Sheffield Hallam University

Professional Services Capability Framework
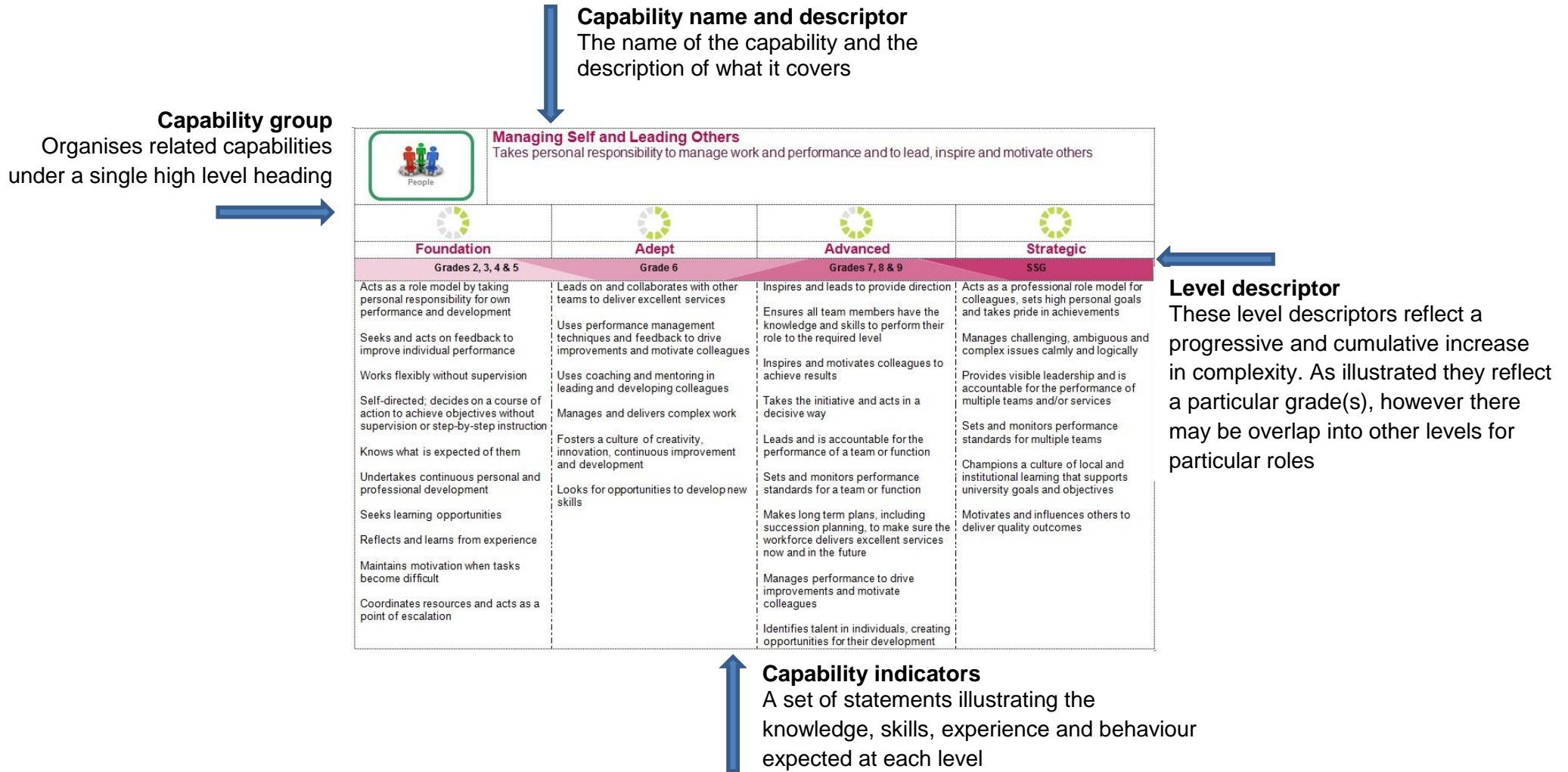
Capabilities overview

The capabilities framework describes 10 capabilities across 3 core groups; People, Business Enablers and Focus on Outcomes. The capability groups work together to provide an understanding of the knowledge, skills, experience and behaviours required of professional services staff to deliver services and support our vision to become the world's leading applied university.

People	Business Enablers	Focus on Outcomes

Managing Self and Leading Others
Takes personal responsibility to manage work and performance and to lead, inspire and motivate others

Delivering Customer Service
Puts the customer first, manages customer expectations and provides a quality experience for all customers

Communicating and Engaging
Communicates in a professional, clear, concise and appropriate way, actively listening to others and responds with respect

Working Collaboratively
Collaborates with others and values their contribution

Seeing the Bigger Picture
Understands how individual work connects to that of others across the university and externally

Thinking Commercially
Understands the commercial environment in which the university operates internally and externally and considers the impact on decisions and actions

Maximising Digital and Technological Potential
Uses technology effectively to design, deliver and improve services

Planning
Plans work, projects and programmes to ensure results are delivered, on time and to quality standards

Taking Evidence Based Decisions
Thinks, analyses and considers the broader context to develop practical solutions

Delivering results
Achieves timely results through efficient use of resources and commitment to quality standards

What are the capabilities used for?

The professional services capability framework will be embedded in roles and will support the following activity; recruitment, managing performance, developing capability, skills and knowledge and will enable managers and staff to identify opportunities for career development.

How to read the capabilities

Capability name and descriptor
The name of the capability and the description of what it covers

Capability group
Organises related capabilities under a single high level heading

Level descriptor
These level descriptors reflect a progressive and cumulative increase in complexity. As illustrated they reflect a particular grade(s), however there may be overlap into other levels for particular roles

Managing Self and Leading Others
Takes personal responsibility to manage work and performance and to lead, inspire and motivate others

People

Foundation	Adept	Advanced	Strategic
Grades 2, 3, 4 & 5	Grade 6	Grades 7, 8 & 9	SSG
Acts as a role model by taking personal responsibility for own performance and development	Leads on and collaborates with other teams to deliver excellent services	Inspires and leads to provide direction	Acts as a professional role model for colleagues, sets high personal goals and takes pride in achievements
Seeks and acts on feedback to improve individual performance	Uses performance management techniques and feedback to drive improvements and motivate colleagues	Ensures all team members have the knowledge and skills to perform their role to the required level	Manages challenging, ambiguous and complex issues calmly and logically
Works flexibly without supervision	Uses coaching and mentoring in leading and developing colleagues	Inspires and motivates colleagues to achieve results	Provides visible leadership and is accountable for the performance of multiple teams and/or services
Self-directed; decides on a course of action to achieve objectives without supervision or step-by-step instruction	Manages and delivers complex work	Takes the initiative and acts in a decisive way	Sets and monitors performance standards for multiple teams
Knows what is expected of them	Fosters a culture of creativity, innovation, continuous improvement and development	Leads and is accountable for the performance of a team or function	Champions a culture of local and institutional learning that supports university goals and objectives
Undertakes continuous personal and professional development	Looks for opportunities to develop new skills	Sets and monitors performance standards for a team or function	Motivates and influences others to deliver quality outcomes
Seeks learning opportunities		Makes long term plans, including succession planning, to make sure the workforce delivers excellent services now and in the future	
Reflects and learns from experience		Manages performance to drive improvements and motivate colleagues	
Maintains motivation when tasks become difficult		Identifies talent in individuals, creating opportunities for their development	
Coordinates resources and acts as a point of escalation			

Capability indicators
A set of statements illustrating the knowledge, skills, experience and behaviour expected at each level

Understanding the levels

The knowledge, skills, experience and behaviours required of professional services staff will vary at different levels within the organisation. The capabilities are cumulative and enable staff to identify what is required for them to develop and progress into different roles at the same level and at higher levels within professional services.

Foundation	Adept	Advanced	Strategic
Grades 2, 3, 4 & 5	Grade 6	Grades 7, 8 & 9	SSG
Delivers a quality user experience Individuals are valued for their knowledge, expertise and skill in their areas of expertise or discipline	Reflects a tailored relationship to the service user based on individual need Individuals may require skills of a specialist nature at different levels. They are valued for technical knowledge and broad experience and are seen as a subject matter expert	Provides critical support to the service user and stakeholders Individuals are valued for their managerial experience and ability to lead others and/or technical expertise and have experience in a range of roles and situations	Reflects a key strategic relationship Individuals are likely to be leading multiple service teams/areas and are valued for their leadership and strategic judgement

Managing Self and Leading Others
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Delivering Customer Service
Puts the customer first, manages customer expectations and provides a quality experience for all customers

People

Foundation	Adept	Advanced	Strategic
Grades 2, 3, 4 & 5	**Grade 6**	**Grades 7, 8 & 9**	**SSG**
Ensures customer service excellence, resolving problems quickly and in a professional manner	Identifies, understands and responds to complex customer needs and recognises when to escalate an issue	Leads colleagues in continuously improving the customer experience	Creates a culture which embraces high quality customer service across the university
Resolves queries efficiently, offering support and advice and escalates where appropriate	Contributes to quality assurance in customer service	Promotes a culture of quality customer service	Ensures management processes and systems drive service delivery outcomes
Helps customers understand the services that are available	Develops ideas to improve customer satisfaction	Is accountable and takes decisions for the delivery of high standards of customer service	Ensures customer needs are central to university strategic planning processes
Manages customer expectations and understands their experience	Provides advice and guidance to customers and colleagues	Encourages strong customer focus and builds understanding of customer demographics and needs	Understands the level of service that is needed by customers (at all levels) and ensures these are priority
Develops customer insight and ensures service satisfaction	Seeks the help of others to get a positive outcome and follows through on actions	Ensures systems, processes and policies respond to customer needs	Instigates, influences and manages key strategic relationships
Takes ownership of queries ensuring they reach resolution	Finds opportunities to collaborate with colleagues and stakeholders to improve outcomes for customers	Incorporates customer needs into business process design	Sets overall performance standards for service delivery and understands and applies external professional standards
Develops and uses knowledge across different areas to serve customers	Knows when to include other services to resolve complex queries	Monitors service performance to identify common issues	Anticipates customer needs and identifies the key strategic issues
Engages with customers in a friendly and appropriate way	Actively seeks feedback and suggestions to improve customer service	Creates and monitors service level agreements	Looks externally to learn from exemplars of customer service
Records queries and interactions promptly on relevant systems		Monitors customer feedback, recognises achievement and identifies actions to improve services or address issues	

Communicating and Engaging

Communicates in a professional, clear, concise and appropriate way, actively listening to others and responds with respect

People

Foundation	Adept	Advanced	Strategic
Grades 2, 3, 4 & 5	Grade 6	Grades 7, 8 & 9	SSG
Actively listens; pays close attention, asks clarifying questions, and rephrases response to ensure understanding	Conveys complex messages clearly so others understand	Translates the university strategy to staff at all levels to enable them to understand and engage with the strategy	Articulates complex concepts and puts forward compelling arguments and rationales to all levels and types of audience
Provides clear verbal communication e.g. sharing ideas with others, contributing to meetings and delivering presentations	Identifies the correct communication channel to achieve the most engagement	Influences and negotiates with internal and external stakeholders	Obtains, understands and responds to the views of all internal and external stakeholders; influences and challenges views appropriately
Produces accurate and professional written communications	Presents ideas professionally to colleagues, either verbally or in writing (e.g. reports) in order to inform, influence and negotiate	Conveys complex information internally and externally	Develops and implements effective communication channels and activities and responds to changing needs
Demonstrates effective interpersonal skills, including non-verbal communications (body language, eye contact, gestures, tone of voice)	Is open to questions and challenge and responds effectively	Builds and participates in networks and works collaboratively	Ensures effective horizontal and vertical communication
Uses a variety of media	Inspires and motivates others through communication	Develops and presents reports to committees and boards to gain feedback and decisions	Is a vocal advocate and promotes the reputation of SHU with authority and credibility to the external environment
Encourages two-way communication and allows others time to speak	Creates opportunities for others to be heard	Influences and engages. Establishes feedback mechanisms and takes action	Engages with diverse audiences; influencing others to participate and contribute
Presents a clear and well-argued case when communicating with others	Actively listens to others and seeks feedback	Proactively shares information and encourages others to do so	Writes fluently in a range of styles and formats
	Tailors communication to the needs of the audience considering different perspectives	Actively listens and encourages others to contribute	Communicates a compelling vision
	Monitors the effectiveness of individual and team communication and actively manages this		

Working Collaboratively
Collaborates with others and values their contribution

People

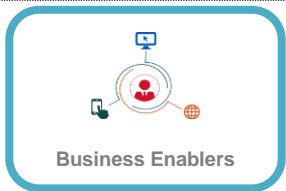| Foundation	Adept	Advanced	Strategic
Grades 2, 3, 4 & 5	**Grade 6**	**Grades 7, 8 & 9**	**SSG**
Works as a supportive and co-operative team member	Co-ordinates activity to support internal and external relationships	Builds a culture of respect and understanding across the organisation	Publicly celebrates the successful outcomes of collaboration
Responds to others who need clarification or guidance on the job	Develops collaborative ways of working with internal and external stakeholders and partners	Recognises outcomes which result from effective collaboration	Identifies and overcomes barriers to collaboration with internal and external stakeholders
Steps in willingly to help others when workloads are high	Builds co-operation and overcomes barriers to information sharing and communication across teams	Moves people from team to team to build better and more productive teams	Operates in a number of different teams and groups across the university
Shares information and learning across the team	Shares lessons learned across teams	Provides resources to support other university teams, services and/or objectives	Builds a strong network of collaborative relationships in higher education and beyond to help achieve university objectives
Contributes to team tasks	Identifies opportunities to work collaboratively with other teams to solve issues and develop better processes and approaches to work	Leads, and looks for ways to develop multi-disciplinary teams	
Supports and implements team decisions	Encourages others to participate in communities of practice	Contributes to cross university groups and project teams	Values different skills, expertise and opinions and seeks to utilise them to deliver better services
Sees colleagues and other teams/ departments as customers and follows through on queries and requests		Leads communities of practice	Identifies and creates opportunities for communities of practice internally and externally
Contributes as an active member to communities of practice		Successfully manages and resolves conflicting views	
Works flexibly to support the changing needs of the business across professional services		Empower and motivate colleagues across organisational boundaries	Creates a collaborative working culture which develops the different strengths and skills of individuals and teams to achieve improved outcomes

Seeing the Bigger Picture
Understands how individual work connects to that of others across the university and externally

Business Enablers

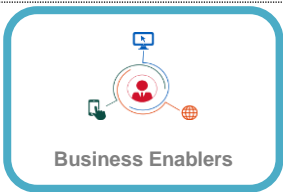| Foundation	Adept	Advanced	Strategic
Grades 2, 3, 4 & 5	Grade 6	Grades 7, 8 & 9	SSG
Sees how individual work contributes to the university's objectives	Understands the strategy and uses this to make decisions which best supports the university's strategic aims	Looks to the future in analysis, thought and action	Acts as an ambassador for the university both internally and externally
Shares information, ideas and good practice	Seeks best practice through research, analysis and benchmarking	Takes the broadest possible view of a problem or issue	Actively seeks to further the university strategy through research, teaching, academic citizenship or professional practice
Contributes positively as part of a team	Acts as a subject matter expert and point of reference for colleagues	Uses strategic understanding in decision making and business development	Embeds environmental sustainability and equality, diversity and inclusion both internally and externally
Understands and values equality, diversity and inclusion	Builds and maintains internal and external networks	Helps others understand how they support organisational objectives	Represents professional services internally and externally
Understands how services are organised to help achieve results	Ensures individual work and that of the team contributes to the university strategy	Develops, manages and influences key relationships with internal and external stakeholders to maximise benefit to the organisation	Develops in-depth insight into dynamics and issues surrounding the university and develops plans to respond to them
Knows where to go to resolve queries	Understands the regulatory and political environment and the implications	Identifies opportunities for, and leads on, cross-organisation working to achieve shared goals	Shapes and influences understanding of wider issues, assessing the implications and taking action
Promotes an inclusive environment in which individuals are respected and unacceptable behaviours challenged	Encourages teams and individuals to collaborate	Challenges the status quo where necessary	
	Draws on own and others expertise and thinks creatively to solve problems		

Thinking Commercially

Understands the commercial environment in which the university operates internally and externally and considers the impact on decisions and actions

Business Enablers

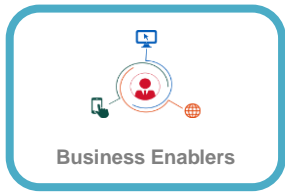| Foundation	Adept	Advanced	Strategic
Grades 2, 3, 4 & 5	**Grade 6**	**Grades 7, 8 & 9**	**SSG**
Develops an awareness of the commercial aspects of the organisation Thinks about value for money in the way work is completed Understands core policies and processes Uses resources wisely Works within allocated budget and resources Understands their individual contribution to the success of the university	Understands the financial, commercial, political and regulatory environment, and takes account of this when making decisions Demonstrates skills in managing budgets, resources, contracts and/or procurement Ensures non value-adding activities are removed from processes, procedures and working practices Continuously reforecasts and reprioritises budget and resources to meet changing needs	Develops strategies for effective use of budgets and resources Develops strategic plans to help ensure sustainability Reduces costs, increases income or improves services Identifies and develops opportunities that add value Responds to political, regulatory and financial changes in a pro-active manner Manages budgets, plans and resources Leads by example and considers the value for money of activities Builds business cases for new services and/or resources Uses financial and management information to assess viability of new approaches	Analyses plans and resources to ensure services are delivered efficiently within budgets Anticipates changes within the higher education sector Develops strategy which delivers and demands consistent improvement in terms of quality, output and cost Demonstrates an understanding of internal and external factors affecting the university's commercial position and outlook Identifies income generating opportunities and obtains buy in Gains and retains the confidence of external stakeholders Seeks out and introduces new business models, systems and approaches to deliver improved commercial outcomes Organises services efficiently, identifies opportunities to reduce costs and implement change to deliver

Maximising Digital and Technological Potential
Uses technology effectively to design, deliver and improve services

Business Enablers

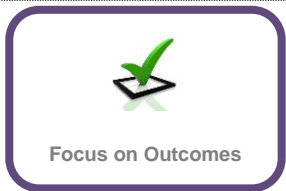| Foundation	Adept	Advanced	Strategic
Grades 2, 3, 4 & 5	Grade 6	Grades 7, 8 & 9	SSG
Understands and is confident in the use of key digital systems	Develops and manages systems and processes to better meet customer need and improve customer service	Identifies ways to leverage the value of technology to achieve outcomes	Produces or modifies complex content in different formats using a variety of platforms, tools and environments
Uses digital systems and demonstrates digital skills necessary to complete work efficiently	Champions the use of digital systems	Embeds digital systems as part of normal ways of working and continuous improvement	Understands the physical and psychological health risks associated with the use of digital technology and acts to support staff
Adapts to changes in digital systems	Demonstrates fluency in a range of programming language	Leads key digital strategies to enhance service delivery	Seeks out and introduces new digital technological solutions to deliver continuously improving customer services
Seeks support and updates digital skills where necessary	Identifies improvements to digital systems to contribute to customer service improvement	Assesses risks, implements controls and ensures compliance	Ensures risk management and compliance is embedded in all digital systems and procedures; provides assurance
Develops an awareness of all core digital systems in use across the organisation and identifies opportunities to further digitise	Acts as a point of reference for colleagues on key systems and processes, where applicable	Plans and manages current and future digital resources to ensure we are best placed to deliver services in line with our digital strategy as an institution	
Understands data protection regulation and the impact on information retention and communication	Provides training to team members where appropriate	Champions the use of existing technology and the deployment of new technology	
Understands the need for cyber security protocols and recognises risks	Compares different scenarios to assess the viability of information found		
	Applies licences and copyrights		

Planning

Plans work, projects and programmes to ensure results are delivered on time and to quality standards

Focus on Outcomes

Foundation	Adept	Advanced	Strategic
Grades 2, 3, 4 & 5	**Grade 6**	**Grades 7, 8 & 9**	**SSG**
Takes ownership of and uses initiative to manage tasks and processes	Breaks down projects into objectives and goals and accurately scopes length and difficulty of tasks	Takes accountability for the successful delivery of key projects and/or programmes	Sets targets and performance goals
Organises self to meet priorities and deadlines	Manages projects	Manages risks and ensures benefits of projects and programmes are maximised	Sets a sense of direction
Reprioritises own work regularly to achieve set goals	Ensures time and resources are used effectively to maximise efficiency	Organises the team to deliver work as required	Empowers individuals and delegates decision making
Simplifies processes to achieve better outcomes	Checks and reports on progress on achievements against plans	Provides clear and accurate reporting against progress and performance	Holds individuals and teams to account for delivery of projects and/or programmes
Manages workload to achieve results	Knows when to escalate issues or risks	Highlights risks to key deliverables	Agrees scope of projects and deliverable outcomes
Deals with competing demands and deadlines	Plans efficiently for medium and long term	Plans and resources multi-service activity with other service users	Identifies dependencies, risks and opportunities
Knows when to escalate	Organises resources for short and medium term and reprioritises as necessary	Oversees end to end processes and co-ordinates actions to improve services	Oversees planning and resourcing for multiple teams/functions ensuring resources are deployed effectively and efficiently
Responds flexibly to changing circumstances	Allocates and manages resources to ensure that projects and programmes align to key strategic aims and are future-focused	Liaises outside immediate team	Contributes to the development of strategy and plans; influences strategic priorities and outcomes for corporate responsibilities
		Reviews and reprioritises activity to meet changing needs	
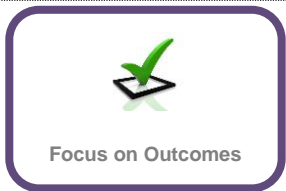
Taking Evidence Based Decisions
Thinks, analyses and considers the broader context to develop practical solutions

Focus on Outcomes

Foundation	Adept	Advanced	Strategic
Grades 2, 3, 4 & 5	**Grade 6**	**Grades 7, 8 & 9**	**SSG**
Understands information and uses it appropriately, following agreed standards	Integrates, analyses and interprets information from a range of systems/sources, and provides evidence-based advice and solutions	Evaluates performance to improve services	Deals with ambiguity and makes decisions in a timely manner
Reads and uses data from a variety of sources and extracts the necessary information from it	Uses information to benchmark our performance against targets and standards and make improvements	Analyses and interprets information in order to evaluate options and make appropriate decisions	Takes charge and sets direction when necessary to facilitate action or a decision
Ensures system data entry is accurate	Analyses situations from all angles using both quantitative and qualitative data to identify solutions	Uses and shares information appropriately to inform long term strategic planning	Makes decisions taking into account and assessing institutional risk
Works according to data protection principles and regulatory frameworks	Seeks feedback and evaluates the success of decisions to ensure lessons are learned	Horizon scanning, using external sources of information and benchmarking nationally and internationally	Takes complex/difficult decisions affecting a range of stakeholders or users
Acts consistently in dealing with challenges: analyses the issue and uses knowledge to identify solutions	Seeks new ways of presenting information and reporting outcomes	Identifies sources of information to support business decisions and development	Communicates the rationale for complex or difficult decisions so that others understand/accept
Makes decisions in a timely manner when options and consequences are clear	Considers consequences and risk in order to assess the timing of a decision	Includes others in the decision making process	Reprioritises work and redeploys resource to meet changing needs
Uses facts, knowledge and experience to support recommendations			Analyses competing and conflicting information, making sound judgements on priority and direction
			Collates and brings together relevant management information from a variety of sources to inform strategic decisions
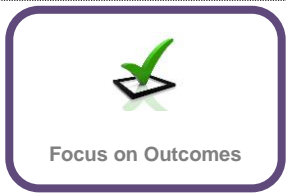
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Delivering results			
Focus on Outcomes Achieves timely results through efficient use of resources and commitment to quality standards			

Foundation	**Adept**	**Advanced**	**Strategic**
Grades 2, 3, 4 & 5	**Grade 6**	**Grades 7, 8 & 9**	**SSG**
Knows, understands and consistently achieves the quality standards and/or service level agreements expected of the job	Draws on own and others experience and expertise to resolve problems	Oversees quality assurance activity and ensures consistency in service delivery	Establishes systems to ensure all staff can identify the direct connection between organisational outcomes and individual work
Completes work to a high level of accuracy	Ensures consistency and integrity in service delivery	Develops new products/services to meet needs	Sets targets and performance goals
Maintains records and data accurately	Thinks creatively	Uses specialist knowledge to inform approaches to problem solving	Establishes quality standards and provides assurance that they are being met
Applies policies and procedures consistently and fairly	Develops and enhances policy, process and procedures	Focuses on improving services and outcomes	Ensures wider organisational objectives are taken into account in setting targets and performance goals
Contributes to the achievement of targets within their area of responsibility	Makes sure colleagues understand expected goals and acknowledges the success of the individual(s)	Makes sure others understand that 'on time and on budget' results are required and how overall success is defined	Takes action to reprioritise if performance standards drop
Applies relevant job knowledge, skills and expertise to do the job well		Considers wider organisational objectives when making decisions	Evaluates the impact of the service or function or team
Plans ahead to achieve results		Monitors performance against targets	Ensures individual and team achievements are publicly recognised and celebrated
Contributes to identifying and implementing process improvements		Identifies actions to recognise individual or team achievement	Influences others to take responsibility and achieve results
		Seeks and uses the expertise of key individuals to achieve organisational outcomes	