

**Homeless  
Network**  
Scotland  
we are all in

# How we do what we do:

core values and competencies



## Our Framework

Homeless Network Scotland's competency framework outlines the values and approaches that combine to describe how we work to achieve the most impact. This framework helps us to recruit great people, nurture performance and build an effective organisation.

### The competency framework applies to:

- Recruitment and selection.
- Performance management and appraisal.
- Learning and professional development.

### And it helps us to:

- Define a common ground and shared language around our work practices.
- Establish a clear behavioural link to our strategic documents.
- provide our team with a clear focus and structure for development.

## Our Core Values

Homeless Network Scotland has four core values:

1. Professionalism

2. Productivity

3. Knowledge

4. Creativity

## Our Core Competencies

And we have three core competencies, summarised as:

1. We CONNECT

- a) Connecting with each other
- b) Collaborating with purpose

2. We LEARN

- c) Gathering evidence & experience
- d) Clarifying meaning

3. We ACT

- e) Creating change

## Levels

Core values frame everyone's work. Core competencies reflect the responsibility of each type of role at Homeless Network Scotland:

### Level 1:

Competencies for Support & Associate Roles



### Level 2:

Competencies for Lead Roles

### Level 3:

Competencies for Advisory Roles

### Level 4:

Competencies for Organisational Leads

# We Value

## Our Core Values

Our core values define the individual approaches that are meaningful and matter to us.



### Professionalism

- **Ownership.** Trusted to take personal responsibility for work results, learning from the highs and lows.
- **Reliability.** Consistently produces high quality work and is ambitious for the success of Homeless Network Scotland.
- **Regard.** Appreciates the value of workplace diversity and the insights and perspectives of others.
- **Interpersonal.** Interacts effectively and cooperatively with others using discretion, empathy and self-regulation.



### Productivity

- **Prioritisation.** Plans and allocates effort and resources effectively.
- **Quality.** Has concern for ensuring own and others work is to the appropriate standard.
- **Interdependency.** Uses time effectively and completes teamwork by scheduled deadlines.
- **Initiative.** Anticipates and identifies obstacles and opportunities and takes action.



### Knowledge

- **Expertise.** Achieves proficiency and continues to grow with the changing requirements of the role.
- **Shared knowledge.** Provides clarity for others, to further the aims of the organisation and learn more in return.
- **Strengths-based:** works with the knowledge and skills that we already have, and further develop those together.



### Creativity

- **Inquiry driven.** Uses ingenuity to generate meaningful angles or new ideas - and to question existing ones.
- **Problem solving.** Nurtures solutions-focused approaches to problems and issues.
- **Adaptability.** Adjusts to changing circumstances and demonstrates flexibility to setbacks.

# We Connect

## A) Connecting With Each Other

Competencies for working together as a team constructively, professionally and mindful of the different aspects and challenges of different roles.

### Level 1:

- Responds to and acts on directions and requests.
- Is proactive and manages deadlines.
- Is approachable and supportive of others.
- Communicates effectively.

### Level 2:

- Responds to and acts on directions, advice and guidance.
- Plans, schedules and reviews work for self and manages deadlines.
- Identifies and manages risk to the delivery of lead programmes or seeks support.
- Gives and receives frequent constructive feedback.
- Demonstrates focus, energy and commitment.
- Communicates effectively, written and verbal.
- Completes work to agreed standards of accuracy and quality.
- Identifies development opportunities and seeks support.
- Maintains and pursue new sources of income.



### Level 3:

- Creates and inspires a continuous culture of improvement.
- Facilitates a knowledge sharing culture.
- Strengthens our platform for lived experience.
- Raises potential of self and colleagues to attract business and investment in the organisation.

### Level 4:

- Provides leadership, clarity, advice and guidance.
- Drives strategy and sustainability.
- Sets, manages and reviews targets and deadlines.
- Protects the relevance and reputation of the organisation.
- Actively seeks to mitigate risk, assure quality and compliance.
- Takes difficult/unpopular decisions, if necessary.
- Progresses personal and organisational development.
- Creates and promotes a culture which welcomes diversity.
- Seeks to identify and develop talent and potential.

# We Connect

## B) Collaborating With Purpose

Competencies for being connected and responsive to people and places affected by homelessness and those working to prevent and alleviate it

### Level 1:

- Quickly and effectively responds to partners enquiries and requests to connect.
- Listens to and is responsive to the experiences of partners.
- Able to work effectively and comfortably with a diversity of people, places and organisations.

### Level 2:



- Actively maintains and expands an influential network by being visible, accessible and proactive.
- Uses knowledge and initiative to identify and nurture relevant partnerships and alliances, formal and informal, to deliver mutual goals.
- Routinely seeks to understand the diverse strengths and constraints of others and adapts approach to create best impact.
- Is highly collaborative and solutions-focused, providing the backbone role in partnerships that seeks to always advance opportunities and resolve issues.

### Level 3:

- Uses knowledge to advance equality, inside and outside our organisation.
- Ensures our communications are informed, accurate, well-timed and in plain language.
- Raises potential of self and colleagues to mobilise and facilitates multi-sector partnerships effectively.

### Level 4:

- Recognise, understand and manage the tensions in different aspects of Homeless Network Scotland's unique role.
- Develops a culture focused on the strengths and assets of partners and which enables these to be maximised to achieve strategic goals.
- Creates a diverse and relevant range of influential partners to advance our strategy and ensure it remains relevant.
- Understands the political complexities of partners and is able to sensitively develop mutually beneficial relationships.

# We Learn

## C) Gathering Evidence And Experience

Competencies for learning from evidence and each other's professional, lived and local experiences so that our actions are informed

### Level 1:

- Uses a variety of methods and sources to gather relevant data and information.
- Checks accuracy of data and information before using it.

### Level 2:



- Builds and maintains a comprehensive knowledge of homelessness related policy, legislation and services in Scotland.
- Creates and finds new sources of information which further inform and enrich our work.
- Reviews evidence and information rigorously to determine whether it is dependable and useful to us and our partners.
- Sensitively prepares primary data from people who live and work with homelessness directly.

### Level 3:

- Identifies gaps in our knowledge and information and improves our understanding.
- Improves methods to ensure primary data and information collected is of a high quality.
- Identify and deliver the right advice, frameworks and systems for the organisation to continuously learn

### Level 4:

- Continuously reviewing the evidence and experiences gathered to ensure we are open to a diverse range of information and insights.
- Develops strategic relationships with the key producers of evidence to remain informed by most current developments.
- Ensures the insights from lived and frontline experience continues to be central to our work.

# We Learn

## D) Clarifying Meaning

Competencies for learning from evidence and each other's professional, lived and local experiences so that our actions are informed

### Level 1:

- Maintains an open and curious approach and presents information clearly using language that is easy to understand.

### Level 2:

- Makes reasoned and logical judgements demonstrably based on the available information and analysis.
- Turns evidence and experience into simple key messages about what works and what needs to happen.
- Takes multiple sources and perspectives into account before coming to conclusions.



### Level 3:

- Uses relevant evidence, recognising validity and limitations, to develop reasoned conclusions which can inform our work.
- Engages with research, evaluation and analytical specialists at appropriate stages to increase robustness of our work.
- Assures our communications are informed, accurate, well-timed and in plain language.

### Level 4:

- Regularly questions and tests the working assumptions of the organisation to ensure it remains open to where evidence and experiences are pointing.
- Takes an evidence based and analytical approach to our work and ensure this is translated into many forms to facilitate widest understanding and uptake.
- Instils a corporate commitment to accessible, plain language and engaging communication.

# We Act

## E) Creating Change

Competencies for creating change by getting behind what works, what matters and what will have the biggest impact on homelessness

### Level 1:

- Signposts partners to relevant resources that could support them to make informed decisions and take effective actions.
- Actively seeks feedback from partners about how we share learning and experiences, and how this could be improved.
- Adapts own pace of working to take advantage of an opportunity to bring about positive change.

### Level 2:

- Stays focused on what works and what matters and raises new priorities or innovations for consideration.
- Remain motivated in the face of setbacks, challenges and conflicting demands.
- Creates and promotes relevant resources that can support partners make informed decisions and take effective actions.
- Uses a combination of evidence, conviction and interpersonal skills to influence others.
- Adjusts personal influencing style to suit different people and situations and to help gain support for ideas.



### Level 3:

- Consistently seeks and develops creative and engaging ways to identify 'what's next' — new learning, testing and innovations.
- Actively provides an effective backbone for collective impact.
- Promotes Homeless Network Scotland's agenda by linking them to the needs and goals of others.

### Level 4:

- Ensures strategic plans build from evidence of what works, or experimental programmes for evaluation of merit.
- Communicates a clear vision which engages others and invites shared action.
- Champions agile systems and processes so that we are able to react quickly to opportunities for change.
- Establishes an approach to organisational value that focuses on impact rather than activity.