

The Scottish Youth Parliament

Competency Framework

July 2024



This framework will help you to identify what you're doing well in your role, and to understand skills and behaviours you might need or want to develop.

What are competencies?

Competencies are the personal attributes of an individual, described in terms of skills and approaches to work, which are key to effective job performance within a particular role.

A competency framework is a structure that sets out and defines each individual competency required by employees working in an organisation. The competencies that the Scottish Youth Parliament (SYP) uses are described in more detail in this document.

Why are we creating our competency framework?

We have created our competency framework to enable all employees in the organisation to be aware of the key skills and abilities they are required to have at their current job level and what would be required to move to the next level. This refreshed framework is intended to support enhanced transparency and to assist people in achieving their career goals at SYP.

This framework will be used through our recruitment processes, including in shaping job specifications and during interviews, and through every staff member's time with SYP, including in setting individual objectives, evaluating progress, and during the appraisal process.

How does this framework apply to me?

If you have been in your current role for a while and would like to progress, this framework will allow you to understand the behaviours expected at each level and should support you in developing your own skills to ensure that when the time comes you are ready to progress.

If you have recently joined the organisation or have moved to a new level, the framework should assist you in understanding the expectations of you in your new role. The framework also sets out our expectations for staff competencies at each level in the organisation.

Do I need to be achieving all competencies at my current level to progress to the next level in the competency framework?

It is not expected that staff have a development aim for every competency this framework should be looked at as a long-term plan to develop your knowledge, skills and abilities in your role. To progress to the next level of the competency framework, there firstly needs to be a vacancy for a role at the level you are looking to progress to. In addition, your manager will look for you to largely be covering all competencies at your current level and be able to cover some competencies at the next level. Whilst we recognise that employees may be

performing certain competencies well, the ability to cover all competencies at the current level is important to enable progression to the next level, the job description will help with identifying key competencies.

What if I am not currently interested in progressing my career?

SYP recognises and respects that all employees will have different aspirations in relation to their careers; some employees will want to work to progress to the next level when the opportunity presents, and other employees will be comfortable remaining at their current level. This framework is for all employees, regardless of progression aspirations, as it sets a baseline of the standards and behaviours expected at each level. Your aspirations will be explored at your appraisal.

Does the competency framework link to pay awards?

No, the competency framework is not a tool for pay progression within SYP, and is not used to make decisions about pay awards. Instead, the competency framework is focused on supporting employees in their career development with the organisation. It is noted career progression through the levels in the competency framework may lead to pay progression, but there is not an intrinsic link between this framework and pay awards.

What if I am not meeting the competencies at my level?

The purpose of the competency framework is to support employees within SYP to understand what is expected and to develop in their careers and aspire to perform well in their current roles. It is intended to form part of the appraisal process for the organisation to positively aid discussions between managers and employees. This may include highlighting areas of strength within the competency framework, and discussing competencies the employee may wish to further develop.

Only where coaching and support has not brought about any required improvement would the Capability Policy (see staff handbook) be considered. This policy is in the staff handbook.

Aligning Our Values

As a reminder, our organisational values are:

- **Democracy** - We are youth-led and accountable to young people aged 14 to 25. Our democratic structure and the scale of our engagement across Scotland gives us a mandate that sets us apart from other organisations.
- **Rights** - We are a rights-based organisation. We are passionate about making young people aware of their rights, and ensuring that local and national governments uphold their rights.
- **Inclusion and Diversity** - We are committed to being truly inclusive and work tirelessly to ensure policymakers and politicians hear the voices of young people from every community and background in Scotland.
- **Political Impartiality** - We are independent from all political parties. By working with all stakeholders, groups, and individuals who share our values, we deliver the policies that are most important to young people.

And our shared staff values are:

- **Youth-led**- we work with young people, and for them.
- **Rights-based**- we empower young people to understand and access their rights.
- **Inclusive**- of all young people and of each other.

- **Supportive**- of all young people and of each other.
- **Fair**- in all that we do.

Aligning our values and competency framework

Our values are encouraged and demonstrated throughout each level of the competency framework as follows:

- **Fairness** is demonstrated by the proactive nature of the competency framework as a tool to support staff development and to clearly outline what is expected of employees at each level of the organisation.
- The values of **youth led, supportive, and inclusive** are demonstrated through working with young people and through teamwork and collaboration.
- **Supportive** and **fairness** are demonstrated through problem solving and through teamwork and collaboration.
- **Rights based** is demonstrated through leadership and management. Leadership is not reserved to management level employees - we believe all staff can lead by example and promote all our values by taking a rights-based approach to their work.

SYP Job Levels

Job Level	Role
1	Assistant
2	Officer
3	Manager
4	Senior Manager
5	CEO/Deputy

- This competency framework outlines three stages for progression across each competency that are in line with our values. These are:
 - ❖ **Learning** at this level, you will be learning how to carry out your role and starting to develop within each of the competencies. Some staff will progress through this level fairly quickly, while others may stay at this level for longer.
 - ❖ **Developing** at this level, you will be developing your skills for each competency and taking ownership of your work and thinking about your own development.
 - ❖ **Taking The Lead** at this level you will be leading others around you to develop whilst reflecting on your own practice and learning.

Each of the SYP job levels has a set of competencies, separated across the three competency stages. For some job levels, there are similar competencies to the job level below or above. These competencies may be at the same or a lower competency stage. For example, a 'developing' competency for an Officer might be at 'taking the lead' for an Assistant.

It is anticipated that at each job level, staff will progress through the competency stages over their time in their role at SYP. Likewise, it is expected that all staff will demonstrate the competencies of job levels below them.

1 - Assistant	Learning	Developing	Taking the Lead
Working with young people	<ul style="list-style-type: none"> Has an awareness of how SYP involves young people in our work. 	<ul style="list-style-type: none"> Supports young people to be involved in SYP. 	<ul style="list-style-type: none"> Involves young people in planning, development, and delivery of their work. Develops good working relationships with young people.
Communication and Influencing	<ul style="list-style-type: none"> Communicates clearly with own team and managers and externally if applicable. Understands key stakeholders for SYP. 	<ul style="list-style-type: none"> Demonstrates an ability to hold appropriate discussions with stakeholders. Effectively communicates with colleagues and listens to different points of view and understands them. 	<ul style="list-style-type: none"> Uses the appropriate communication method i.e. telephone, Teams, face to face, email, letter etc. Has an awareness of the tactics and methods SYP use to create change.
Team Work and Collaboration	<ul style="list-style-type: none"> Actively seeks to build collaborative working relationships across the team and with stakeholders. Understands own role in their team. 	<ul style="list-style-type: none"> Actively listens and considers the views and actions of others. Helping to create an exciting and encouraging team environment where colleagues feel uplifted and listened to. 	<ul style="list-style-type: none"> Supports other staff with collaborative practice and workplace engagement. Takes the lead on collaborative practice and/ or leads sessions with colleagues to share knowledge and ideas.
Developing Professionally	<ul style="list-style-type: none"> Promotes a positive image of the organisation. 	<ul style="list-style-type: none"> Networks internally across departments. Builds on understanding of the organisation's strategy, vision, and values. 	<ul style="list-style-type: none"> Takes a keen interest in the work of SYP and MSYPs and develops an understanding of a rights-based approach.
Strategy, vision, and financial awareness	<ul style="list-style-type: none"> Shows knowledge of our income streams. Reflects how SYPs values are embedded in their work. 	<ul style="list-style-type: none"> Develops awareness in understanding SYPs revenue streams. Shows others how SYPs Values are embedded in their work. 	<ul style="list-style-type: none"> Identifies opportunities for cost saving and best value for money in their role. Shows senior colleagues how SYPs values are embedded in their work
Organisational Knowledge	<ul style="list-style-type: none"> Develops knowledge, experience and skills within operational area and activities. Develops an awareness of how SYP works and how their role supports SYPs strategy. 	<ul style="list-style-type: none"> Develops a friendly and professional relationship with all stakeholders. Demonstrates a knowledge of the organisation and the activities we undertake. 	<ul style="list-style-type: none"> Clearly demonstrates to stakeholders that they are valued. Ensures work is completed on time and to a high standard.
Problem Solving and Planning	<ul style="list-style-type: none"> Effectively manages own workload with assistance as required and flags to managers any issues with workload. Seeks opinion/guidance from more senior employees following own attempt at finding a solution. 	<ul style="list-style-type: none"> Refers an urgent problem to senior colleagues without delay. Generates and responds positively to new ideas. 	<ul style="list-style-type: none"> Effectively manages daily and weekly workload and priorities effectively. Uses knowledge, experience, and resources to assist in problem solving and identifying a solutions-based approach.
Leadership and Management	<ul style="list-style-type: none"> Understands their role in the wider organisational structure. 	<ul style="list-style-type: none"> Demonstrates ownership over work and ad hoc opportunities. Shares knowledge by delivering training to wider SYP Team. 	<ul style="list-style-type: none"> Takes the lead in developing and delivering new and/or improved approaches within their work.
Personal Development	<ul style="list-style-type: none"> Behaves with integrity. Responds to internal / external requests in a timely and professional manner. 	<ul style="list-style-type: none"> Identifies areas where development is needed in relation to their role. 	<ul style="list-style-type: none"> Takes on learning opportunities and shows learning in the work they do.

2 - Officer	Learning	Developing	Taking the Lead
Working with young people	<ul style="list-style-type: none"> • Develops good working relationships with young people and involves young people in planning, development, and delivery of their work. • Supports young people to develop and record skills and experiences, in line with the Youth Work skills framework and SYP and Me. 	<ul style="list-style-type: none"> • Thinks critically about opportunities for development and young people's involvement and meaningful participation where young people can lead. • Supports delegations/excursions with young people. • Completes Equality Impact Assessment and Child Rights and Wellbeing Impact assessment template for their own work. 	<ul style="list-style-type: none"> • Actively seeks opportunities to develop the work of SYP • Leads delegations/excursions with young people. • Actively creates and promotes opportunities for young people to develop skills and experiences, considering and recording impact of their work on young people's development.
Communication and influencing	<ul style="list-style-type: none"> • Uses the appropriate communication method i.e. telephone, face to face, email, letter etc. • Effectively communicates with colleagues and externally and adapts approach for the specific topic or piece of work. • Understands the perspectives of others. 	<ul style="list-style-type: none"> • Keeps stakeholders up to date with progress on assignments. • Takes direction and collaborates to engage and communicate externally and internally. • Convinces others to support their approach where appropriate during disagreements. 	<ul style="list-style-type: none"> • Demonstrates a high level of communication skills that effectively communicates key messages internally and externally. • Actively looks to communicate examples of good practice and is reflective of future development opportunities. • Can evidence a good understanding of the tactics and methods SYP uses to create change.
Team Work and Collaboration	<ul style="list-style-type: none"> • Actively listens and considers the views and actions of others. • Helping to create an exciting and encouraging team environment where colleagues feel uplifted and listened to. • Actively shares ideas and inputs to staff meetings/ forums encouraging collaboration. 	<ul style="list-style-type: none"> • Makes time to collaborate with other colleagues across the organisation. • Supports team members working across the organisation. • Joins short life working groups and actively contributes in staff meeting/forums. 	<ul style="list-style-type: none"> • Leads pieces of collaborative work/practice and demonstrates effectiveness of collaborative work. • Critically thinks about how to support others.
Developing Professionally	<ul style="list-style-type: none"> • Develops an awareness of how SYP works and how their role supports SYPs strategy. • Creates supportive networks internally across the SYP Staff Team. • Actively promotes a positive image of the organisation. 	<ul style="list-style-type: none"> • Identifies opportunities with existing and new stakeholders / funders and potential cross selling opportunities. • Ensures work is completed on time and to a high standard. • Actively engages and builds relationships with external partners, including Support Workers and others. 	<ul style="list-style-type: none"> • Supports bid, proposal, and tender draft preparation through preparing and drafting information. • Supports others to deliver work to a high standard. • Leads new opportunities from idea initiation to delivery and evaluation.
Strategy, vision, and financial awareness	<ul style="list-style-type: none"> • Builds on understanding of the organisation's strategy vision and values. • Develops awareness in understanding SYPs revenue streams. 	<ul style="list-style-type: none"> • Displays basic financial management and budget awareness. • Supports with budgeting and monitoring for activities they are leading on. 	<ul style="list-style-type: none"> • Demonstrates a sound level of knowledge of the funding in the area working in. • Develops an understanding of how we price work. • Plans and monitors budget for workstream they are leading on.
Organisational Knowledge	<ul style="list-style-type: none"> • Presents a positive image of the organisation. • Understands organisation's mission, vision, and values. 	<ul style="list-style-type: none"> • Shows understanding of organisational policies and procedures. 	<ul style="list-style-type: none"> • Supports bid, proposal and tender draft preparation through research and gathering information. • Shows a deep understanding of

	<ul style="list-style-type: none"> Clearly demonstrates to stakeholders that they are valued. Develops an awareness of new opportunity. Demonstrates a knowledge of the organisation and the activities we undertake 	<ul style="list-style-type: none"> Shows an openness to getting involved in organisation wide initiatives and opportunities. Embodies organisation's mission, vision and values and staff values throughout their work. 	<p>organisational policies and procedures and acts as a role model to other staff.</p> <ul style="list-style-type: none"> Supports colleagues and others to understand, uphold and deliver organisation's mission, vision, and values, and staff values.
Problem Solving and Planning	<ul style="list-style-type: none"> Effectively manages daily and weekly workload and priorities effectively. Uses knowledge, experience, and resources to assist in problem solving. Actively takes a solutions-based approach to work. 	<ul style="list-style-type: none"> Forward plans workload with the assistance from management as required. Pro-actively seeks solutions to problems. Uses initiative and organisational knowledge to give accurate information to stakeholders. 	<ul style="list-style-type: none"> Proactively generates ideas and improvements to current practices. Works with managers to develop ideas and implement change. Delivers an effective monitoring strategy for their work considering organisational risks and CRWIA.
Leadership and Management	<ul style="list-style-type: none"> Delivers and takes part in organisational wide and individual training opportunities. 	<ul style="list-style-type: none"> Assists colleagues with development and learning. Leads by example. 	<ul style="list-style-type: none"> Creates opportunity for shared learning environment. Produces examples of good practice and showcases to others. Represents SYP externally.
Personal Development	<ul style="list-style-type: none"> Manages own development. Responds to client needs in a timely and professional manner. Actively seeks out opportunities for personal development. 	<ul style="list-style-type: none"> Takes on learning opportunities and shows learning in the work they do. 	<ul style="list-style-type: none"> Shows a commitment to undertaking challenging and complex tasks involving multiple strategies to complete.

3 - Manager	Learning	Developing	Taking the Lead
Working with young people	<ul style="list-style-type: none"> Involves young people in planning, development, delivery, and evaluation of their team plans. Engages with other staff to promote opportunities for the meaningful participation of young people with decision makers. Monitors impact of their work on young people's development. 	<ul style="list-style-type: none"> Thinks strategically about opportunities for development and young people's meaningful participation. Leads delegations/excursions with young people. Actively reports on impact of their work on young people and seeks opportunities for improvement. 	<ul style="list-style-type: none"> Involves young people in the initiation of new pieces of work. Leads complex delegations/excursions with young people.
Communication and influencing	<ul style="list-style-type: none"> Chooses the most appropriate communication method for the message and the audience. Actively develops presentation skills. Asks perceptive questions. Develops internal communication strategies. Builds and develops strong stakeholder networks. 	<ul style="list-style-type: none"> Explains issues clearly and concisely and is solution focused. Actively seeks opportunities to communicate SYPs mission, vision, values. Builds relationships with peers externally. Understands the perspectives of others and works proactively to bridge gaps and find compromises in disagreements Negotiates difficult conversations to positive outcomes. 	<ul style="list-style-type: none"> Demonstrates a high level of communication skills that effectively communicates key messages internally and externally. Creates opportunity to showcase SYPs work nationally and internationally, sharing best practice. Works with staff and MSYPs to utilise the change-making tactics throughout their work. Researches and learns new tactics for creating change and applies them in their work.
Team Work and Collaboration	<ul style="list-style-type: none"> Always promotes a culture of teamwork. Ensures team members are supported in their role. Demonstrates a consistently supportive approach towards team members. Helping to create an exciting and encouraging team environment where colleagues feel uplifted and listened to. 	<ul style="list-style-type: none"> Leads by example taking a consistently collaborative approach to work. Fosters a collaborative working environment that encourages learning and development. 	<ul style="list-style-type: none"> Uses reflection to support team members to develop and grow as a team. Supports wider team development opportunities and leads team building/away days.
Financial Awareness	<ul style="list-style-type: none"> Detailed involvement in costing proposals, bids, and tender drafts. Manages financial information. Supports Officers to monitor their own budgets and expenditure. 	<ul style="list-style-type: none"> Commits to being involved in pursuing new business. Takes responsibility for bids, proposals and tender drafts for submission once signed off. 	<ul style="list-style-type: none"> Actively seeks new funding opportunities and works with senior management to increase SYP's revenue. Looks at creating additional income streams from existing "sellable" work.
Organisational Knowledge	<ul style="list-style-type: none"> Presents a positive image of the organisation. Adds value to stakeholder meetings by helping to problem solve and offering advice. Presents ideas to senior management /SYP Board 	<ul style="list-style-type: none"> Demonstrates expert knowledge, experience, and skills within operational area. Manages stakeholder relationships. Creates an openness to getting involved in organisation wide initiatives and opportunities. 	<ul style="list-style-type: none"> Shows a deep understanding of organisational policies and procedures and acts as a role model to other staff. Supports SYP strategy development and opportunities.
Problem Solving and Planning	<ul style="list-style-type: none"> Ensures colleagues and direct reports understand the solutions provided and is supportive to solution focused work. 	<ul style="list-style-type: none"> Pro-actively puts measures in place to stop the re-occurrence of problems. Demonstrates an ability to react quickly and 	<ul style="list-style-type: none"> Manages any issues or problems in their team. Ensures and promotes a culture of problem

	<ul style="list-style-type: none"> • Works with team members to resolve issues. • Encourages new ideas and solutions within the team. • Supports Officers to risk assess and carry out EQIA / CRWIA for areas of work they are responsible for. 	decisively to an urgent problem.	<p>resolution.</p> <ul style="list-style-type: none"> • Generates new ideas and approaches to problems.
Operational Delivery	<ul style="list-style-type: none"> • Demonstrates expert knowledge, experience, and skills within their operational area. • Manages stakeholder relationships. 	<ul style="list-style-type: none"> • Adds value to stakeholder meetings by helping to problem solve and offering advice. • Prepares realistic proposals for work. • Monitors, develops, and reports on new opportunities to senior staff. 	<ul style="list-style-type: none"> • Demonstrates high level of knowledge, experience, and skills within operational area. • Manages top-tier stakeholder relationships. • Identifies the long-term implications of stakeholder problems.
Leadership and Management	<ul style="list-style-type: none"> • Undertakes line management of all direct reports in the team (Level 1 - Assistant / Level 2 - Officer). • Delegates effectively. • Takes a proactive approach to management responsibilities for the benefit of the organisation. • Motivates team. 	<ul style="list-style-type: none"> • Agrees realistic and challenging targets with employees. • Oversees a team and their overall workload. • Appraises employees and holds development discussions highlighting areas of praise and concern. • Helps employees identify training needs. 	<ul style="list-style-type: none"> • Effectively and efficiently manages resources available. • Allocates responsibility to ensure employees development alongside stakeholder delivery. • Takes a proactive approach to management responsibilities for the benefit of the organisation.
Personal Development	<ul style="list-style-type: none"> • Behaves with integrity. • Responds to internal / external requests in a timely and professional manner. • Shows enthusiasm on all assignments. • Seeks and rises to new challenges. • Actively seeks out opportunities for personal development. 	<ul style="list-style-type: none"> • Continues to work effectively when under pressure. • Attends networking events throughout the year. • Takes responsibility for personal professional studies. 	<ul style="list-style-type: none"> • Focusses on high quality stakeholder delivery across the team. • Influences the views and behaviours of others. • Accepts responsibility for decisions made.

4 - Senior Manager	Learning	Developing	Taking the Lead
Working with young people	<ul style="list-style-type: none"> Involves young people in planning, development, and delivery of their team plans. Thinks strategically about opportunities for development and young people's involvement. 	<ul style="list-style-type: none"> Engages with other senior managers/external peers to promote opportunities for the meaningful participation of young people with decision makers. Involves young people in the development of new pieces of work. Leads complex delegations/excursions with young people. 	<ul style="list-style-type: none"> Thinks critically about how young people can have the best experience at SYP. Thinks strategically about how young people communicate messages to external decision makers. Evaluates our impact and evidences this to young people in Scotland, funders, and partners.
Communication and Influence	<ul style="list-style-type: none"> Uses a range of communication methods to effectively deliver opinions, ideas, and solutions both internally and externally. Communicates easily with people at all levels of the business and is discrete. Clearly communicates the vision and strategy for the organisation. Actively seeks opportunities to engage with new key stakeholders. Manages positive working relationships with key stakeholders including funders and key partners. 	<ul style="list-style-type: none"> Is prepared to challenge colleagues across the organisation with informed suggestions and promotes new ideas where appropriate. Creates opportunities for networking and peer development/support. Develops strategies to influence strategically important decision-makers across Scotland. Anticipates opportunities to influence decision-makers and plans activities to do so. 	<ul style="list-style-type: none"> Thinks strategically about partnerships and work to foster relationships with key individuals. Is aware of challenges SYP faces and communicates these effectively. Manages and prepares crisis communications. Balances the competing needs of stakeholders to further the aims of SYP in negotiations and conversations. Shapes and develops the tactics SYP use to create change and guides staff and MSYPs through using those tactics.
Team Work and Collaboration	<ul style="list-style-type: none"> Develops ways of working across the team which promotes collaboration. Consistently reinforces the importance of teamwork across the organisation. Helping to create an exciting and encouraging team environment where colleagues feel uplifted and listened to. 	<ul style="list-style-type: none"> Aware of all team members, and able to swiftly identify and resolve any issues within the team. Seeks to develop collaborative ways of working across the organisation. 	<ul style="list-style-type: none"> Continually reviews the organisation's approach to teamwork, and swiftly address areas for improvement.
Financial Awareness	<ul style="list-style-type: none"> Supports and works with team on costings for proposals, bids, and tender drafts. Responsible for the delivery of the department performance. 	<ul style="list-style-type: none"> Involved in overall budget and financial management process. Overall responsibility for budget. Minimises costs. Supports team members to be involved in finance processes. 	<ul style="list-style-type: none"> Thinks strategically about funding opportunities. Actively pursues new revenue streams and wins new business.
Organisational Knowledge	<ul style="list-style-type: none"> Develops and leads marketing initiatives to promote SYP. Takes responsibility for new developments in operational area. Attends networking events throughout the year. 	<ul style="list-style-type: none"> Helps senior employees develop new business activities, services, and programmes. Oversees submission and approval of all bids, proposals and tender drafts, and escalating approval to Level 5 as required for significant potential opportunities. 	<ul style="list-style-type: none"> Clearly demonstrates to stakeholders that they are valued. Promotes SYPs vision, mission and values to key stakeholders and decision makers.

Problem Solving and Planning	<ul style="list-style-type: none"> Plans the efficient use of employees and other resources on a range of stakeholder work. Generates and responds positively to new ideas. Manages any problems in the department. Generates new ideas and approaches to problems. 	<ul style="list-style-type: none"> Identifies periods of resource surplus/shortage and takes appropriate remedial action in a timely manner. Refers an urgent problem to senior employees without delay. Ensures and promotes a culture of problem resolution across SYP. 	<ul style="list-style-type: none"> Promotes a solution focused culture within the department, and welcomes ideas from the team. Allows growth and opportunity to develop across the staff team. Supports staff to reflect on their experiences, performance, and progression. Mentors staff and role models behaviour of senior leadership.
Operational Delivery	<ul style="list-style-type: none"> Demonstrates high level of knowledge, experience, and skills within operational area. 	<ul style="list-style-type: none"> Manages top-tier stakeholder relationships. Identifies the long-term implications of stakeholder problems. Focuses on high quality stakeholder delivery across the organisation. 	<ul style="list-style-type: none"> Wins work independently. Writes technical pieces for business development purposes.
Leadership and Management	<ul style="list-style-type: none"> Oversees management of all employees in department, and line management of Level 3 - Manager. Effectively and efficiently manages resources available. Motivates their team. Influences the views and behaviours of others. 	<ul style="list-style-type: none"> Allocates responsibility to ensure employees' development alongside stakeholder delivery. Takes a proactive approach to management responsibilities for the benefit of the organisation. Accepts responsibility for decisions made. 	<ul style="list-style-type: none"> Allows employees to develop and creates an environment of delegated leadership. Uses reflection to allow strategic thinking and engages employees in critical thinking. Supports problem solving, without solving the problem.
Personal Development	<ul style="list-style-type: none"> Demonstrates high level of knowledge, experience, and skills within operational area. Actively seeks out opportunities for personal development. 	<ul style="list-style-type: none"> Continues to work effectively when under pressure. Attends networking events throughout the year. Takes responsibility for personal professional studies. 	<ul style="list-style-type: none"> Demonstrates an awareness of personal strengths and weaknesses and how to manage them.

5 - Deputy CEO/CEO	Learning	Developing	Taking the Lead
Working with young people	<ul style="list-style-type: none"> Involves young people in planning, development, and delivery of their team and organisational plans. Working with / supporting the Board to deliver effective governance of the organisation. 	<ul style="list-style-type: none"> Engages with other senior managers/officials to promote opportunities for the meaningful participation of young people with decision makers. Supports young people to take a leadership role, and seeks out opportunities to increase diversity and representation of seldom heard groups in leadership roles. 	<ul style="list-style-type: none"> Thinks strategically about opportunities for development and young people's involvement.
Communication and Influence	<ul style="list-style-type: none"> Regular communication with the board of trustees. Proactively communicates with all levels of the organisation. Effectively communicates the vision/strategy of the organisation. Oversees the strategic direction of SYP's stakeholder network and builds positive relationships with other leaders in the sector. 	<ul style="list-style-type: none"> Demonstrates discretion as appropriate. Actively works networks to the benefit of SYP. Participates in and develops PR initiatives. Embeds a culture within the organisation of constructive and respectful challenge. 	<ul style="list-style-type: none"> Encourages colleagues to demonstrate open, professional, and effective communication.
Team Work and Collaboration	<ul style="list-style-type: none"> Promotes a culture of teamwork and collaboration across the organisation. working with / ensuring senior managers and Board are involved in decision-making and collaborative practices. helping to create an exciting and encouraging team environment where colleagues feel uplifted and listened to. 	<ul style="list-style-type: none"> Seeks to develop collaborative ways of working across the organisation. 	<ul style="list-style-type: none"> Continually reviews the organisation's approach to teamwork, and swiftly addresses any areas for improvement.
Financial Awareness	<ul style="list-style-type: none"> Sets pricing and costings structures for the organisation. Overall responsibility for the financial management and budgeting of the organisation in liaison with the board of trustees. 	<ul style="list-style-type: none"> Strategic approach in liaison with the board of trustees to pursuing new revenue streams, and winning new business for the organisation 	<ul style="list-style-type: none"> Overall responsibility for the costing of proposals, bids, and tender drafts. Actively pursues new areas of funding and strategic fundraising. Maintains current funding arrangements and relationships with funders.
Organisational Knowledge	<ul style="list-style-type: none"> Presents a positive image of the organisation. Clearly demonstrates to stakeholders that they are valued. 	<ul style="list-style-type: none"> Reviews, assesses, and drives new opportunities. Supports the board to actively engage with opportunities to develop organisational knowledge. 	<ul style="list-style-type: none"> Is an ambassador for SYP, using skills and knowledge to make new connections, and seek opportunities for organisational wide development.
Problem Solving and Planning	<ul style="list-style-type: none"> Plans in terms of workload, for both this year and years to come. 	<ul style="list-style-type: none"> Keeps board of trustees up to date with risks and resolutions to problems. 	<ul style="list-style-type: none"> Develops strategy for the organisation for now and the future.

	<ul style="list-style-type: none"> • Sets priorities covering a range of stakeholder engagements. • Promotes a culture of innovation across the organisation. 	<ul style="list-style-type: none"> • Gives considered views and opinions on innovative solutions. • Strategic problem solving which is forward thinking. 	<ul style="list-style-type: none"> • Leads with solutions and is approachable to staff team when problems arise. • Leads staff team to develop their own solutions and creates an environment where learning from mistakes is the preferred course.
Operational Delivery	<ul style="list-style-type: none"> • Demonstrates clear understanding of all operational areas across the organisation, and empowers employees to deliver their areas of work. • Writes technical pieces for business development purposes. • Wins work independently. 	<ul style="list-style-type: none"> • Creates business opportunities and new revenue streams. • Provides comprehensive solutions to stakeholder problems which generates long-term benefits. • Signs off on bids, proposals, and tender drafts, and on significant potential opportunities 	<ul style="list-style-type: none"> • Overall responsibility for submission of funding proposals. • Oversees the SYP operational management group and senior management team. • Creates a reporting framework for operational delivery.
Leadership and Management	<ul style="list-style-type: none"> • Oversees management of all employees across the organisation, in particular line management of Level 3 - Manager and Level 4 - Head of Service • Ensures sufficient resources to meet organisational objectives. 	<ul style="list-style-type: none"> • Takes overall responsibility for organisational activity. • Ensures effective leadership across the organisation. • Provides strategic direction for the organisation. 	<ul style="list-style-type: none"> • Succession planning • External Advisor liaison, management, and support • Has an external role to promote SYP at the highest level and is a leader in the third sector.
Personal Development	<ul style="list-style-type: none"> • Demonstrates perseverance in dealing with any difficult issues. • Actively seeks out opportunities for personal development. 	<ul style="list-style-type: none"> • Demonstrates an awareness of personal strengths and weaknesses and how to manage them. 	<ul style="list-style-type: none"> • Showcases development and role models experience in the charity sector and beyond.