



Chartered
Institute of
Fundraising

COMPETENCE FRAMEWORK



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GETTING STARTED

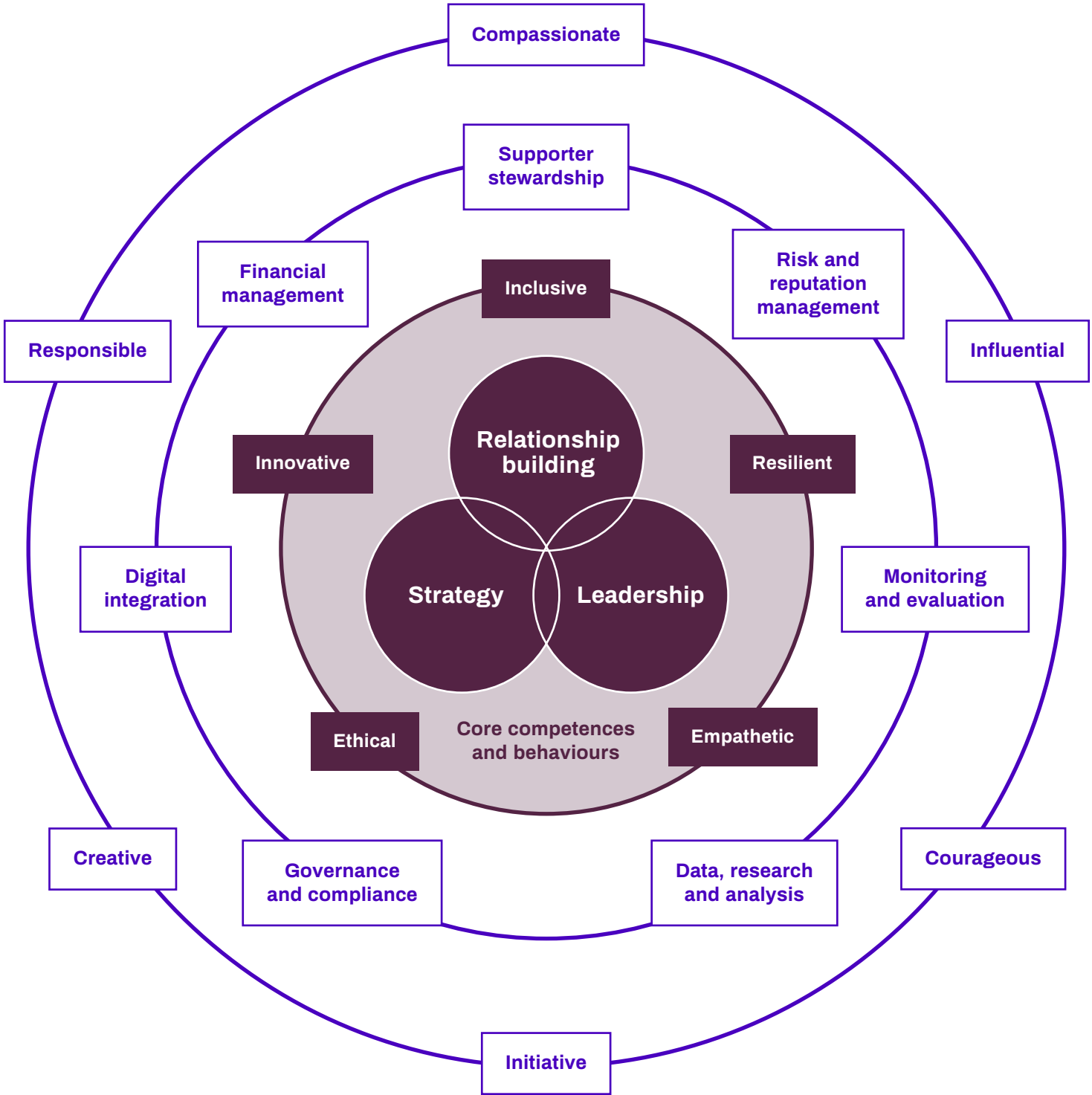
We do not want to be too prescriptive around how you should engage with the framework, but we would encourage you to read all the heading and then the descriptors before you make a start. The Framework is divided into two sections which have different slightly different approaches. Looking at the areas of most relevance to you and your role/organisation may be a useful place to start and from there you might want to self-assess and explore what that means to you. Have a look at the Behaviours and Attitudes section as it explores our work role in a different way but reflects a lot of the principles and values that we feel are so important.

You can then use the insights you gain to plan your learning, map out what is required for career progression and engage in meaningful dialogue with your line manager, mentor and/or colleagues.

If you are an organisation, small or large, why not ask your team to undertake this exercise? You can also use the content within the framework to help articulate job adverts, job specifications, training initiatives and as a basis for competency-based questions.

Good luck and let us know how you get on by emailing learning@ciof.org.uk

Summary chart



AREAS OF KNOWLEDGE AND SKILLS

This section contains specific areas of knowledge and skills most prevalent amongst fundraising professionals. Some areas of knowledge and skill may be more applicable to you than others, but we hope the framework provides a basis to help you identify new areas to support your professional and career development. Any fundraising professional, regardless of their fundraising specialism or sector, will be able to engage with the framework to self-assess where they currently are and identify where they want or need to go.

The core areas of knowledge and skill are **strategy**, **relationship building** and **leading**, and we would encourage all fundraising professionals to reflect on these areas are central to successful fundraising.

1. Strategy (core)

Areas of knowledge and skill			
	1.1 Competence: Gathering material and information for organisational strategy	1.2 Competence: Developing strategic plans	1.3 Competence: Implements fundraising strategy and positioning
Tier 4	Informing and influencing strategy formulation with supporter and other stakeholders focus.	Leads the development and alignment of elements of the organisations strategic plan.	Leads the development and implementation of the fundraising strategy and ensures the alignment with organisational plans, targets and values.
Tier 3	Gathers and analyses information and practice from multiple sources to support and inform the strategy process.	Develops and updates operational plans that contribute to the organisations strategic plan.	Manages the delivery of the fundraising strategy and monitors the alignment with organisational plans, targets and values.
Tier 2	Contributes information and ideas to the strategy process.	Contributes to developing operational and tactical plans.	Contributes to the delivery of fundraising strategy.
Tier 1	Supports information gathering as part of the strategy process.	Contributes information and ideas to operational plans.	Recognises the importance of own role in the delivery of fundraising plans, strategy and guidelines.

Key to tiers

Tier 4: synthesises, evaluates and implements proactively

Tier 3: explores, analyses and implements effectively

Tier 2: comprehends meaning and importance and can apply them appropriately

Tier 1: is aware, has some fundamentals of knowledge and understanding and can use them

2. Building relationships (core)

Areas of knowledge and skill		
	2.1 Competence: Building effective relationships with supporters	2.2 Competence: Delivers activities that enhance supporters and stakeholder experience
Tier 4	Leads, monitors and delivers department/organisational strategic plans. Creates an infrastructure to promote strong and effective supporter and other stakeholder relationships.	Leads, develops and overviews the activities that maintains, delivers and enhances supporter and stakeholder satisfaction, engagement and experience.
Tier 3	Consistently collaborates with others including own team/department, others across the organisation and externally where appropriate. Develops internal operational communication plans and/or structures to deliver effective supporter and stakeholder relationships.	Manages, monitors and works with others to improve the activities that deliver supporter and stakeholder satisfaction, engagement and positive experiences.
Tier 2	Assists in and suggests changes for improvement, in the development of internal and external communications. Promotes and delivers processes to build effective supporter relationships in the team, department and/or the organisation.	Supports and develops the delivery of activities that enhances supporters and stakeholder satisfaction, engagement and positive experiences.
Tier 1	Directly supports colleagues, volunteers and others and uses effective communication methods and techniques to build strong relationships. Regular sharing of ideas, information and data to support the development of effective and positive supporter relationships.	Supports and delivers activities that maintains supporter satisfaction and positive experiences.

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	2.3 Competence: Building effective relationships with suppliers, agencies and other partners	2.4 Competence: Building effective collaborative internal work practices
Tier 4	Leads and delivers organisational/strategic plans to create an infrastructure to promote strong, compliant and effective relationships with suppliers, agencies and other partners.	Leads, delivers and monitors organisational and strategic plans that embed strong and effective collaborative working practices within the organisation.
Tier 3	Collaborates and develops internal operational plans and/or structures to deliver safe effective working relationships with suppliers, agencies and other partners. Engages and suggests improvements with external processes including compliance where appropriate.	Develops, strengthens and maintains formal and informal internal collaborative working practices. Ensures internal collaborative arrangements and networks are embedded into organisational structures and expectations.
Tier 2	Assists in the development of internal collaborative communication to build effective working relationships internally and externally with suppliers, agencies and other partners.	Establishes and promotes effective work practices that build trust and connection between individuals and teams that support fundraising activities.
Tier 1	Supports and engages with internal and external processes to build strong working relationships with suppliers, agencies and other partners.	Assists and supports individuals and colleagues/ teams in developing strong and effective working relationships in the organisation.

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3. Leading (core)

Areas of knowledge and skill		
	3.1 Competence: Workplace culture, values and practices	3.2 Competence: Decision making
Tier 4	Establishes the environment and formal frameworks to support the organisations stated culture, values and practices. Encourages feedback and challenge, supports proposals for change and is positive about implementing meaningful improvements for an effective fundraising environment.	Ensures that different perspectives, viewpoints and dissenting voices are taken into account. Facilitates decision making and manages the expectations of others having anticipated issues and concerns that may be raised.
Tier 3	Establishes own and team targets. Monitors and contributes to the processes, requirements and targets established through the organisation's planning processes. Encourages exploration and discussion related to team/organisations culture, values and practices within the workplace. Provides information and proposes changes appropriately.	Considers a range of perspectives and diverse ways of thinking to appropriately challenge the status quo. Critically engages with information and evidence and seeks to explore different choices and possible outcomes, prior to making decisions both individually or with others.
Tier 2	Within own team/organisation, role models and encourages engagement with the requirements and expectations of the organisations stated culture, values and practices. Takes part in discussion and debate related to the culture, values and practices with others/the team/organisation.	Acts with honesty, frankness and objectivity taking decisions fairly and with consideration using best evidence available. Balances priorities, organisational requirements and commitments and seeks discussion and exploration when appropriate.
Tier 1	Works effectively and with understanding of the organisations stated culture, values and practices. Takes part in formal and informal exploration about the team and organisation culture, values and practices.	Works effectively individually and as a group/team member exploring options, making decisions and seeking support when appropriate. When making decisions individually and in groups/team, identifies viable options and those most likely to achieve the teams/organisation's goals and objectives.

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3.3 Competence: Setting direction	3.4 Competence: Proposing and/or implementing change
Tier 4 Thinks strategically about the future direction of the organisation and identifies the steps needed to achieve goals. Adopts and strategically leads a systematic approach to change management. Provides effective leadership of organisational change even when this is difficult. Can explain and negotiate change effectively and sensitively.	Thinks strategically about the future direction of the organisation and identifies the developments and changes needed to achieve goals through sound information and evidence. Engages with others throughout the organisation to encourage creative evidence-based contributions and engagement with implementing change.
Tier 3 Leads effectively to ensure operational decisions contribute to strategic priorities. Thinks operationally and understands strategic planning and contributes to the development of the organisation's strategy where appropriate. Ensures that groups, teams and individuals are supported to contribute to plans in a way that is clear, manageable and timely.	Leads appropriately and sensitively. Within teams and the organisation ensures implementation of developments and change based on plans, targets, data and information. Utilises experience and personal and professional skills to plan sustainable change. Motivates and supports others to contribute and engage fully with change management.
Tier 2 Can challenge appropriately to support opportunities for change that is in the best interests of the organisation, supporters and stakeholders. Within groups/teams and the organisation can champion the reasons for developments or change and detail the benefits to supporters, stakeholders and/or others.	Can use personal skills and abilities to engage others in developments and change. Within teams and the organisation can role model and demonstrate a sound understanding of change and how to propose change. Can utilise systems and structures to promote beneficial change.
Tier 1 Can articulate own and team plans, understands and can explain the organisation's strategic priorities and where appropriate, charitable objectives. Can explain and demonstrate how own and team plans fit with strategic priorities and/or goals.	Engages with the day-to-day activities of own role and can explain the importance of own role and of being a role model. Can identify ways of developing own and team's role that is beneficial and can articulate the reasons for why the changes would be useful.

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4. Data, research and analysis

Areas of knowledge and skill		
	4.1 Competence: Obtains information	4.2 Competence: Analyses for insight
Tier 4	Defines and prioritises information and research required to achieve organisational strategic and business plans.	Develops and presents insights about the organisation, supporters and environment that impact on business and organisation decisions.
Tier 3	Manages information and other material effectively Establishes and develops projects and other approaches to support development, change and improvement. Identifies specific requirements and issues and develops plans, approaches and techniques to gather relevant data and other material.	Analyses data and research and develops insights to inform and assist in the achievement of organisational strategy and business plans. Identifies best practice and effective responses to organisational issues and concerns. Supports effective problem solving through insights and promoting exploration.
Tier 2	Identifies options and collects information and best practice relevant to developing proposals and plans. Ensures material and information is shared and explored.	Analyses data and research on supporters and environments to form insights. Shares the research material and insights in a positive and appropriate way.
Tier 1	Recognises the need to gather information through research and understands the development of best practice based on evidence.	Recognises the need to analyse supporter and market data and other related research from multiple sources.

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5. Supporter stewardship

Areas of knowledge and skill		
	5.1 Competence: Works collaboratively to enhance stewardship	5.2 Competence: Manages change to enhance stewardship
Tier 4	Works successfully to champion the role and needs of the supporter within the organisation. Engages with others to design and enable creative, effective and appropriate development activities. Ensures the balance between the organisations plans and values and supporter needs are explored.	Develops responses and communicates the strategic need for change proactively. Leads the implementation of change to enhance the experience of the supporter and promote organisations plans and values. Monitors and reviews the experiences and retention of supporters.
Tier 3	Works collaboratively with colleagues, other functions and departments to promote and meet supporter's needs. Explores with others to make effective improvements to meet supporter and organisation's needs. Seeks feedback from supporters and other stakeholders to promote the development of sustainable engagement with supporters.	Recognises the importance of developing 'the team around the supporter' and other approaches. Promotes and role models effective communication and negotiation strategies. Promotes and effectively communicates the need for change to meet the needs of supporters and organisations plans.
Tier 2	Understands and acts upon the individual motivations and expectations of supporters. Explores approaches and techniques with others to enhance the supporters experience. Works collaboratively with others to deliver good practice and meet supporter needs.	Works with managers and colleagues to implement change initiatives that enhances the supporters experience and reflects their needs and interests. Understands and explores with colleagues, supporters and other stakeholders the individual needs and expectations of supporters and to promote organisations values and plans.
Tier 1	Recognises and identifies the fundamental motivations for supporters and others to be involved giving (including volunteering, financial support and emotional engagement) Works closely and effectively with others to meet supporters needs.	Recognises best practice in effective and positive relationships with supporters. Understands own role in promoting best practice and enhancing the supporters experience.

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5.3 Competence: Delivers activities with a supporter/ stakeholder focus	5.4 Competence: Developing an impactful supporter's journey
Tier 4 Leads, directs and monitors the delivery of integrated campaigns responding to supporter and stakeholder needs and interests. Encourages and enables creative developments and changes to promote effective stakeholder engagement. Recognises the importance of ensuring organisation goals, plans and values are reflected in activities and supporter stewardship.	Engages strategically to enable the development and delivery of the Supporter's journey. Acts as an advisor and critical friend role modelling and supporting creative and innovative approaches. Measures the impact of the supporter's involvement and commitment including developing key performance indicators and benchmarking or equivalent.
Tier 3 Implements individual communications and integrated campaigns with a stakeholder focus using both digital, physical tools and other approaches. Promotes effective communication with supporters and other stakeholders through role modelling, training and other development activities recognising the needs and interests of supporters. Contributes to and implements organisation plans and values to ensure effective delivery of aims and goals.	Designs and constructs with others, meaningful and impactful engagement with the supporter ensuring that it is positive, affirming and inspiring for supporters and others. Demonstrates a sound understanding of the supporters' journey and uses impact data effectively. Recognises the importance of sustainability and related key themes and embeds them in practice.
Tier 2 Engages with material and information that identifies the needs and interests of supporters. Delivers elements of integrated campaigns and individual communications with a supporter/ stakeholder focus using physical, digital and other approaches on own or with other colleagues.	Gathers information, data and other material relevant to the Supporters journey. Demonstrates understanding of the structure and approach through identifying appropriate arguments, effectively building stories to be included and assisting in recognising new opportunities for growth for the organisation.
Tier 1 Assists in the delivery of activities with a supporter/stakeholder focus using both physical, digital and other communication approaches. Engages with own development of communication and negotiation skills.	Contributes to and supports the development of a structured, individualised and impactful Supporter's journey. Can articulate the importance of it for the supporter, the team and the organisation.

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6. Risk and reputation management

Areas of knowledge and skill		
	6.1 Competence: Assesses risk	6.2 Competence: Manages risk
Tier 4	Directs the processes and procedures of the organisation to identify and assess risks including those related to reputation, compliance, safety, health and well-being. Ensures actions taken are appropriate, timely, sensitive and effective.	Directs, monitors and ensures the implementation of effective risk management processes and procedures throughout the organisation including those related to reputation, work practices and activities.
Tier 3	Manages processes and procedures relating to risk assessment and monitors for issues and concerns. Works collaboratively with others across the organisation to ensure the development of effective work practices relating to risk management.	Manages risk and compliance with regulations, legislation, codes of practice and other organisational requirements within the team, department and/or organisation. Can demonstrate effective monitoring and developing of working practices within the team/ department to ensure the delivery of safe and effective practice.
Tier 2	Can engage with assessing risk and can utilise the organisations processes and procedures. Is aware the breadth of risk assessment includes areas that may compromise the reputation of the organisation. Can outline the procedure for flagging concerns and issues to ensure actions are taken.	Ensures that all activities within own and team remit comply with legislation, regulations and the values and requirements of the organisation. Can demonstrate working knowledge of the organisations policies and procedures.
Tier 1	Can demonstrate understanding and appropriate practice relating to assessing risk in the workplace. Can articulate the breadth and importance of risk assessment in the workplace and those working or using it.	Demonstrates basic essential knowledge of the organisations Health and Safety, Compliance and Reputation management policies and procedures. Understands relevant legislation and regulations and how it impacts on own and teams activities.

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6.3 Competence: Manages the risk and reputation of the organisation

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- Tier 4** Leads the monitoring process to identify improvements and manage risk to the organisation's reputation. Leads on evidence-driven plans and activities to enhance the organisations' practice and support best practice, improved public image and reputation.
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- Tier 3** Contributes to the development of a monitoring plan to manage risk to the reputation of the organisation. Engages with the collection, recording and interpretation of data, material and information to enhance the organisation's reputation through best practice.
-
- Tier 2** Through own role and as a member of a team uses social analytics and other tools to identify improvements to activities and outcomes to enhance the reputation of the organisation. Makes suggestions to support developments for maintaining a positive public image of the organisation.
-
- Tier 1** Recognises the importance of complying with processes and procedures designed to maintain a sound reputation. Through own role and understandings supports the use of social analytics, reads reports and records findings to monitor risk.

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7. Monitoring, evaluating and assuring processes and outcomes

Areas of knowledge and skill		
	7.1 Competence: Assesses the effectiveness of activities	7.2 Competence: Uses analysis to evaluate the outcomes of activities
Tier 4	Leads and promotes the measurements and analysis of data and information to improve the effectiveness of activities. Leads on the implementation of benchmarking and gathering of data for impact measurements. Implements development and change through an evidence-based approach to analysis and review.	Leads the systematic critical review and evaluation of analysis to improve future activities and outcomes. Promotes and disseminates impact measurements and analysis. Actively engages with evidence-based decision making and promotes this throughout the organisation.
Tier 3	Collects, analyses and reports management data and other material including recipients 'stories', personal experiences, expert by experience stories, supporter's experiences and other 'soft' data. Engages with the development of benchmarking and data/information that supports impact measurements.	Evaluates activities and outcomes and recommends improvements using measurement data and analysis. Develops an ethos of evidence-based discussion and proposals within own practice and in team/department meetings.
Tier 2	Supports the collection and reporting of measurement data and other material including beneficiaries 'stories', personal experiences, supporter's experiences and other 'soft' data.	Takes part in reviews of activities and outcomes using measurement data and analysis to identify improvements. Regularly collects and reviews data to record outcomes including impact measurements and identifies trends and areas of concerns.
Tier 1	Recognises the importance of measuring and monitoring the effectiveness of activities and plans. Understands the role of benchmarking and examining the impact of activities based on organisational policy and procedures.	Collects information that contributes to the review of activities and outcomes. Gathers data and other information that relates to the impact of activities including benchmarking and outcomes.

Key to tiers

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8. Digital integration

Areas of knowledge and skill		
	8.1 Competence: Develops digital capability	8.2 Competence: Integrates and implements approaches to fundraising
Tier 4	Leads and monitors the implementation of digitally enhanced fundraising plans and creates/contributes to the organisation's Digital Strategy. Focuses the department/organisation on flexible and agile responses to development and change. Leads on implementing product development, improving infrastructure, and increasing the impact of the organisation.	Leads the development and implementation of digitally integrated fundraising through the organisational strategy. Implements developments to support cultural and infrastructural change and enable confident, impactful and agile use of digital tools and approaches.
Tier 3	Manages the implementation of digitally enhanced fundraising plans and contributes to the organisation's digital strategy. Identifies areas of improvements to the infrastructure that will enhance digital effectiveness. Contributes to implementing organisational and cultural development and/or change.	Manages the implementation of integrated fundraising activities and plans. Contributes to the organisation's Digital Strategy and implements change and improvements through supporting focused training, recruitment, and opportunities for professional development.
Tier 2	Assists and contributes to the implementation of digitally enhanced fundraising activities. Is engaged in own continuous digital development and can identify areas for improvement and increased impact. Is aware of digital trends and sponsors' digital practice and uses it to inform practice.	Develops and contributes to the embedding of digitally integrated fundraising activities. Effectively uses analytics and recognises trends and their potential impacts. Understands and uses core digital tools for fundraising and champions the development of integrated fundraising.
Tier 1	Recognises the importance of enhancing fundraising plans through digital activities. Seeks to improve own skills and understanding and can explain the importance of cyber security and ethical digital practice.	Recognises the importance of integrating digital fundraising activities. Seeks to improve own skills and understanding and can explain the importance of the effective use of analytics and digital tools for impactful fundraising.

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9. Financial management

Areas of knowledge and skill		
	9.1 Competence: Managing financial processes	9.2 Competence: Using financial systems effectively
Tier 4	Reviews, monitors, improves and assures financial accounting and reporting within the organisation. Ensures the team/ department/ organisation meets financial regulations and legislation and delivers strategic goals and business plans.	Defines, organises and streamlines systems to provide information, data and accounts. Ensures organisational financial security and sustainability and delivers strategic goals and business plans.
Tier 3	Collaborates with others and delivers effective financial controls. Ensures budgeting and accountability for individuals and within teams and/or departments. Contributes to identifying and managing issues and concerns.	Manages and reviews systems and software to ensure the collection, analysis and control of individual, team and/or department budgets. Contributes to organisational plans and targets.
Tier 2	Contributes appropriately and reliably to the recording, verification, reporting and managing of transactions related to own and group/team activities.	Assists and supports in team activities related to budgetary and regulatory systems. Contributes to recognising and rectifying any issues or concerns.
Tier 1	Recognises the importance of financial processes involved in own and team activities. Takes due diligence to comply with financial processes fully. Understands own role and demonstrates compliance.	Supports and engages with financial systems relevant to own activities and can explain the importance of them. Can demonstrate compliance and understanding.

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9.3 Competence: Developing and implementing an audit of fundraising activity

-
- Tier 4** Engages fully with the development and delivery of organisational audits and where appropriate acting as an advisor and/or critical friend. Measures and evaluates the impacts of the audit including developing key performance indicators and benchmarking or equivalent.
-
- Tier 3** Constructs and delivers an analysis of the group/ team/department utilising gathered information and data including budgets and financial reports from the organisation. Organises, shares and communicates the outcomes. Identifies and agrees areas of development or closure. Implements plans having gained organisational approval.
-
- Tier 2** Gathers information, data and other material for audits or other reports. Demonstrates an understanding of the structure and approach of auditing. Utilises the organisations own information, identifies competitors, potential partners and provides relevant data and information. Supports with some analysis and assisting in recognising new opportunities for growth.
-
- Tier 1** Supports the gathering of data, information and other material for audits. Can explain the purpose of auditing, how to develop one and the importance of carrying out audits. Can explain the importance of the fundraising team to the organisation and meeting organisational goals.
-

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10. Governance and compliance

Areas of knowledge and skill		
	10.1 Competence: Governance	10.2 Competence: Compliance
Tier 4	Ensures that high quality fundraising practice and regulatory and legislative frameworks are in place or are enacted through the organisations policies and procedures. Monitors and evaluates organisational conformance and ensures routes of accountability are clear, effective and used.	Ensures the regulatory and legislative frameworks are in place or are enacted through the organisations policies and procedures. Monitors and evaluates organisational compliance and ensures routes of accountability are clear, effective and used.
Tier 3	Establishes high expectations in teams and individuals. Ensures training and development is available, monitored and reviewed. Develops a collaborative approach to enable individuals and teams to have access to specialist or experienced support and guidance around issues of non-conformance.	Establishes high expectations in teams and individuals, ensures training and development is available and ensures it is monitored and reviewed. Recognises that issues of non-compliance may place the organisation.
Tier 2	Recognises the importance of effective governance for the organisation and can identify areas of conflict and/or non-conformance. Raises issues and concerns appropriately and in a timely way. Able to work independently and understands when to seek support or guidance.	Recognises the importance of compliance and can identify areas of conflict or non-compliance and raises the issue appropriately and in a timely way. Able to work independently and understands when to seek support or guidance.
Tier 1	Understands and meets requirements established through organisational processes, procedures and codes of practice. Can articulate why policies and procedures are essential for the organisation. Seeks guidance and support where appropriate.	Understands and meets requirements established through organisational processes, procedures and codes of practice. Can identify where legislative and regulatory requirements are embedded into organisational procedures. Seeks guidance and support where appropriate.

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BEHAVIOURS AND ATTITUDES

This section articulates indicators around key behaviours and attitudes demonstrated by fundraising professionals. In most cases the descriptors are accumulative, and fundraising professionals are encouraged to self-reflect – individually or with colleagues – around where they currently sit against these indicators so they can identify areas for improvement.

Core behaviours and attitudes are being: **ethical**, **empathetic**, **innovative**, **resilient**, and **inclusive**. We would encourage all fundraising professionals to reflect on these areas as they are central to both effective organisations and fundraising.

Behaviours and attitudes

	How do I demonstrate: Ethical behaviour	How do I demonstrate: Innovative behaviour
Tier 4	You can explore and challenge issues, situations and organisational practice appropriately and effectively. You can challenge and explore your own practice and engage fully with others in the exploration of improving ethical practice in the workplace.	You can contribute to organisational structures and development plans to promote fundraising innovation. You can create appropriate environments for innovation to occur and support effective management of change to enable effective innovation.
Tier 3	You recognise the principles of ethical practice and can explore complex ethical issues with colleagues, managers and others appropriately. You contribute to the organisations monitoring and evaluation processes relevant to ethical practice	You are aware of theories of innovative/creative fundraising practice and can use research and other data to support innovation within the workplace. You can support teams to develop innovative practice and encourage and motivate individuals appropriately.
Tier 2	You work with the guidelines and requirements of relevant legislation, regulations and codes of practice and can explain the way you meet the requirements. You can identify situations when discussions with colleagues and your line manager would be useful or essential.	You can apply new knowledge and new ideas both individually and within a team. You implement change effectively and are able to contribute possible ways to improve existing practice. You can develop your ideas to support meeting team and department goals.
Tier 1	You can explain what it means to be ethical in your role. You can also explain the organisations expectations around ethical practice.	You can give examples of innovative practice in fundraising and are able to explain why it is important to organisations. You can explain how you use new knowledge to create new ideas and discuss examples of your fundraising practice.

Behaviours and attitudes

How do I demonstrate: Empathetic behaviour

How do I demonstrate: Resilient behaviour

Tier 4 You can see other people's understanding of the world and appreciate them fully. You are aware of other cultures and religions, that other people have very different experiences, and these may have impacted on them significantly. You are sensitive to others and yourself and can seek advice, guidance and information even if it is challenging for you.

You are self-aware and appropriately confident of your abilities, behaviours and understandings. You can ask for help, advice and support in challenging situations. You seek connections with others, have positive relationships with colleagues and others and can appropriately provide support, challenge, assistance and encouragement to others. You can manage strong emotions, both your own and others and can manage crisis effectively, returning to a pre-crisis state quickly.

Tier 3 You understand others have different needs and perspectives from you and can withhold negative judgements. You can appropriately share your own feelings, experiences and understandings and you can focus your attention outwards while practicing self-care.

You are self-aware and can understand other's actions and feelings. You communicate well with others and you can problem solve with others and individually. You have a good sense of purpose and can plan, anticipate issues and identify solutions. You can identify positive outcomes and experiences for yourself and at times, others.

Tier 2 You demonstrate your empathy through listening closely and checking your understanding: you are aware of non-verbal expression of feelings in yourself and in others. You offer support and assistance appropriately and with sensitivity of others and you understand your own needs of self-care.

You are aware of the reasons for difficult situations and you can recognise your own and others emotional responses to the situations. With support you can explore new ways of managing difficult situations and you are able to identify solutions or new ways of interacting with others.

Tier 1 You can explain what is meant by empathy and you can explain how you would show empathy. You listen to others and understand that they may have a different view of a situation or a different set of values than your own.

You can give examples of resilient behaviour and identify how you behave or could behave that would support you to be resilient. You can explain why resilience is important for you personally and for you as a fundraiser. You can explain why resilience is important to the organisation and to your team.

Behaviours and attitudes

	How do I demonstrate: That I am inclusive	How do I demonstrate: That I use my initiative
Tier 4	You can manage imposed situations effectively recognising the positive aspects of change and difference. You are confident in personal risk taking and actively seek to understand and develop from your own and others cultural differences. You can challenge other's and your own inappropriate or unacceptable behaviours in relation to cultural (and other) differences.	You help others recognise their skills and abilities, give praise and recognition and give credit to others when appropriate. You frequently give regular status updates of projects and activities unasked and you identify long term plans and work towards completing them. You are aware of organisational plans and strategic goals and identify new ways to contribute to achieving them.
Tier 3	You can embrace and/or seek change and difference. You can work closely and effectively with teams of people recognising and valuing difference. You seek to develop your cultural understanding and can challenge your own and other's assumptions.	You are considered and thoughtful about your own work and frequently quality check your activities and outcomes. You share your own ideas and champion others where appropriate. You anticipate problems and problem solve seeking the support of others when needed.
Tier 2	You welcome difference and ambiguity and can examine your own assumptions and bias when you become aware of it. In your team you make sure all voices are heard and you are able to find positive aspects of every team member's contribution.	You systematically take opportunities to improve your own work and to offer to support others in theirs. You are an effective team member and frequently seek to understand how systems and processes work. You offer to carry out additional work or be involved in projects that are additional to your existing role.
Tier 1	You can explain what is meant by being inclusive and can explain why inclusivity is important for the organisation and fundraising. You are tolerant of difference and seek to understand people's different cultures, ideas and experiences.	You are able to explain what initiative is and how you could show your initiative in your workplace. You can give examples of using your initiative and support colleagues and others appropriately to use their initiative.

Behaviours and attitudes

	How do I demonstrate: Responsible behaviour	How do I demonstrate: That I am creative
Tier 4	You can support the organisation in developing individuals and teams to take responsibility and to act with minimal supervision. You ensure a blame free culture to promote trust and confidence in teams and individuals. You support the organisation to provide proactive supervision and training to promote the development of individuals.	You can contribute to organisational structures and development plans to promote creativity and creative solutions. You can create appropriate environments for creativity to occur and support effective management of change to enable creative solutions to be implemented fully.
Tier 3	You can anticipate issues and difficult situations and take responsibility for managing them without inappropriately involving others. You can promote others taking responsibility through assessing capability and encouraging realistic risk taking and giving trust.	You can identify opportunities for development and change to promote fundraising and improve the outcomes of fundraising. You can perceive the world in new ways or work with a team, to find patterns, to make connections between seemingly unrelated phenomena, and to generate solutions.
Tier 2	You can demonstrate taking responsibility appropriate to your role and you are able to work without day-to-day supervision. You are able to tackle difficult tasks and situations effectively and understand when to seek guidance or support.	You are involved in creative practices as an individual or as a member of team and can explain your role. You can identify new ways of working or ways of developing existing processes and activities. You are able to turn new ideas into reality either on your own or with the support of the team and/or organisational systems.
Tier 1	You can explain why taking responsibility in the workplace is important. You can explain the relationship between responsibility, trust and accountability and explore how it is important to your role. You can identify areas where you take responsibility.	You understand the role creativity has in fundraising and in the workplace and you can explain how your role would benefit from creative practice. You can explain in some detail examples of creativity in fundraising.

Behaviours and attitudes

	How do I demonstrate: Compassionate behaviour	How do I demonstrate: Courageous behaviour
Tier 4	You develop and sustain a working environment of genuine supportive care with opportunities for individuals to engage in committed and connected work practices. You are flexible and adaptive with a focus on collaboration, self-care and a balanced approach.	You are motivated by a commitment to excellence and seek to promote it in the workplace. You lead on development and change in fundraising and you are proactive in the workplace. You encourage and support others to engage fully and you encourage a culture of constructive and healthy debate.
Tier 3	You demonstrate compassion through supporting, empowering and enabling others in teams and individually. You are authentic in your relationships with others and promote a culture of trust and care.	You are authentic and genuine in your interactions with people and recognise the importance of kindness in the workplace. You identify when there may be performance issues in yourself and others and you seek to address those issues appropriately. You hold yourself and others accountable and openly engage with praise and seeking ways to improve.
Tier 2	You can engage in self-care and in the care of others. You can demonstrate care of others in a variety of ways including being aware of others hurt and distress and understanding why people feel this way. You seek to relieve their distress appropriately. You recognise the importance of compassion in your relationship with others in the workplace and with stakeholders and beneficiaries of fundraising.	You are sensitive and aware of others while engaging fully with issues and concerns. You communicate openly and frequently with others and find ways to effectively say what you feel needs to be said. When decisions have been made in the team or by the organisation you implement and seek to progress the decisions fully. You raise issues and concerns appropriately and seek to create solutions and positive outcomes.
Tier 1	You can express your understanding of compassion and explain why it is important to fundraising, to your role and to the organisation. You are able to explore with others the way you can demonstrate compassion in the workplace.	You can explain what is meant by being courageous in your role and you are able to explain why being courageous is important to the organisation and to fundraising. You recognise the positives in yourself and in your colleagues and give credit and praise to others in the workplace. You seek feedback on your practice, and you listen and engage openly.

Behaviours and attitudes

How do I demonstrate: That I can influence

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- Tier 4** You are committed and motivated to excellence in the workplace and you seek to support others and yourself to achieve it. You led on change to create a culture that supports fundraisers to engage fully and appropriately. In difficult situations you focus on actions rather than the argument or issues and you seek to be neutral and objective.
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- Tier 3** You are thoughtful and genuine in your interactions and you give time and attention to people. You are flexible and adaptive while maintaining a focus on outcomes that are positive for the individuals concerned, the team and the organisation. You focus on positive outcomes and seek to maintain an engaged approach.
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- Tier 2** You understand the importance of being assertive and positive in your interactions with colleagues and others in fundraising settings. You demonstrate your reliability through consistent and appropriate actions, and you are responsive to others rather than reactive.
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- Tier 1** You are able to explain why being able to influence people and situations is important in fundraising and for the organisation. You can identify where being effective in influencing would be important in your role and you are able to identify situations where you may be able to adopt different approaches beneficially. You seek to build trust with your colleagues and others in the workplace and can celebrate others success.