

APPENDIX 2 MODEL COMPETENCIES FRAMEWORK

Introduction

This Competency Profile describes the key knowledge and skills required by a Records Manager in a higher or further education institution. It can be used as a basis for developing role specifications, identifying training and personal development needs and assessing performance.

The Profile sets out competencies in four categories:

- Business (i.e. the higher/further education sector and the institution)
- Technical (i.e. records management)
- Personal
- Management

The scope and level of the competencies is based on three assumptions which reflect current best practice:

1. The Records Manager is/will be professionally qualified in records management.
2. The Records Manager is/will be appointed at middle-management level or higher in the organisational structure and will have sufficient authority to operate effectively.
3. The Records Manager's primary role is/will be to develop and implement records management policies, procedures and guidance, and to provide advice on all record-keeping issues in the institution. It is not assumed that s/he will have any direct responsibility for managing or operating facilities (e.g. storage facilities for inactive records) or services (e.g. disposal of confidential waste).

1 BUSINESS

1.1 Business Knowledge

- Understands the legislative environment within which the higher/further education sector operates.
- Understands the institution's role, mission, aims and objectives.
- Understands the institution's functions and activities.
- Understands the nature of the institution's relationships with its key external stakeholders.

1.2 Business Orientation

- Understands how records management contributes to the achievement of the institution's mission, aims and objectives.
- Can articulate effectively the benefits of good records management to the institution.
- Demonstrates understanding of the decision-making process within the higher/ further education sector and the institutional environment.
- Proactively identifies opportunities to raise awareness of the relevance and importance of records management to the institution's business.
- Takes ownership of records management issues within the institution and ensures their successful resolution.

2 TECHNICAL

2.1 Legal & Regulatory Framework for Records Management

- Understands the legal and regulatory framework for records management in the UK.
- Contributes to the development and implementation of institutional responses to changes in legislation or regulations directly affecting the management of records.
- Can identify records management implications of changes in other legislation or regulations affecting the higher/further education sector or the individual institution.

2.2 Records Management Theory and Practice

- Has a sound knowledge of records management theory and practice, including current standards and recognised best practice.
- Applies and adapts records management standards and best practice effectively in the institutional context.
- Understands and can apply a range of records management tools and techniques.
- Has a good knowledge of records management software applications and their use.

2.3 Professional Networking

- Proactively liaises and forms working relationships with colleagues in related fields within the institution.
- Liaises with records managers in other higher/further education institutions in order to maintain awareness of practice within the sector.
- Has a good knowledge of other organisations' records management systems and experiences, in the higher/further education sector and elsewhere.
- Shares and publicises own institution's experience.

2.4 ICT Systems

- Has good knowledge of standard desktop ICT systems.
- Has good knowledge of key institutional ICT systems.

3 PERSONAL

3.1 Professionalism

- Creates a positive impression of records management within the institution.
- Is up-to-date with developments in own field of expertise.
- Demonstrates personal and professional integrity.
- Leads by example on records management practices within the institution.

3.2 Communication

- Makes appropriate use of the available means of communication.
- Communicates clearly, confidently and effectively both verbally and in writing, with colleagues at all levels.
- Can interpret a brief, and create and deliver effective presentations and training to any audience.

3.3 Flexibility

- Is responsive to changing needs within the institution.
- Initiates and manages change where appropriate.
- Is results-oriented and can apply policy flexibly.
- Works effectively in a changing environment.
- Can alter working style to suit different situations.

3.4 Influencing

- Understands and can apply a range of influencing techniques to achieve desired outcomes.
- Can generate interest and enthusiasm in others.

3.5 Teamworking

- Recognises the necessity of working with colleagues across functions to achieve effective results.
- Understands own and others' roles within cross-functional teams, and willingly undertakes different team roles. Proactively supports other team members and pursues team targets.

4 MANAGEMENT

4.1 Planning and Performance Management

- Develops sound business plans to achieve aims and objectives.
- Manages the successful achievement of targets within budgets.

4.2 Project Management

- Understands and can apply a range of project management techniques.
- Can plan and manage complex or multiple projects to complete within time, cost and quality targets.
- Can create, develop and manage effective project teams.