

Competency Framework

Operations

Structure of the Model

This framework is designed to provide Vue Cinemas with a detailed specification of the behaviours expected from individuals from entry to Area Manager level. The aim and structure of the framework is to provide a clear indication of the attitudes, and attributes that make up the core behaviours.

As part of this process the core behaviours have been translated into relevant competencies or successful characteristics. Each successful characteristic is broken down to 4 different levels, each of which gives an illustration of what the behaviour required in each area should look like.

This is done because it is not as simple as either displaying or not having successful behaviour - different jobs will require different levels of complexity of the same behaviour. It allows managers to select the level of competency required for a particular role and means the model could also be used with head office and support staff as well as the cinema teams. The four levels provided in the framework are:

- **Deliver:** Directly supervised by others and responsible for own actions to complete tasks
- **Supervise:** Some independence to co-ordinate the efforts of others and follows instructions to supervise day to day activities
- **Drive:** Actively manages and co-ordinates the work of others, takes responsibility for day to day activities
- **Define:** Sets goals and activities, manages and is accountable for the day to day and medium term plans.

It should be noted that the scales are cumulative. This means that if the top level is identified as the appropriate level for a particular job role, it will be taken for granted that the behaviours at the lower levels are also required. Typically they form the basis of successful operation at the senior level.

Summary of Model and Definitions

Core Behaviour	Related Successful Characteristic
Inspiring People(Lead The Team) Motivates and engages team to deliver business results by effectively using appropriate leadership styles and tools relating to performance management, development and succession planning	Direction Setting: A visible leader who directs and manages the efforts of others by providing a clear sense of direction and purpose, monitoring, rewarding and managing performance. Staff Motivation and Development: Inspiring a positive attitude and a strong desire to deliver results and standards as required. Identifying others' development needs, managing work and development activities to ensure people have the skills needed to deliver their responsibilities.
Find a better way Wants things to continuously improve and finds ways to do it.	Delivering Change: Demonstrates the ability to instigate and drive forward meaningful and results focused change, influencing and inspiring others to engage, while also providing support and guidance to manage their concerns.
Makes informed decisions Takes into account all relevant data, information and aspects of a business challenge, establishing a good understanding potential outcomes and impact before making a final decision, that delivers the best business results.	Evaluating Problems, Investigating Issues and Commercial Judgment: Using information, effectively and efficiently. Searching for, gathering, selecting and analysing relevant information to formulate options, resolve issues and construct and present supporting arguments.
Own what you do Take personal responsibility and initiates to get the job done to a high standard using engaging and effective communication styles and channels	Maintaining/Improving Standards : A desire and commitment to get things right the first time, to maintain the reputation of the team and organisation. The desire to do things better and improve performance. Acting with integrity and confidence to take responsibility for own actions and work.
Make things happen Has tenacity and drive to deliver outstanding results	Delivery of Results and Personal Impact: A desire and commitment to delivering on commitments. Effective and efficient use of resources to deliver required results. Engaging others in own views and ideas and presents self in an assured and confident manner
Friendly and helpful Cares about external and internal customers and always strives to meet and exceed the company's customer service standards.	Customer Service: A concern to provide a prompt, efficient and personalised service to customers. Strong focus on identifying, understanding and giving priority to meeting the needs of the customer.

Lead the Team

Motivates and engages team to deliver business results by effectively using appropriate leadership styles and tools relating to performance management, development and succession planning

Direction Setting	A visible leader who directs and manages the efforts of others by providing a clear sense of direction and purpose, monitoring, rewarding and managing performance.		
Expected Behaviours			
Deliver Directly supervised by others and responsible for own actions to complete tasks	Supervise Some independence to co-ordinate the efforts of others and follows instructions to supervise day to day activities	Drive Actively manages and co-ordinates the work of others, takes responsibility for day to day activities	Define Sets goals and activities, manages and is accountable for the day to day and medium term plans.
1. Asks for clarification if goals or objectives are not clear	1. Communicates individual goals and tasks and takes a prominent role within their team	1. Objectives and standards are persuasive, understood and staff relate to their role within them.	1. Communicates a coherent business plan which enables team to perform in line with organisational objectives by translating them into specific responsibilities, action plans and objectives with standards expected
2. Supports colleagues in understanding their role and achieving team tasks and targets	2. Treats others objectively, earns respect/trust, fosters good team morale and spirit and motivates others	2. Demonstrates behaviour to support company values and standards to help deliver business & team objectives.	2. Acts as a role model
3. Keeps to task	3. Encourages necessary consensus to get job done	3. Takes ownership for the work of the team and assigns tasks to individuals	3. Analyses, defines and communicates how teams and business resources should be used to deliver against business objectives
4. Displays enthusiasm, commitment and a proactive approach to the objectives and tasks set	4. Makes attempts to keep the team on track, draws on others’ abilities and experience and identifies any problems	4. Monitors progress against goals and proactively manages at team level and with individuals. Is prepared to impose a course of action when considered necessary	4. Monitors performance against requirements and unblocks obstacles and identifies the resources needed (both people and equipment)
	5. Takes pride in team’s work and acknowledges their contribution	5. Takes responsibility for performance and general feedback about the team	5. Celebrates success
	6. Addresses any performance issues with the team directly, escalating and y concerns and praising good performance	6. Recognises good performance as well as addressing underperformance	6. Provides managers with resources and support to address underperformance

Lead the Team

Motivates and engages team to deliver business results by effectively using appropriate leadership styles and tools relating to performance management, development and succession planning

Staff Motivation and Development	Inspiring a positive attitude and a strong desire to deliver results and standards as required. Identifying others’ development needs, managing work and development activities to ensure people have the skills needed to deliver their responsibilities.		
Expected Behaviours			
Deliver Directly supervised by others and responsible for own actions to complete tasks	Supervise Some independence to co-ordinate the efforts of others and follows instructions to supervise day to day activities	Drive Actively manages and co-ordinates the work of others, takes responsibility for day to day activities	Define Sets goals and activities, manages and is accountable for the day to day and medium term plans.
1. Knows the tasks to be carried out to perform the job	1. Allocates work to team members, taking account of individuals' different abilities and workload	1. Understands people’s capabilities and identifies their training needs	1. Gives others room to exercise their own initiative and gives them the appropriate authority to accomplish tasks effectively
2. Keeps up to date with knowledge required to perform the job	2. Deliberately sets a positive example of effective performance	2. Clarifies standards and what good looks like and regularly reviews progress	2. Communicates the plans and initiatives to the team in a manner which generates enthusiasm and commitment
3. Is aware of own strengths, weaknesses and motivations	3. Gives advice and guidance to others to clarify performance requirements	3. Gives frequent constructive feedback	3. Encourages and supports development in team members
4. Recognises personal development needs	4. Congratulates or otherwise recognises performance improvements	4. Holds regular structured meetings with individuals regarding their development and achievement of objectives	4. Identifies and invests in talent within the team
5. Acts on feedback on own performance	5. Takes appropriate corrective action when necessary to ensure targets met and quality maintained	5. Seeks out ways to develop others through coaching and training opportunities	5. Ensures team development plans are active and achievable
6. Proactively supports colleagues in areas they are seeking to improve/develop	6. Is sensitive to the different feelings of individual staff regarding challenges	6. Encourages staff to strive towards goals	6. Creates a climate of support and accountability
	7. Has an understanding of other jobs in the team and how these relate to one another and is able to ‘fill in’ and carry out other jobs	7. Actively drives and manages own development	7. Promotes the value of team working and communication across the teams.

Find a better way

Wants things to continuously improve and finds ways to do it

Delivering Change	Demonstrates the ability to instigate and drive forward meaningful and results focused change, influencing and inspiring others to engage, while also providing support and guidance to manage their concerns.		
Expected Behaviours			
Deliver Directly supervised by others and responsible for own actions to complete tasks	Supervise Some independence to co-ordinate the efforts of others and follows instructions to supervise day to day activities	Drive Actively manages and co-ordinates the work of others, takes responsibility for day to day activities	Define Sets goals and activities, manages and is accountable for the day to day and medium term plans.
1. Positively embraces new ways of doing things and is open to new ideas	1. Tries to solve problems and makes suggestions	1. Looks for ways to do things differently and better and put forward ideas	1. Focuses own and others’ energy where it will give greatest return e.g. improving profitability
2. Demonstrates willingness to implement ideas and new approaches suggested by others	2. Is open to the ideas and inputs from others	2. Seeks advice and feedback from others to gain from their experience	2. Actively seeks out opportunities to improve delivery of service and discusses new ways of working with peers
3. Seeks opportunities to learn	3. Maintains positive communication throughout change.	3. Understands others’ fears and resistance in face of change and gives reassurance to build confidence and understand the reality and requirements of change	3. Encourages others to recognise the need for change and helps them adapt to it.
	4. Constructively feeds back to management any insights or concerns from their teams that may influence the effectiveness of any change planned.	4. Shares concerns or insight with management team and plans how to overcome obstacles	4. Proactively promotes change to others and communicates new developments.
		5. Actively monitors progress and highlights any concerns as well as progress	5. Ensures own and others understanding of key issues for implementing the change and helps them adapt to it
		6. Encourages staff to be flexible	6. Implements change as agreed within the business and evaluates results

Makes informed decisions

Takes into account all relevant data, information and aspects of a business challenge, establishing a good understanding potential outcomes and impact before making a final decision, that delivers the best business results

Evaluating Problems, Investigating Issues & Commercial Judgement	Using information, effectively and efficiently. Searching for, gathering, selecting and analysing relevant information to formulate options, resolve issues and construct and present supporting arguments.		
Expected Behaviours			
Deliver Directly supervised by others and responsible for own actions to complete tasks	Supervise Some independence to co-ordinate the efforts of others and follows instructions to supervise day to day activities	Drive Actively manages and co-ordinates the work of others, takes responsibility for day to day activities	Define Sets goals and activities, manages and is accountable for the day to day and medium term plans.
1. Escalates any problems or issues in a timely way to the appropriate person 2. Checks information to make sure it is correct	1. Demonstrates a willingness to identify and address problems 2. Analyses information carefully to identify mistakes and be sure it has not been misunderstood 3. Gathers different versions of events to build up a picture of a situation and understand the facts 4. Appreciates the possible consequences of different actions 5. Makes quick decisions when immediate action is required 6. Accepts responsibility for own decisions	1. Identifies issues that require investigation 2. Considers any risks and alternatives plus the views or motives of those involved before making a decision 3. Consults with others to find the best solution 4. Considers the impact and any risks before making a decision so that standards of service and the sales are not negatively affected	1. Takes in and makes sense of complex or conflicting data and different perspectives 2. Tries to be forward thinking and anticipate any risks 3. Focuses others on what business and commercial information is needed to understand a situation fully and support decisions 4. Routinely reviews and analyses local market to keep up to date with customer and industry trends and identifies ways to exploit profit generating opportunities 5. Makes practical and results focused decisions 6. Proactively reviews and manages costs 7. Networks both internally and externally to gather ideas to improve working practices, standards and profitability

Own what you do

Take personal responsibility and initiates to get the job done to a high standard using engaging and effective communication styles and channels

Maintaining/Improving Standards	A desire and commitment to get things right the first time, to maintain the reputation of the team and organisation. The desire to do things better and improve performance. Acting with integrity and confidence to take responsibility for own actions and work.		
Expected Behaviours			
Deliver Directly supervised by others and responsible for own actions to complete tasks	Supervise Some independence to co-ordinate the efforts of others and follows instructions to supervise day to day activities	Drive Actively manages and co-ordinates the work of others, takes responsibility for day to day activities	Define Sets goals and activities, manages and is accountable for the day to day and medium term plans.
1. Is clear about own objectives and focuses on achieving them	1. Knows what objectives and targets need to be met and what standards need to be achieved	1. Consistently monitors own or others’ work to ensure high standards of professionalism, productivity and quality	1. Ensures that the importance of meeting targets and standards are communicated to and understood by the team
2. Follows procedures and processes accurately	2. Pays close attention to quality and ensures correct procedures and processes are followed	2. Checks to ensure adherence to policies, procedures, standards and legal requirements	2. Introduces quality standards and uses KPIs to monitor overall team performance and provide feedback or direction
3. Takes pride in completing a task well and aims to get it right first time	3. Maintains high professional standards and seldom compromises own standards	3. Provides constructive, fact based feedback and advice to others so that they can improve the quality of their work	3. Encourages people to think of improvements and to take these forward.
4. Checks quality of work is to acceptable standard	4. Always seeks to improve way things are done and makes suggestions	4. Organises team as priorities change and finds ways to work smarter rather than harder	4. Communicates new priorities fully any ensure the team fully understand what and why
5. Escalates any problems to relevant person with details they need to know	5. Strives to exceed goals/expectations	5. Seeks continuously to improve performance	5. Recognises and rewards improvements made by others
6. Is able to work independently without constant supervision and reacts positively to requests	6. Asks open questions to gain information and understanding	6. Encourages their team to take responsibility for their own actions	6. When dealing with issues focuses on solutions rather than blame
7. Is willing to learn and ask for support when needed	7. Is open and responsive to feedback and uses as an opportunity to learn	7. Asks for feedback on an ongoing basis about own performance	7. Uses feedback to enhance self awareness takes time to reflect
		8. Picks up on cues when interacting with people and adapts style and tone of communications	9. Uses engaging and effective communication styles when briefing the team and updating on progress

Make things happen

Has tenacity and drive to deliver outstanding results

Delivery of Results and Personal Impact	A desire and commitment to focus on getting things right the first time, delivering on commitments. Effective and efficient use of resources to deliver required results. Engaging others in own views and ideas and presents self in an assured and confident manner.		
Expected Behaviours			
Deliver Directly supervised by others and responsible for own actions to complete tasks	Supervise Some independence to co-ordinate the efforts of others and follows instructions to supervise day to day activities	Drive Actively manages and co-ordinates the work of others, takes responsibility for day to day activities	Define Sets goals and activities, manages and is accountable for the day to day and medium term plans.
1. Works in a neat, tidy and logical way	1. Prioritises work and manages own time effectively according to deadlines and importance	1. Sets realistic deadlines and organises team to meet them in priority order	1. Translates initiatives into action plans for the cinema to ensure goals are met and drives success
2. Deals flexibly with interruptions	2. Gives early warning of any difficulties in achieving deadlines	2. Breaks down team tasks into personal tasks	2. Takes resources required into account when planning
3. Asks for support when needed	3. Is aware of impact on others when prioritising work	3. Communicates what needs to be done to all who need to know	3. Ensures that personal and team objectives are in line with the achievements of targets in action plans and business plan
4. Keeps track of work and ensures completed, updating colleagues	4. Organises team and work effectively taking into account personal limitations and workload	4. Prepares appropriately based on admissions targets	4. Consults appropriately on plans, pursuing goals and seizing opportunities
	5. Delegates appropriately	5. Monitors own and others progress towards goals	5. Recognises and rewards proactively in others
	6. Demonstrates a proactive approach, acts without being prompted	6. Reviews and adjusts priorities as circumstances change	6. Prepares for events in advance and identifies potential issues
	7. Achieves goals then seeks new ones	7. Gets outstanding results or exceeds targets frequently	7. Identifies future opportunities to maximise profit and works to deliver a positive result.
	8. Shows determination to get results and to succeed		8. Monitors the budget and P&L
			9. Is able to challenge the views of others when needed
			10. Presents self in an assured, impressive and confident manner
			11. Uses an excellent understanding of people to identify what will appeal to them and influence

Friendly and helpful

Cares about external and internal customers and always strives to meet and exceed the company's customer service standards.

Customer Service	: A concern to provide a prompt, efficient and personalised service to customers. Strong focus on identifying, understanding and giving priority to meeting the needs of the customer.		
Expected Behaviours			
Deliver Directly supervised by others and responsible for own actions to complete tasks	Supervise Some independence to co-ordinate the efforts of others and follows instructions to supervise day to day activities	Drive Actively manages and co-ordinates the work of others, takes responsibility for day to day activities	Define Sets goals and activities, manages and is accountable for the day to day and medium term plans.
1. Takes pride in providing excellent customer service in a courteous and professional manner 2. Always puts the customer first 3. Matches customer needs with available products and upsells where possible 4. Treats customers consistently and fairly 5. Gives customers a swift and quality service 6. Displays sensitivity and understanding of customers' situation 7. Recognises and apologises for problems or mistakes	1. Able to articulate what high customer service standards look like 2. Proactively provides accurate and helpful information to the customer 3. Asks further questions to check on own understanding of customer situation/needs 4. Adapts approach to suit each customer's circumstances particularly when handling difficult situations 5. Appropriately and effectively resolves customer issues 6. Informs customer how/why their needs can't be met and offering alternatives	1. Gains buy-in from the team for delivering consistently high standards of customer service 2. Organises the team to ensure a positive customer experience at all points 3. Keeps customers informed and follows through to ensure that action is taken and issue(s) resolved 4. Evaluates customer complaints and learns from them 5. Tracks customer service performance and trends through company measures and KPI's 6. Identifies options for others to solve customer problems	1. Promotes, recognises and rewards high levels of customer services in their teams. 2. Focuses on ways to develop customer service culture and takes action to implement and embed company standards of operational excellence 3. Produces tangible action plans that result in improvement when issues with customer service are identified 4. Monitors trends in customer service standards and uses KPIs to review how effectively sales related targets are met 5. Empowers and ensures team are competent in handling customer issues