



Our
competency
framework

Our vision.

“

To build excellence in genomics and computational bioscience to develop the Norwich Research Park as a world-leading centre in bioinformatics and applied biotechnology.

”

Our competency framework.



Key:

 Competencies that demonstrate excellence and support EI's mission and values.

 Behaviours that are inappropriate.

Communication through conveying information clearly and accurately.

- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  I listen carefully and ask questions to ensure understanding. |  I give out inaccurate or inappropriate information. |
|  I present a positive image of myself and EI. |  I talk down to people. |
|  I communicate the right information to the right people at the right time. |  I use jargon excessively with non-experts or inexperienced colleagues and collaborators. |
|  I maintain confidentiality and security of information where appropriate. |  I retain information which should be given to others. |
|  I ask for and give regular feedback. |  I only focus on giving negative feedback. |
|  I deliver well-constructed, confident presentations that engage my audience. |  I don't report results and findings on timely and accurate fashion. |
| |  My presentation style is confusing and obscure. |

Collaboration through team work and working with others.

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  I have a positive and open-minded attitude. |  I exclude others and do not share knowledge. |
|  I work constructively with others regardless of their position. |  I usually take a "It's not my job" attitude. |
|  I look for opportunities to work across boundaries. |  I am inflexible, unreliable and inconsistent. |
|  I understand how my behaviour and choice of words impact on others. |  I only work to my agenda to the detriment of the team. |
|  I am enthusiastic about my work. |  My behaviour affects others adversely. |
|  I champion the reputation of my team. |  I don't inform others in my team of wider department or institutional issues. |
|  I give credit and acknowledge people for their contribution. |  I take credit for other people's contribution. |

Technical Excellence through continuous improvement.

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  I apply specialist and detailed technical expertise. |  I conceal mistakes. |
|  I keep on developing my job knowledge and expertise. |  I make assumptions without evaluating facts first. |
|  I make sound and realistic judgements based on evidence. |  I raise problems without thinking about possible solutions. |
|  I pay attention to detail and ensure my work is accurate. |  I criticise without understanding the issues or challenges others face. |
|  I proactively find solutions to problems. |  I spend too much time trying to achieve absolute perfection at the expense of my wider objectives. |
|  I take the lead in my area of expertise. |  I don't validate or reproduce my results. |

Collaboration through team work and working with others.

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  I have a positive and open-minded attitude. |  I exclude others and do not share knowledge. |
|  I work constructively with others regardless of their position. |  I usually take a "It's not my job" attitude. |
|  I look for opportunities to work across boundaries. |  I am inflexible, unreliable and inconsistent. |
|  I understand how my behaviour and choice of words impact on others. |  I only work to my agenda to the detriment of the team. |
|  I am enthusiastic about my work. |  My behaviour affects others adversely. |
|  I champion the reputation of my team. |  I don't inform others in my team of wider department or institutional issues. |
|  I give credit and acknowledge people for their contribution. |  I take credit for other people's contribution. |

Respect for the dignity, belief and abilities of every individual.

- | | |
|------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> I am polite and considerate. | <input type="checkbox"/> I am overly assertive and don't listen to others. |
| <input checked="" type="checkbox"/> I actively listen to what you say. | <input type="checkbox"/> I am divisive and judgemental. |
| <input checked="" type="checkbox"/> I value your contribution and reflect on your words. | <input type="checkbox"/> I manipulate and undermine others. |
| <input checked="" type="checkbox"/> I treat you as an equal. | <input type="checkbox"/> I ignore you. |

Innovation through passion for what we do.

- | | |
|-----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> I strive for improvement and excellence in all aspects of my work. | <input type="checkbox"/> I dismiss and resist change without trying first. |
| <input checked="" type="checkbox"/> I adapt my work and take on new tasks as agreed and ask for help if needed. | <input type="checkbox"/> I do it the way it has always been done. |
| <input checked="" type="checkbox"/> I discover and find new ways of doing things. | <input type="checkbox"/> I fail to consider alternative ways of working. |
| <input checked="" type="checkbox"/> I stay abreast on new theories, trends or developments. | <input type="checkbox"/> I am reluctant to work outside my "comfort zone". |
| <input checked="" type="checkbox"/> I challenge prevailing assumptions. | <input type="checkbox"/> I fail to appreciate the value and potential of novel methods and technologies. |
| <input checked="" type="checkbox"/> I actively seek to improve programmes and services. | <input type="checkbox"/> I am not interested in attending training events or presentations by external speakers. |

Improvement through learning and empowerment.

- | | |
|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> I take responsibility for my actions and do what I say. | <input type="checkbox"/> I say one thing and do another. |
| <input checked="" type="checkbox"/> I share knowledge and professional expertise with others. | <input type="checkbox"/> I base my decisions on gossip and unreliable information. |
| <input checked="" type="checkbox"/> I engage regularly with my professional networks. | <input type="checkbox"/> I do not delegate or share work. |
| <input checked="" type="checkbox"/> I respond positively to constructive feedback. | <input type="checkbox"/> I only see things from my own view point. |
| <input checked="" type="checkbox"/> I assess accurately my individual strengths and developmental needs. | <input type="checkbox"/> I don't communicate decisions to others. |
| <input checked="" type="checkbox"/> I act as a role model for others. | <input type="checkbox"/> I fail to verify and validate scientific claims with real-life examples. |

Leadership that encourages, motivates and develops people to achieve.

- ✔ I set clear and realistic objectives.
 - ✔ I conduct performance reviews to identify and evaluate development actions.
 - ✔ I seek improvement opportunities for individuals in my team.
 - ✔ I provide timely and constructive feedback on performance.
 - ✔ I motivate and coach individuals to achieve their best.
 - ✔ I praise and celebrate efforts and successes.
 - ✔ I address poor performance or inappropriate behaviour promptly.
 - ✔ I ensure the team plan and organisational priorities are communicated and understood.
 - ✔ I adapt my approach or management style to different people, cultures and situations.
- ✘ I hold staff back and repeatedly fail to enable agreed development.
 - ✘ I constantly shift the goalposts.
 - ✘ I am unaware of what my team is doing.
 - ✘ I do not delegate.
 - ✘ I am oblivious to individual team member's aspirations, pressures and personal circumstances.
 - ✘ I am aloof, arrogant or unapproachable or intimidate staff.
 - ✘ I take credit for and/or present other's work as my own.
 - ✘ I dwell on past mistakes and pre-judge past performance.

