



Competency Framework for Art in Healthcare

Overview

A competency framework provides a clear outline of the knowledge, skills, and behaviours required for an employee to perform their role at Art in Healthcare successfully. This draft competency model sets out the key behavioural competencies that we are looking for and seek to support. Each competency is described across four performance levels: Foundational, Developing, Proficient, and Advanced.

1. Adaptability and Flexibility

The ability to adjust to changing needs, circumstances, priorities, and work environments.

Foundation Level

- Acknowledges when change occurs and demonstrates willingness to adapt.
- Follows new instructions and procedures as provided.
- Maintains consistent performance during changes.
- Shows openness to diverse perspectives and inclusive approaches.

Intermediate Level

- Responds positively to shifting priorities and considers diverse impacts.
- Adjusts work methods to align with new and inclusive requirements.
- Remains calm, empathetic, and supportive during periods of uncertainty.
- Assists others in adapting to change, demonstrating sensitivity to individual needs.

Advanced Level

- Anticipates challenges and proactively adjusts strategies to address them.
- Maintains high performance during significant transitions or changes.
- Guides others through complex transitions with empathy and inclusivity.
- Identifies and leverages opportunities within challenges to drive positive outcomes.

Expert Level

- Leads organisational change initiatives to address emerging needs and policies.
- Develops inclusive strategies for managing uncertainty and fostering resilience.
- Builds a culture of adaptability across the organisation.
- Advocates for flexible, equitable approaches that prioritise inclusion.

2. Collaboration and Teamwork

The ability to work effectively with others, build positive relationships, and contribute to team success across different roles and departments.

Foundation Level

- Works co-operatively with team members.
- Willingly shares information clearly and accessibly when requested.
- Listens actively to understand others' viewpoints.
- Engages meaningfully in team activities to support shared goals.

Intermediate Level

- Actively contributes to team goals, ensuring all voices are valued and heard.
- Builds positive, inclusive, and effective working relationships.
- Supports colleagues during high-demand periods with empathy and cooperation.
- Maintains strong team dynamics and fosters mutual respect.

Advanced Level

- Drives collaboration within the team and with external partners.
- Works to resolve team conflicts with an awareness of power dynamics and biases.
- Builds cohesive, empowered and inclusive teams.
- Establishes and nurtures strategic partnerships to enhance collaboration.

Expert Level

- Designs organisational strategies that embed collaboration and inclusivity.
- Leads high-performing, diverse teams toward impactful outcomes.
- Develops frameworks and structures to sustain impactful partnerships.
- Champions team initiatives that foster belonging and collaboration at all levels.

3. Communication

The ability to exchange information clearly, effectively, accessibly and professionally across various mediums and audiences.

Foundation Level

- Communicates basic information clearly and accessibly.
- Listens actively and seeks to understand diverse perspectives.
- Participates constructively in team discussions.
- Uses appropriate and inclusive communication channels.

Intermediate Level

- Adapts communication style to ensure accessibility for diverse audiences.
- Encourages underrepresented voices to participate in discussions.
- Provides constructive feedback.
- Shares information proactively and transparently.

Advanced Level

- Facilitates complex discussions ensuring equitable participation.
- Manages challenging conversations.
- Develops team communication strategies that emphasise inclusivity.
- Amplifies marginalised voices and advocates for systemic change.

Expert Level

- Shapes organisational communication culture
- Supports others in adopting inclusive communication practices.
- Represents and speaks on behalf of the organisation

4. Care and Diligence

The ability to approach all tasks and relationships with care and diligence in line with the charity's aims and values.

Foundation Level

- Follows established procedures.
- Maintains accurate records with diligence.
- Pays attention to detail in all tasks.
- Demonstrates a basic duty of care for all individuals that they interact with.

Intermediate Level

- Ensures quality and fairness in all aspects of work.
- Maintains comprehensive and accessible documentation.
- Identifies and addresses potential risks, including inequities or exclusions.
- Demonstrates consistent care for all stakeholders

Advanced Level

- Develops robust evaluation processes.
- Implements risk management strategies.
- Establishes systems for maintaining high standards.
- Fosters a culture of care that values diversity and accessibility.

Expert Level

- Establishes and maintains organisational standards
- Develops care frameworks collaboratively with diverse stakeholders.
- Leads risk management initiatives across the organisation.
- Champions excellence in inclusive and equitable service delivery.

5. Initiative

The ability to proactively identify opportunities, take action, and go beyond basic job requirements.

Foundation Level

- Completes assigned tasks independently,
- Identifies and addresses basic problems, considering potential impacts.
- Seeks clarification proactively to enhance understanding.
- Approaches new tasks and challenges with enthusiasm and a positive attitude.

Intermediate Level

- Proposes practical solutions to challenges, focusing on outcomes.
- Takes on additional responsibilities, demonstrating ownership.
- Identifies opportunities for process improvements.
- Acts independently and takes thoughtful initiative without prompting.

Advanced Level

- Leads and implements improvement projects with measurable impact.
- Anticipates organisational needs and takes proactive steps to address them.
- Supports others to cultivate a culture of initiative, emphasising inclusivity.
- Champions new initiatives to address emerging needs.

Expert Level

- Conceptualises and drives strategic initiatives that align with organisational goals.
- Cultivates a proactive culture by embedding initiative into organisational practices.
- Leads transformative projects that reflect best practice within the sector.
- Inspires innovation across teams to achieve long-term impact.

6. Innovation and Creative Thinking

The capability to generate, develop, and implement creative ideas that add value to the charity's aims, operations and values.

Foundation Level

- Demonstrates curiosity and openness.
- Participates actively and constructively in brainstorming sessions.
- Suggests basic improvements to processes or approaches.
- Explores new ideas and concepts with enthusiasm.

Intermediate Level

- Generates creative solutions tailored to diverse challenges.
- Implements innovative approaches effectively.
- Thinks beyond conventional methods to generate unique ideas.
- Actively incorporates creative input from all stakeholders.

Advanced Level

- Develops innovative programs aligned with organisational goals and values.
- Leads creative problem-solving initiatives.
- Designs new models to enhance efficiency and creativity.
- Fosters a culture of inclusive innovation within teams.

Expert Level

- Champions strategic innovation across the organisation.
- Develops transformative solutions that address complex challenges.
- Embeds a culture of continuous creativity into organisational frameworks.
- Leads organisational transformation.

7. Reflection and Learning

A commitment to a reflective culture and your own learning and development, using this to add value to the charity's aims operations and values.

Foundation Level

- Engages actively in training and professional development activities.
- Accepts and applies feedback constructively.
- Identifies personal strengths and areas for improvement.
- Shows enthusiasm for learning and growth.

Intermediate Level

- Seeks opportunities for personal and professional development proactively.
- Incorporates feedback from diverse perspectives to improve practices.

- Reflects on experiences.
- Shares learning to foster mutual growth and collaboration.

Advanced Level

- Designs and delivers learning opportunities aligned with organisational goals.
- Embeds reflective practices into daily work and decision-making processes.
- Facilitates team learning initiatives that enhance collective capacity.
- Develops systems to gather and act on feedback.

Expert Level

- Cultivates a culture of continuous learning across the organisation.
- Develops strategic learning frameworks.
- Aligns organisational reflection processes with long-term goals and values.
- Champions innovation through evidence-based learning practices.