



Capability Framework

Introduction and Scope

At Metaverse VR (MVR) we're ambitious both for realising our business goals and fulfilling your potential. We encourage curiosity, are open to ideas and want you to feel comfortable and at your best by being authentically you. If you want to develop, we will support you to have a successful career with us.

Our "Capability Framework" has been created to provide you, your line manager and recruiters with the greatest possible clarity on the core attributes and skills each employee should aspire towards in their current role and provide guidance to support development and progression within MVR.

Every role within MVR has been mapped to the framework. All employees are encouraged to familiarise themselves with the guidance, which lays out what is expected of you in your current role and will help you understand how you develop yourself and excel at MVR.

Our Approach

Our "Capability Framework" has been specifically designed to embed our company values and support the achievement of our goals and overall mission.

The framework outlines the core attributes (behaviours) and skills to be exhibited, as well as the contribution and impact expected from you, to be successful in role.

The framework is designed to support a development-oriented relationship between you and your line manager and will act as an invaluable guide for you, providing a clear overview of the attributes, conduct and skills which will be valued, recognised and rewarded.

Purpose

The purpose of this framework is to help:

- Recruit and promote employees more effectively
- Identify skills or development gaps, in your current role or a role you are working towards
- Support performance management, ensuring it is carried out in an efficient, fair and standardised manner
- Ensure you are recognised for your expertise and contribution
- Identify and provide tailored training and professional development, and
- Inform effective succession planning.

How does the Capability Framework work?

The framework defines core attributes applicable to all roles and optional “attributes and skills” which have been mapped to each role based on the capability level required to perform the role.

For each “core attribute” and optional “mapped attributes and skills”, we have defined the level of capability required (what good looks like) at 4 different levels to establish a consistent set of guidelines, or benchmark standard, against which everyone can be measured. The 4 levels are defined as follows:

1. **Building Foundations** – applicable to newly appointed or promoted employees
2. **Demonstrating Capability** – applicable to employees established in role
3. **Enabling and Advising** – applicable to either an SME or line manager
4. **Inspiring and Mobilising** – applicable to employees in leadership roles

These 4 levels equate to increasing levels of responsibility, accountability, impact, and contribution to the business. We recognise and value roles in this way as it directly links to our success in achieving our aims, elevating our reputation, and safeguarding our future.

To help you familiarise yourself with the framework, we have set out the following guidance:

- The narrative in the boxes under each level, e.g., “Building Foundations”, describes the capability level required for you to meet the attribute or skill requirements for that aspect of your current role.

Capability required under “Building Foundations” level

Curiosity
Learning mindset, expansive thinking, not standing still
Responsibility, Accountability and Impact (Priority), seek initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
Building Foundations You are curious about why things are done the way they are. You seek opportunities to share experiences and learn from colleagues. You demonstrate an authentic interest in others and share this with the team. You share learning and insights with the team. You remain open-minded when challenged with new information and ideas. You are open to learn more about your role and objectives.	Demonstrating Capability You demonstrate knowledge, curiosity and a willingness to learn. You seek questions, insights and challenges to learn from others. You seek opportunities for self-development and learning through the team and wider group, seeking your own development and learning opportunities. You demonstrate knowledge to find new ways of working and improving the team and wider group, seeking your own development and learning opportunities. You willingly take on requests to support the team and wider group, seeking your own development and learning opportunities.	Enabling and Advising You enable an effective coaching style to support the team and wider group, seeking your own development and learning opportunities. You demonstrate skills and knowledge to offer to support the team and wider group, seeking your own development and learning opportunities. You provide insight and expertise on industry trends and developments, seeking your own development and learning opportunities. You provide insight and expertise on industry trends and developments, seeking your own development and learning opportunities.	Inspiring and Mobilising You role model suitable for taking the team to the next level, seeking your own development and learning opportunities. You share your own development journey, seeking your own development and learning opportunities. You provide insight and expertise on industry trends and developments, seeking your own development and learning opportunities. You provide insight and expertise on industry trends and developments, seeking your own development and learning opportunities.

- The capability level for each attribute or skill increases on a cumulative basis as you move left to right across the page, e.g., if your role has been mapped to level 3 (“Enabling and Advising”), you should be fulfilling all of the requirements laid out in “Building Foundations” and “Demonstrating Capability” as well as “Enabling and Advising”

Capability required under “Enabling and Advancing” level

Curiosity
Learning mindset, expansive thinking, not standing still
Responsibility, Accountability and Impact (Priority), seek initiative, benefit to wider team / adding value)

Building Foundations	Demonstrating Capability	Enabling and Advising	Inspiring and Mobilising
Building Foundations You are curious about why things are done the way they are. You seek opportunities to share experiences and learn from colleagues. You demonstrate an authentic interest in others and share this with the team. You share learning and insights with the team. You remain open-minded when challenged with new information and ideas. You are open to learn more about your role and objectives.	Demonstrating Capability You demonstrate knowledge, curiosity and a willingness to learn. You seek questions, insights and challenges to learn from others. You seek opportunities for self-development and learning through the team and wider group, seeking your own development and learning opportunities. You demonstrate knowledge to find new ways of working and improving the team and wider group, seeking your own development and learning opportunities. You willingly take on requests to support the team and wider group, seeking your own development and learning opportunities.	Enabling and Advising You enable an effective coaching style to support the team and wider group, seeking your own development and learning opportunities. You demonstrate skills and knowledge to offer to support the team and wider group, seeking your own development and learning opportunities. You provide insight and expertise on industry trends and developments, seeking your own development and learning opportunities. You provide insight and expertise on industry trends and developments, seeking your own development and learning opportunities.	Inspiring and Mobilising You role model suitable for taking the team to the next level, seeking your own development and learning opportunities. You share your own development journey, seeking your own development and learning opportunities. You provide insight and expertise on industry trends and developments, seeking your own development and learning opportunities. You provide insight and expertise on industry trends and developments, seeking your own development and learning opportunities.

- You are encouraged to refer to the Capability Framework to support your personal development. The framework will help you to identify attributes or skills to work on in your current role, or develop towards, if you would like to be considered for future opportunities or promotion.
- Within the booklet you will notice that a number of the attributes or skills have a “Key” included at the top of the page. This means they are only applicable to roles which have a people leadership or influencing focus to them.

- LMS** Line Managers
- SMEs** Subject Matter Experts
- PMs** Project Managers
- Leaders** Leaders

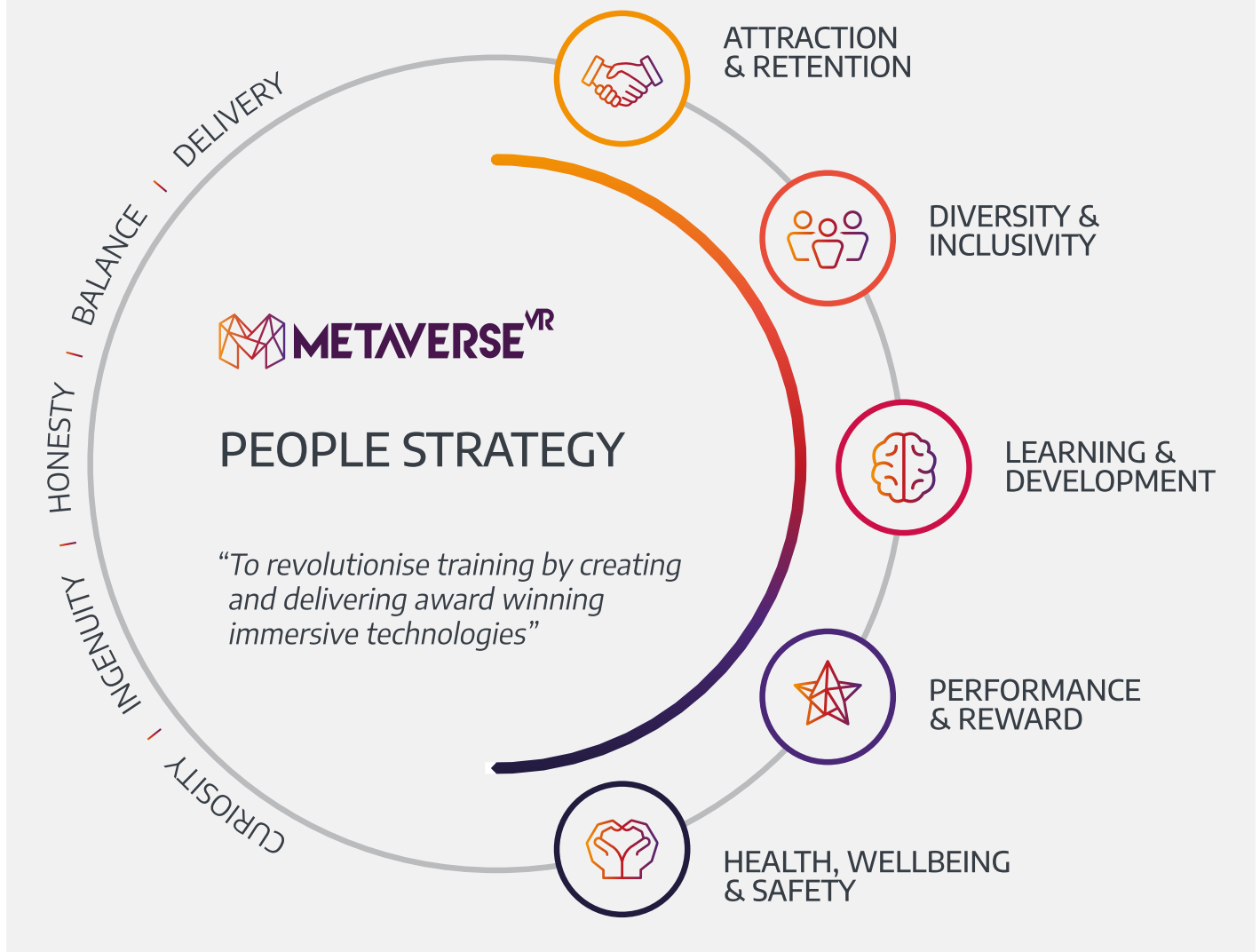
Please note: As a business we are very supportive of helping you to reach your potential. Courses or other development activity may be business funded provided there is a clear business benefit from doing so. Equally, the attainment of new skills and attributes will only be formally recognised and rewarded where there is a clear business need and benefit.

Benefits of using our Capability Framework:

Our “Capability Framework” has been designed to help align your skills, capabilities and knowledge with our overarching goals and mission statement, resulting in business improvements and efficiency levels.

The “Capability Framework” has been designed to underpin key areas of our Employee Lifecycle (shown below)

The Capability Framework underpins the Employee Lifecycle:



Specifically, the framework will support employee lifecycle activities in the following ways:

1. Recruitment

The ability to demonstrate consistency of approach and criteria in recruitment decisions is key, and the Capability Framework will inform role profiles and interview questions to ensure a fair and equitable process is adopted. Enabling MVR to assess transferable skills and identify required behaviours regardless of experience or career backdrop.

Having a clear and well-defined capability framework will support effective recruitment processes. The framework will underpin all job descriptions as well as form the basis of the selection criteria and tools, allowing for greater clarity on skills, knowledge and attributes required for both recruiters and candidates.

Decisions on whether to hire or promote will be based on an individual's performance during formal and informal assessments against the capabilities outlined within the framework.

2. Learning and Development

We believe and invest in our employees to develop and progress. Having a clearly defined, capability framework will allow you and your line manager to identify potential gaps in knowledge, skills and personal attributes, providing effective and timely learning and development interventions. The framework also provides clarity around career paths and what you need to work on and demonstrate to put yourself in a strong position for promotion or progression, enabling you to take ownership of your own development needs.

As well as being encouraged to have regular check-ins with your line manager, you will have an annual Performance Development Review meeting, during which you will talk about skills, attributes and development opportunities based on any identified skills gaps and/or progression goals. The results of this review will feed into your development plan, aimed at developing new capabilities with a view towards progression within role or a promotion or move to a different role.

3. Performance Management

To ensure you have clarity on what is expected of you in your role, you and your line manager can reference the framework to benchmark your attributes and skills against the company wide standard for the role you are in or for the one you aspire to be in.

As such, the framework can be used as a guide to support performance expectation setting and performance management activity. In fact, our "Capability Framework" has been designed to work alongside our "Performance Management Policy and Procedure", which can be found on our Sharepoint.

You should have a "Personal Development Plan (PDP)" to help you progress towards your next career or personal development goal. Please revisit your plan at regular intervals with your line manager, to ensure you are getting the support you need, as well as giving you the opportunity to raise any queries. Your PDP can include short-term aims linked to your current objectives or the nature of your project, together with longer term aims in support of your career development and aspirations.

4. Recognising Success

MVR performance is measured against the achievement of organisation-wide goals set and communicated throughout the year by the leadership team.

Our intention is to be able to reward you for your hard work, performance and contribution towards our collective success. The ability to recognise success at an individual level, is key for the overall success of MVR, and the framework sets the standard expected ensuring a fair and equitable approach to performance reviews and reward allocation. So, if you are proactive and use your initiative, and your actions and contributions benefit your colleagues or our customers, this will be recognised.

5. In Summary

“Capability Frameworks increase clarity around performance expectations, career pathways and establish a clear link between individual and organisation performance”

Toby Everitt

To be most effective, you are encouraged to reference the Capability Framework on a regular basis, as it will support you and your line manager to maximise your potential and contribution as an MVR employee.

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