

Taking action

Developing our abilities to deliver *Just One World*



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Thank you to the 70+ staff from across the organisation who contributed to the creation of *Taking action* between October 2010 and May 2011.



The heart of the matter

‘CAFOD exists to bring about lasting and positive change in the lives of some of the world’s poorest and most disadvantaged people.’

We believe positive change is achievable and we are taking action to achieve it. We know that we are faced with a huge task, and are tackling it together.

The purpose of **Taking action** is to get the best from this shared commitment, to guide and enable our own personal development and to realise the vision of **Just One World**.

It sets out a structure and a common language we can use to help us be clearer about our **abilities** to get our work done. It also provides a tool we can use to visualise our level of performance at a glance, and in relation to our particular role. Revisited over time, this can show how we are progressing and can highlight the areas where

we exceed expectations or need support to develop our abilities further.

This is a guide for us **all**; to clarify what is expected of us in our roles, to help and challenge us to **be more**, and to hold ourselves and one another to account for the work we do.

A guide for us all

Taking action identifies the 11 **core** competencies **you** said we **all** require in order to be effective in our roles at CAFOD.

Areas of competence



Poverty and injustice are global and complex, and our aims and strategies to fight them are correspondingly far-reaching and diverse.

In parallel with the three inter-woven elements of faith identity, partnership and change outlined in *Just One World*, there are three key **areas of competence** that encompass our work: **understanding our context**, **working together** and **making change happen**.

The key areas are outlined here. In each area there are specific competencies to focus on, all of which are relevant to our effectiveness in delivering *Just One World*. We must have a sufficient level of ability in relation to each to be effective individually and as a part of CAFOD.

Each of the radiating lines of the visual tool represents one competency, labelled from **A** to **K**.

Understanding our context

A Understanding Catholic identity

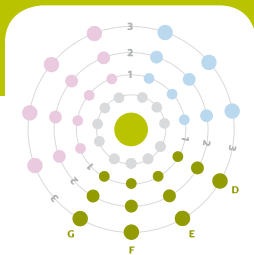
Understanding the Catholic Church and the Catholic community, and how they influence our work.

B Understanding CAFOD

Understanding CAFOD's vision, mission and values, and how we work.

C Understanding international development

Understanding the causes and complexities of poverty and CAFOD's strategies to fight poverty and injustice.



Working together

D Managing ourselves

Making the best use of our time and capabilities, and growing as people and professionals.

E Working with others

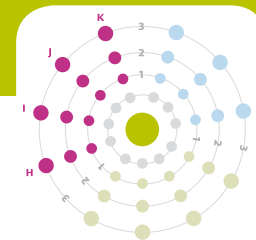
Sharing goals and working with others openly and collaboratively, whatever their race, gender, beliefs or political viewpoint.

F Communicating

Seeking the views of others and getting our message across in the best way.

G Looking outwards

Engaging with the communities CAFOD serves; our partners, and the poorest and most disadvantaged people.



Making change happen

H Managing resources

Making the best use of the resources we have: time, money, materials and people.

I Achieving results

Getting the job done.

J Managing our performance

Organising our work from planning to delivery and developing a culture of professional growth.

K Taking the lead

Inspiring others to give their best, working together to achieve shared goals.

Levels of ability

We are all at different stages of our own professional journeys and we need to know where we are and where we need to get to.

There are three possible **levels of ability** in relation to each of the competencies.

1 Being effective

At this level we are consistently effective.

2 Excelling

At this level we are demonstrating excellence in this competency.

3 Leading the way

At this level we are a role model, inspiring others by our example.

By considering your level of ability and how it compares to the level required in your role, you will get an accurate sense of how you are performing.

Taking action

CAFOD expects the best from us, but of course we all have strengths and weaknesses. Where you have exceeded expectations, celebrate that. Where you do not meet the level required in your role, there are learning opportunities to take up and these can be a part of your **individual development plan (IDP)**.

Levels will be discussed and agreed at your **performance development review (PDR)**.

Behaviours we must all avoid

- *These behaviours have a negative impact on CAFOD and our ability to get our work done.*

Indicators of performance

Indicators provide a guide to each competency and support good quality conversations about performance.

We can be proud of what we do in CAFOD and we should be able to celebrate our achievements, the lessons we learn and improvements we make. We also need to hold ourselves to account for weaknesses in our performance.

After broad discussion within the organisation, we have agreed indicators for each competency (listed on pages 8 to 29).

Each indicator is presented as a personal statement.

We need to ask ourselves:

- *What is required of my role?*
- *Which indicators best match my performance?*
- *On balance, what level am I at?*

The indicators do not form a *tick-list* – they are the basis for conversations about your personal effectiveness. They form the basis of good quality one-to-ones, self assessment, 360 degree feedback and performance development reviews.

Remember, measurement is a way to identify our abilities and improve them in order to realise the vision of **Just One World**.

Understanding our context

A Understanding Catholic identity

1 Being effective

- I demonstrate an understanding of the structure, beliefs and practices of the Catholic Church.
- I am familiar with Church language and liturgy and the importance of prayer.
- I understand the nature of the Catholic Community and its role in society, the local Catholic Church and how its members support the work of CAFOD.
- I recognise the intrinsic dignity of every person and the importance of contributing to the common good.
- I respect other faiths and beliefs.

2 Excelling

- I demonstrate an understanding of the history and development of the Catholic Church.
- I show an understanding of and work with the Catholic community to further CAFOD's mission.
- I recognise and demonstrate an understanding of the importance of Gospel values, Scripture and of Catholic social teaching to CAFOD's mission.
- I recognise the place of CAFOD as a development agency within the CARITAS and CIDSE networks and the Church.

3 Leading the way

- I build constructive, mutual relationships with representatives of the Catholic Church.
- I build constructive relationships with other faiths or religious groups.
- I am actively engaged with the CARITAS and CIDSE networks with strong links with member organisations.
- I am willing and able to share knowledge of the Catholic Church and Community with others.

Behaviours we must all avoid

- *I ignore the structure, roles, beliefs and practices of the Catholic Church*
- *I ignore the place of the Catholic Church in CAFOD's work.*

B Understanding CAFOD

1 Being effective

- I understand, demonstrate and actively support CAFOD's vision, mission and values and what we aim to achieve.
- I understand what is distinctive about CAFOD as a Catholic development agency.
- I understand the contribution of each division to the delivery of our vision, mission and values.
- I am aware of the factors that affect what CAFOD can and can't do as a Catholic aid agency.

2 Excelling

- I can demonstrate how both CAFOD's and Catholic values influence all our work internally and externally.
- I can explain CAFOD's partnership model, rooted in solidarity and subsidiarity, seeking change in the global North and South in the interests of the poorest people.
- I understand the differences of mission and approach between CAFOD and other aid agencies.

3 Leading the way

- I enthusiastically promote the CAFOD vision, mission and values internally and with partners.
- I understand CAFOD's values and am able to make decisions based on them.
- I can explain to others what is distinctive about CAFOD as a Catholic development agency.
- I am an enthusiastic advocate of what CAFOD is seeking to achieve and how to bring it about.

Behaviours we must all avoid

- *I disregard CAFOD's values and what they mean for our work.*
- *I lose sight of what CAFOD is aiming to achieve.*

C Understanding international development

1 Being effective

- I have an understanding of the nature and causes of world poverty and how it affects different individuals, groups and communities.
- I am aware of the differing needs, interests and priorities of men and women of all ages in the poorest communities.
- I am committed to addressing poverty and injustice; the two pillars of the CAFOD approach to development.
- I recognise the complex challenges in development and that there are different models and approaches to bring it about.
- I demonstrate an understanding of solidarity and human dignity in the way I treat and speak about people living in poverty.

2 Excelling

- I articulate the values and principles of international development and how this influences the work of CAFOD.
- I recognise that sustained effort is needed to make change and improve conditions in traditional communities.
- I understand the impact of child abuse, the CAFOD safeguarding children policy and how to make/take a safeguarding complaint.
- I understand how HIV affects all development work and can articulate how CAFOD responds to its challenges.
- I am familiar with the *Code of conduct* and codes of behaviour for humanitarian and development work.

3 Leading the way

- I am a consistent advocate of the dignity and interests of the poorest and dispossessed.

Behaviours we must all avoid

- *I disregard the causes of poverty and how poverty can best be addressed.*
- *I do not appreciate the varying needs of the different groups and communities affected by poverty.*

Working together

D Managing ourselves

1 Being effective

- I am a self starter; willingly taking responsibility for getting the work done.
- I am clear how my role fits in the team and support CAFOD's mission.
- I am positive, enthusiastic and fun to work with.
- I make suggestions to address problems or improve the way the work is done.
- I keep calm in a crisis.
- I know to seek help or advice when required.
- I am self aware; I know my own strengths and weaknesses.
- I keep up to date with developments affecting my work and area of specialism.
- I am open to change or new ways of working.
- I am aware of my own development needs and take steps to address them.

2 Excelling

- I recognise what needs to be done and take action to deal with it.
- I actively promote *Just One World* as the rationale for our work.
- I am willing and able to contribute to the long-term development of CAFOD.
- I am ready to take on additional responsibility to help the team or others under pressure.
- I organise people and processes to deal with crises.
- I am aware of the impact of my behaviour on others.
- I keep up to date with developments in the sector and keep colleagues informed.
- I readily share knowledge or expertise with colleagues.
- I am open to challenge and new ideas.

3 Leading the way

- I can be relied on to achieve results even in the most pressing circumstances.
- I always remain focused on the big picture and what CAFOD is aiming to achieve.
- I am an ambassador for CAFOD, promoting its mission and long-term development.
- I actively help others overcome problems to get the work done.
- I readily take a leadership role when needed.
- I set ambitious personal development goals and achieve them.
- I am a *thought leader* in the sector, recognised for my expertise and intellectual capacity.
- I support the professional development of others.

Behaviours we must all avoid

- *I am consistently late arriving or delivering.*
- *I make excuses for non delivery.*
- *I am unwilling to help out in a crisis.*
- *I get bogged down in the details and lose sight of the big picture.*
- *I only focus on the problems not the solutions.*
- *I do not see the value of learning and development.*

E Working with others

1 Being effective

- I treat others with dignity and respect.
- I am open and honest with colleagues.
- I show mutual respect and work well with others.
- I welcome feedback or expert advice and take it on board.
- I help others in the team and across CAFOD to achieve their goals.
- I adopt a collaborative approach and seek to achieve a win:win outcome.
- I embrace the culture of those we are working with to better understand their needs and perspectives.

2 Excelling

- I show integrity.
- I readily admit mistakes.
- I adopt an open approach to enable relationships to flourish.
- I am sensitive to the needs of others.
- I make a special effort to help CAFOD colleagues achieve results.
- I build collaborative relationships across CAFOD and with external partners, donors and suppliers.
- I encourage colleagues to collaborate across CAFOD.
- I challenge poor performance and inappropriate behaviour constructively.

3 Leading the way

- I work with all colleagues and partners in an open, constructive and respectful manner.
- I provide clear and honest feedback in confidence.
- I build positive and productive working relationships with all colleagues.
- I will always help others to achieve results and make their work a success.
- I celebrate the achievement of others and recognise their work publicly.
- I lead the way in creating successful partnerships with donors, partners, suppliers and internal stakeholders.

Behaviours we must all avoid

- *I pursue my own interests at the expense of CAFOD or the team.*
- *I pursue team interests at the expense of CAFOD.*
- *I work in isolation.*
- *I am unwilling to step in to help other team members.*
- *I blame others when things do not go to plan in my own work.*

F Communicating

1 Being effective

- I actively listen to others.
- I ask questions to clarify my own understanding.
- I see issues from others' perspective and accept difference.
- I explain my thoughts and ideas clearly and easily.
- I speak up and offer my view in group situations.
- I am tactful with colleagues.
- I write and speak clearly and succinctly.
- I keep colleagues informed of developments that may affect them.

2 Excelling

- I encourage others to reflect and contribute to discussion.
- I ensure others fully understand what has been discussed and agreed.
- I make timely contributions to decisions.
- I present complex issues simply and clearly.
- I handle difficult interpersonal issues with sensitivity.
- I take active steps to resolve conflict.
- I deliver well-constructed and convincing reports and presentations.
- I share knowledge and information across CAFOD.
- I seek to motivate and inspire others when I present ideas.

3 Leading the way

- I take a proactive role in facilitating discussion, drawing in quiet people and holding back the noisy ones.
- I succinctly summarise what has been discussed and ensure others agree.
- I make powerful presentations which convince a range of different audiences.
- I confront conflict and disagreements to reach a satisfactory conclusion.
- I write and speak in a stimulating and creative way to get the message across.

Behaviours we must all avoid

- *I ignore the needs of others.*
- *I talk more than I listen.*
- *I use jargon or overcomplicated language.*
- *I hold on to information that could help others.*
- *I overload others with information or emails.*

G Looking outwards

1 Being effective

- I work with the communities represented or supported by CAFOD to understand their needs.
- I focus on how CAFOD can make a real difference to the lives of those in poor or marginalised communities.
- I build cooperative, professional relationships with partners, supporters, donors, suppliers and the communities we serve.
- I am on top of developments in my field of work.
- I persuade others of my own and CAFOD's viewpoint.

2 Excelling

- I work with the communities served by CAFOD to understand what will make the difference and how to achieve it.
- I articulate the needs of those communities in order to reinforce CAFOD's mission.
- I work closely with Church agencies or partners in developing and implementing CAFOD programmes.
- I negotiate to achieve a mutually acceptable result.

3 Leading the way

- I act as advocate of the interests of the poorest communities.
- I collaborate with partners, supporters, donors and suppliers to achieve the best balance between CAFOD's mission and their objectives.
- I take the lead to build successful long-term partnerships to deliver CAFOD's mission on the ground.
- I handle complex negotiations with multiple partners to achieve agreed outcomes.
- I am astute and politically sensitive.

Behaviours we must all avoid

- *I only focus on my own work role.*
- *I think CAFOD has all the answers.*
- *I ignore others' perspectives or viewpoints.*
- *I try to impose my own viewpoint.*

Making change happen

H Managing resources

1 Being effective

- I am clear about available resources and how they can best be used.
- I am careful in the use of resources, including other people's time.
- I find ways to achieve more with the available resources.
- I know who has the expertise and how to use it to achieve results.
- I use our information systems and processes to ensure work is completed and recorded efficiently.
- I understand and work within CAFOD corporate policies, including those relating to the protection of vulnerable groups.

2 Excelling

- I make difficult choices to ensure the best use of people's time.
- I assess the costs and benefits of proposals.
- I make careful plans to allocate, use and optimise resources to achieve the required results.
- I proactively monitor expenditure and the use of resources, and so am aware of our current financial position.
- I take a lead in organising campaigning efforts.
- I offer ideas to improve information systems and processes to reduce costs and improve efficiency.

3 Leading the way

- I take full account of available resources in deciding what can be achieved.
- I translate plans into accurate budgets and forecasts of expenditure.
- I find ways to optimise what can be achieved with available resources across CAFOD.
- I have a high profile in raising awareness of CAFOD and its campaigns.

Behaviours we must all avoid

- *I distract others from getting on with the job.*
- *I don't consider sustainable or environmentally friendly ways of working.*
- *I don't recognise the value of sharing resources with others, including my own time.*
- *I don't contribute to achieving goals beyond my own area of responsibility.*

I Achieving results

1 Being effective

- I have a clear sense of priorities.
- I confirm understanding of what is to be achieved.
- I readily accept direction from others.
- I keep focused on the work to be done.
- I am conscientious; I can be relied upon to deliver on time and in full.
- I pay attention to detail.
- I readily put in additional effort when required.
- I am willing to take calculated risks to get things done.
- I contribute suggestions to help decision making.
- I readily accept responsibility for decisions made and action taken.

2 Excelling

- I make clear what has to be achieved by colleagues.
- I anticipate risks and take active steps to mitigate them.
- I consistently exceed expectations.
- I am always ready to help others get things done or make decisions if they ask for help.
- I look for better processes and ways of working to achieve results.
- I use my own judgement to make sound decisions.
- I readily communicate and implement agreed decisions.

3 Leading the way

- I provide a clear sense of purpose and priorities to ensure focus on results.
- I create contingency plans in case problems are encountered.
- I set an example in what can be achieved.
- I am ready to share time and resources to get the work done.
- I make sound decisions backed up by evidence and analysis.
- I stimulate a climate of innovation and fresh ideas to get results.
- I encourage others to think about better ways of doing the work.
- I actively champion agreed decisions.

Behaviours we must all avoid

- *I am easily distracted.*
- *I am unrealistic about what can be achieved in the time.*
- *I miss deadlines.*
- *I give up easily.*
- *I concentrate on my work at the expense of others.*

J Managing our performance

1 Being effective

- I make clear to people what is expected of them.
- I agree realistic deadlines and measurable objectives for myself, others and the team.
- I provide and seek regular constructive feedback on performance.
- I deal with and seek to address poor performance or inappropriate behaviour.
- I give recognition for work well done.
- I acknowledge the successes of others.

2 Excelling

- I have high standards and expectations of others.
- I agree challenging objectives for myself and with team members.
- I adopt a positive approach in providing feedback to motivate colleagues.
- I invest time in coaching people to develop their capabilities and performance.
- I am not afraid to tackle problems or conflicts in a balanced way.
- I take timely action on my own and colleagues' performance issues.
- I encourage people to contribute and rein in those who are domineering.
- I delegate suitable work to enable people to develop.

3 Leading the way

- I exemplify the standards of performance expected of others.
- I take a proactive approach to managing performance and developing the team.
- I encourage the development of a coaching culture across CAFOD.
- I provide visible recognition for what the team has achieved.

Behaviours we must all avoid

- *I avoid discussions on performance or development.*
- *I don't see the need to set objectives.*
- *I provide negative or destructive feedback.*
- *I claim the credit for what others have achieved.*

K Taking the lead

1 Being effective

- I am visible and approachable to the team.
- I adapt my leadership style to suit different individuals or circumstances.
- I motivate others to get things done.
- I work collaboratively with other leaders in CAFOD.
- I am able to lead teams across CAFOD.
- I take a lead in identifying solutions and making change happen.

2 Excelling

- I provide a clear sense of direction and purpose for the team.
- I make a point of getting to know people and what makes them tick.
- I choose the best leadership style for the people and situation.
- I adopt a coaching style to get things done.
- I delegate or request work to be done in a firm but polite manner.
- I build close working relationships with leaders across CAFOD.
- I share ideas and bring people with me in making change happen.
- I act quickly and decisively to deal with emerging problems.

3 Leading the way

- I provide an inspiring vision for the team and how it will contribute to CAFOD's mission.
- I am a visible leader who leads from the front and speaks up for the team.
- I adapt my approach to suit the particular challenges being faced by the team.
- I adopt a corporate approach, setting aside my own interests for the benefit of our wider purpose and the poor whom we serve.
- I am a role model in taking on any changes that need to be made.

Behaviours we must all avoid

- *I say one thing and do another.*
- *I am vague about the strategy, direction and plans for the team.*
- *I am not approachable.*
- *I only focus on my own interests.*

Using *Taking action*

The purpose of **Taking action** is to get the best from our shared commitment, to guide and enable our own personal effectiveness and to realise the vision of **Just One World**.

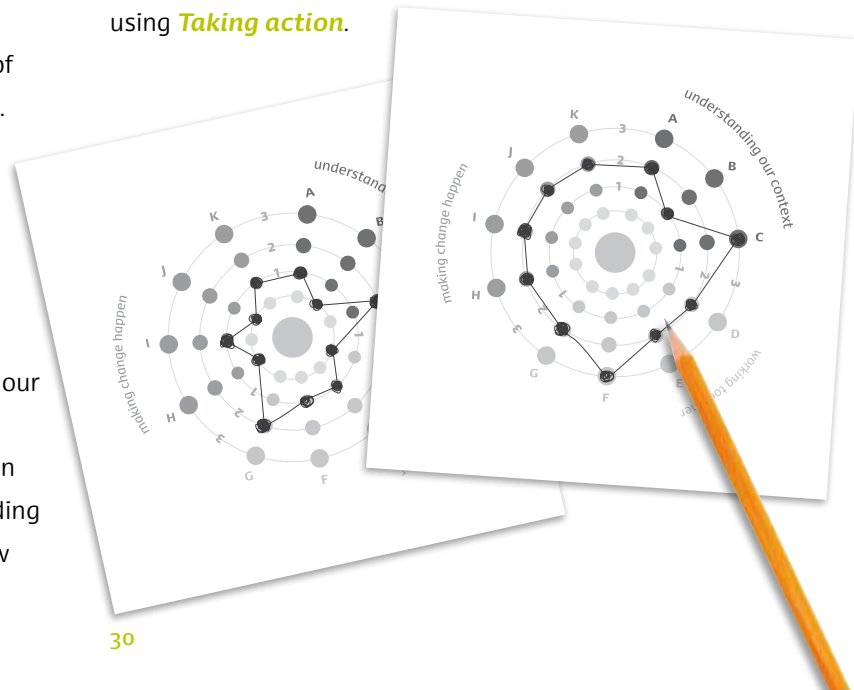
Areas of competence, levels of ability and indicators of performance provide a common language we can use.

The **visual tool** provides a simple but powerful opportunity to clarify expectations and see changes in abilities at a glance. Possibilities include:

- planning the levels of ability needed for roles
- assessing applicants at recruitment
- seeing how we compared to the planned profile of our role when we were recruited
- pinpointing areas needing support during probation
- celebrating achievement and clarifying areas needing work during your performance development review

- agreeing learning needs in your individual development plan.

Ask your HR adviser for more information about using **Taking action**.



Understanding our context

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- B Understanding CAFOD
- C Understanding international development

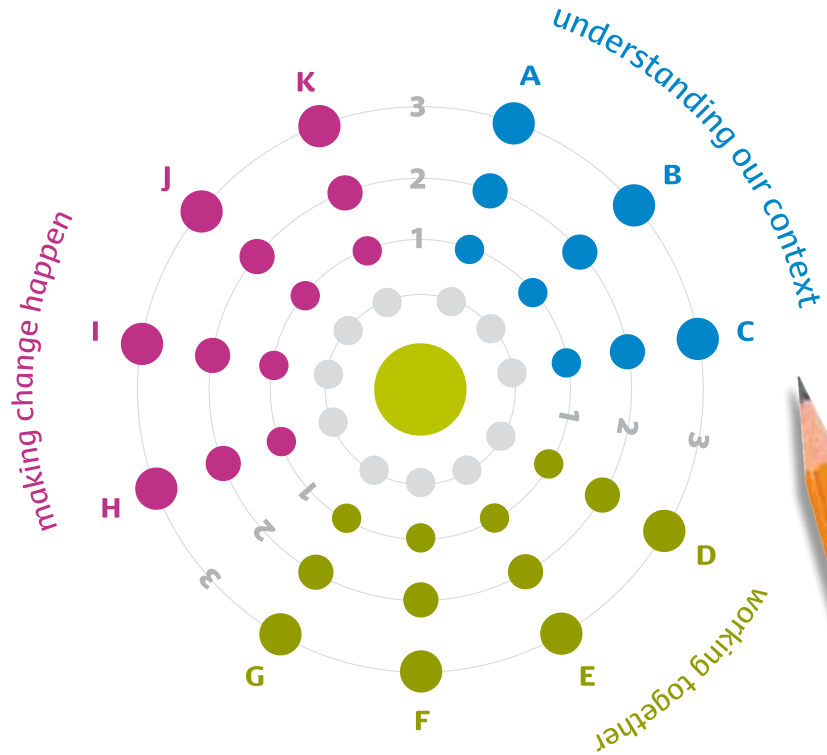
Working together

- D Managing ourselves
- E Working with others
- F Communicating
- G Looking outwards

Making change happen

- H Managing resources
- I Achieving results
- J Managing our performance
- K Taking the lead

- Level 1 Being effective
- Level 2 Excelling
- Level 3 Leading the way





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