



BROOKE OCCUPATIONAL COMPETENCIES

ABOUT BROOKE COMPETENCIES

WHAT ARE OCCUPATIONAL COMPETENCIES?

Occupational competencies are a defined set of behaviours which set the standard for how we operate in our roles as employees of Brooke. This helps us to recognise examples of great performance, identify the best candidate for a role and those who will be a good fit for Brooke, as well as to set expectations for how we treat each other and can expect to be treated ourselves.

HOW ARE THEY USED AT BROOKE?

The ultimate goal is for our competencies to be part of everything that we do at Brooke. They are built into our recruitment processes, by being a key part of job descriptions and competency based interview questions. They are also a key feature in our performance development review process. We have also recently introduced our brand new staff recognition scheme – StARS, which uses our competencies as a framework to highlight examples of excellent behaviour.



VISION, MISSION AND VALUES

Brooke's Mission, Vision and Values help to shape the culture of Brooke as an organisation and say a lot about the behaviours required to succeed. Whilst our Mission and Vision set a clear direction for our work and what we do as an organisation, our values and competencies guide the way we do things at Brooke.



OUR MISSION



OUR VISION



OUR VALUES

We are proud to be Brooke.
We are resourceful, share new ideas and help each other succeed. Together we make change happen.



WHY ARE COMPETENCIES IMPORTANT?

- The competencies translate Brooke's vision, mission and values into easily identified behaviours
- They provide a common language and clear, consistent standards concerning job expectations and performance
- It means that processes can be measured and standardised across the organisation, enabling us to reflect on our own performance
- They help us identify gaps and prioritise learning and development needs for current and future roles

MANAGING SELF & OTHERS

ABOUT THIS COMPETENCY

Managing Self and Others is one of the core competencies at Brooke. It was developed as it covers some of the key elements needed to create a culture where our own wellbeing and the wellbeing of others is central to all that we do. By living this competency we can ensure that we all possess the ability to understand, use, and manage our own emotions in positive ways to relieve stress, communicate effectively, empathise with others, overcome challenges and defuse conflict.

Managing Self & Others

Our Vision is a world in which working horses, donkeys and mules are free from suffering and have a life worth living

SELF AWARENESS

- Self assessment
- Emotional self reflection
- Self confidence

SOCIAL AWARENESS

- Empathy
- Organisational awareness - being aware what is going on
 - Helping others

SELF MANAGEMENT

- Self control
- Taking initiative
- Adapt and change
- Success oriented

RELATIONSHIP MANAGEMENT

- Teamwork and collaboration
- Inspiring others
- Building bonds with others
- Developing others



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MANAGING SELF & OTHERS

SELF REFLECTION QUESTIONS

Self awareness is an important part of this competency, as well as being a great starting point for considering how we can build these behaviours into the work that we do. One way of building self awareness and identifying key strengths and development areas is by carrying out self reflection. The below questions may be helpful for reflecting on each area of the competency to identify where you are right now and where you may want to develop.

SELF AWARENESS

- When do you take the time to reflect on your emotional reactions to people and situations at work?
- How do you self assess how you are doing at work?
- To what extent do you possess a high level of self confidence at work?

SOCIAL AWARENESS

- How do you demonstrate empathy and try to see other people's perspectives?
- To what extent are you fully engaged in Brooke's cause?
- Do you help others wherever you can?

SELF MANAGEMENT

- To what extent do you demonstrate a high level of self-discipline at work?
- How often do you take the initiative at work?
- How are you success orientated in your work?

RELATIONSHIP MANAGEMENT

- How do you promote teamwork and collaboration?
- In what ways do you provide inspiration to others?
- How do you develop others through your work?
- What do you do to build effective bonds with others at work?



CULTURAL INTELLIGENCE

ABOUT THIS COMPETENCY

As we are a global organisation, it is particularly important for us to be mindful and considerate of differences between our own cultural norms and those of others. This competency is based around Cultural Intelligence (CQ), which is the ability to relate and work effectively across cultures. Developing these behaviours allows us to respond with informed empathy and real understanding.

Cultural Intelligence

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MOTIVATION

- Curiosity to learn from others who see the world differently
- Work with ambiguity and uncertainty

KNOWLEDGE

- What we know about similarities and differences so we recognise the unfamiliar
- Includes history, customs, religion

BEHAVIOUR

- Act with the appropriate cultural responses
- Monitor own verbal and non verbal communication

STRATEGY

- Ability to make sense of our intercultural learnings
- Make a decision how we act



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SELF REFLECTION QUESTIONS

Although the focus of this competency is based on intercultural interactions, much like Managing Self & Others, it is also important to start with a foundation of self awareness. These reflective questions are based around the four elements of the Cultural Intelligence competency. Use these questions to reflect on where you are right now and consider your answers to help you identify areas where you have room to grow these behaviours.

MOTIVATION

- In what way do you keep an open mind and ask questions to understand other people's viewpoints?
- How do you make an effort to interact with and learn from people from a different background to my own?
- To what extent are you confident in communicating with others who may see the world differently?

KNOWLEDGE

- To what extent do you go out of your way to deepen your knowledge of other cultures?
- How do you share your own experiences and culture to help others develop their cultural awareness?
- What do you do to avoid making assumptions about other cultures and actively dismiss stereotypes?

STRATEGY

- When facing an unfamiliar cultural setting to what extent do you consult with others to identify areas you had not considered?
- What do you do to consider the impact your own preferences and biases may have on your interactions?
- how do you plan for any multicultural interactions, taking care to be respectful?

BEHAVIOUR

- To what extent do you seek feedback to understand the impact of your communication style?
- What do you do to challenge others when you observe inappropriate cultural responses?
- How do you ensure you are adaptable and change your approach where it is needed?

Fundraising & Comms

Our Vision is a world in which working horses, donkeys and mules are free from suffering and have a life worth living

INSIGHT, MONITORING & REPORTING

Uses understanding of and insight about Brooke's audiences to ensure all content and products align with audience preferences and needs, and monitors results and performance in order to improve.

ACCOUNTABILITY & WAYS OF WORKING

Building on the Brooke competency of Managing Self and Others - our aim is to develop a team of individuals who are self-starters, inquisitive, reflective and willing to take calculated risks. They learn from failure, take personal accountability for decisions and acts to address issues if things go wrong.

PLANNING, BRAND & CONTENT

Uses evidence to inform short and long-term planning in collaboration with stakeholders across FundComm to design and deliver plans and projects that are cohesive, supporter-centric, effectively represent Brooke's brand and maximise audience engagement.

FINANCIAL MANAGEMENT & BUSINESS ACUMEN

All staff maintain, and understand the need for, accurate financial and mgt information, to aid business decisions, and to ensure efficiency and effectiveness of (Brooke fundraising and communications) programmes.

COMMS ONLY - GLOBAL BRAND, REPUTATION AND RISK

Able to provide authoritative direction and guidance to all colleagues in order to protect and enhance Brooke's global brand and reputation with all stakeholders through the planning and delivery of strategic communication across all channels, and the management of unforeseen external events.

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FUNDCOMM COMPETENCIES

COMPETENCY INDICATORS

On top of the main organisational competencies, those working in Fundraising and Communications also have another set of competencies which are specific to the nature of those specialist roles. Unlike the other competencies, the FundComm occupational competencies also have specific indicators to clarify expectations..

INSIGHT, MONITORING & REPORTING

- Puts the audience first, uses a digital first mindset and uses insight, data and results to optimise performance.
- Advises on product development, new and existing, with a digital first mindset ensuring the audience is at the heart of what we do.
- Understands the importance of reporting and shows accountability for having systems in place to monitor results, performance and that targets are met.
- Creates journeys working on their own or with freelancers/agencies that result in acceptable rates of conversion into action and retention of converted supporters.

PLANNING, BRAND & CONTENT

- Understands the strategic direction of Brooke and works in an integrated way with stakeholders across FundComm to ensure our aims are met.
- Is aware of the audience journey and ensures comms speak with one voice, can use content management systems and understands how their project fits in with wider supporter journey and works with stakeholders across FundComm to ensure synchronicity.
- Understands how to work with Brooke's brand, supporter value propositions and audience engagement framework guidelines in order to contribute to the achievement of our brand and audience engagement targets.
- Understands the need to frame and structure content to deliver great story-telling across multiple channels.

ACCOUNTABILITY & WAYS OF WORKING

- Seeks information about digital trends, habits, technology and products and utilises as appropriate to their role.
- Ensure all work is aligned with, and helps deliver against, Brooke's strategic goals and FundComm's strategic objectives. Makes sure the Brooke brand is fully integrated and expressed in all supporter facing communications.
- Takes personal responsibility for seeking out new information or support that enables them to learn within role and the projects/activity they work on.
- Embraces a "test and learn" approach to their work, ensuring all learnings (inc from failures) are taken forward to future work, learnings are shared across FundComm as appropriate.

FUNDCOMM COMPETENCIES

FINANCIAL MANAGEMENT & BUSINESS ACUMEN

- Has a thorough understanding of compliance and ensures best practice is followed at all times.
- Understands Brooke's financial targets as a whole and their role in achieving these.
- Demonstrates a sound understanding of the vital importance of making robust business decisions, built on accurate financial and management reporting, to ensure the efficiency and effectiveness of FundComm programmes.

The following competency is only applicable for those working in Communications roles:

GLOBAL BRAND, REPUTATION & RISK

- Advises all departments on using brand effectively to achieve strategic objectives.
- Utilises brand tracking and performance analysis to inform future brand activities.
- Works collaboratively across teams to shape and deliver communications aligned with organisational mission and fundraising objectives and within the context of the audience engagement framework.
- Fosters and advises on best practice communication management across the organisation including media, social media, website, events and content.



USING THE COMPETENCIES

AS PART OF RECRUITMENT

Our people are key to us being able to achieve our goals as an organisation. It's important that we recruit those people who will be a good fit for Brooke and our competencies give us an objective framework to help us identify those people. The organisational competencies are gradually being added to all new job descriptions. Additionally, hiring managers are expected to include at least one question related to the competencies as part of any job interview.

REFLECTING IN PDRS

Performance Development Reviews (PDRs) at Brooke are an opportunity to reflect on performance in relation to work priorities as well as to check in on how we are working. The competencies provide a useful framework to benchmark how we work against the behaviours expected of us. As part of the PDR process, everyone should be setting purposeful objectives linked to the competencies, so that we ensure that these behaviours remain a key focus in our work.

RECOGNISING ROLE MODELS

As well as recognising excellent performance as part of PDRs, it is important for us as an organisation to celebrate those who are demonstrating the competencies and values well. With this in mind, the Brooke staff recognition scheme (StARS) is built around nominating those people who live the values and competencies in their work.

GATHERING 360 FEEDBACK

Self assessment and reflection is strongly encouraged and is in itself one of the key behaviours in the Managing Self & Others competency. However getting feedback from others is also a powerful way of highlighting strengths and development areas. To facilitate this, we have an anonymous 360 feedback tool which can be used by anyone wanting to gather feedback from those they work with.



Contact training@thebrooke.org if you would like more information about any of the areas mentioned in this document.