expert	Strategic
<ul style="list-style-type: none"> • Listens actively and adapts approach to the needs of the audience • Refrains from making assumptions and jumping to conclusions • Effectively expresses ideas and opinions in a manner that is easily understood • Articulates position well, even in confrontational situations • Provides timely updates and recognises when to escalate situations to a higher level 	<ul style="list-style-type: none"> • Listens to the team and addresses gaps in knowledge • Validates understanding by asking pertinent questions • Presents controversial and complex information clearly and accurately • Uses subtle strategies to influence others • Generates support for ideas and concepts 	<ul style="list-style-type: none"> • Takes responsibility for keeping others informed of key messages • Communicates confidently and does not shy away from delivering potentially unpopular messages • Encourages open expression of ideas and opinions • Negotiates effectively to reach agreement that avoids conflict and overcomes resistance • Acts as a conduit through which information and changes flow 	<ul style="list-style-type: none"> • Maintains a visible profile and communicates in a dynamic, inspiring and confident manner • Manages and controls behaviour in the face of conflict • Leads complex negotiations and persuades others of the best course of action • Influences others positively in times of change • Acts as Ambassador for projects and remains connected with stakeholders

Teamwork – Promotes and enhances team performance through working collaboratively and in cooperation with others to achieve goals. Interacts in a manner that builds respect and fosters trust.

Proficient	Advanced	Expert	Strategic
<ul style="list-style-type: none"> • Maintains a positive attitude and delivers consistently on commitments • Supports colleagues with their work to contribute to overall success • Participates willingly and works well as part of a multi-disciplinary team • Establishes good working relationships and seeks opportunities to collaborate • Seeks feedback and direction on own contribution 	<ul style="list-style-type: none"> • Involves and values the contribution of others • Provides constructive feedback and updates others on progress • Enhances multi-disciplinary team effectiveness and effectively manages upwards • Anticipates and resolves issues that occur with minimal instruction • Understands the team structure and how team dynamics can impact progress 	<ul style="list-style-type: none"> • Delegates responsibility according to technical expertise and maintains overall accountability • Encourages collaboration and builds on the ideas of others • Resolves internal and external conflict sensitively and fairly • Helps others to perform calmly under pressure • Builds bridges between teams and ensures stakeholders remain engaged 	<ul style="list-style-type: none"> • Builds consensus towards a collective vision • Empowers horizontal and vertical working to create synergies across divisions • Fosters a strong 'we' culture and promotes input from others • Expresses confidence in the abilities of others' and gives credit for achievements • Participates in initiatives with a wider sectoral remit

People Skills – Uses interpersonal skills to create engagement and clarity. Manages conflict and implements practical solutions. Recognises the impact of own behaviour and adjusts as required. Actively develops others.

Proficient	Advanced	Expert	Strategic
<ul style="list-style-type: none"> Builds trust when engaging with others to create a harmonious environment Demonstrates resilience and recovers quickly from setbacks Conducts self in a professional manner at all times Maintains the highest standards of probity in all interactions Adapts well to changing circumstances within the organisation 	<ul style="list-style-type: none"> Actively seeks opportunities to share knowledge and transfer skills to others Recognises and corrects inappropriate behaviour in self and others Acts with diplomacy and keeps a level head in difficult situations Uses internal and external networks effectively Relates well to others and avoids conflicts of interest 	<ul style="list-style-type: none"> Leads, coaches and supports others to recover quickly from setbacks Establishes trust and loyalty when engaging at all levels Sets goals and manages performance through regular discussion and feedback Uses empathy and communication to effectively engage and motivate others Takes control and limits any negative effects of conflict and/or change 	<ul style="list-style-type: none"> Actively sponsors and champions people development throughout the organisation Leads the organisation through change and inspires others to strive for excellence Facilitates appropriate dialogue that enables robust conclusions Builds ownership and alignment within the organisation Inspires confidence and fosters goodwill between stakeholders

Ownership & Accountability - Applies professional ethical standards. Takes responsibility for work activities and personal actions. Follows through on commitments. Acknowledges mistakes and learns from them. Maintains effective interactions with outsourced service providers.

Proficient	Advanced	Expert	Strategic
<ul style="list-style-type: none"> Accomplishes work in an ethical and efficient manner Adheres to established protocols and complies with policies Follows through on commitments made to others and uses initiative to deliver outcomes Understands and consistently meets expectations for quality of work Acknowledges and learns from mistakes without blaming others 	<ul style="list-style-type: none"> Assumes full responsibility for assigned tasks whether successful or unsuccessful Implements decisions that have been agreed Remains positive about work and keeps others informed of progress against deadlines Manages cost against budget and ensures quality standards are maintained Maintains control when working with outsourced service providers 	<ul style="list-style-type: none"> Recognises the interdependency of actions and encourages ownership through delegation Acts with conviction and ensures others are clear on priorities Addresses difficult situations appropriately while treating people with dignity and respect Monitors performance and delivers honest feedback in an open and timely manner Monitors effectiveness of relationships with outsourced service providers 	<ul style="list-style-type: none"> Champions a culture of accountability across the organisation Nurtures an environment of openness and trust Delegates authority to match responsibility Stands over decisions made and considers wider reputational implications Sets standards of good governance and maintains appropriate oversight
