



Clarence High School

# VISION, MISSION, VALUES & COMPETENCY FRAMEWORK



# Introduction

**Vision, Mission, Values** and **Competencies** are the strategic building blocks of any successful institution's performance. Vision describes the desired future state every stakeholder aspires to in the future. Mission articulates the reason for an institution's existence. Values are the motivators that shape every decision the stakeholders takes acting like the guiding star. Competencies are the observable behaviors and the leading indicators that must be demonstrated by all to take the institution where it wants to be.

This document articulates the Vision, Mission, Values and Competencies in order to create a shared understanding across the institution. These will also serve as the common language and objective parameters for communicating and measuring performance alignment.

This document will provide all stakeholders with a clear definition of **desired high performance**. The document has been co-created by a team comprising representatives of all the stakeholders. This document has been developed using a scientific and systematic process.

It is also going to be the reference document to help in the objective assessment of a staff's strengths and development needs, add greater objectivity and quality to the developmental feedback and thus focus on each staff's development and growth plan. This framework will be incorporated in the process and tools in: **Recruitment & Selection, Performance Management, Training & Development and Succession or Career Planning.**



# Definitions

- **Competency**
  - Cluster of behaviors that all staff are required to exhibit on a day-to-day basis to achieve the vision. These are observable behaviours that ‘make a difference’ and differentiate them from average performers
- **Behaviour Indicators**
  - Micro behaviors that demonstrate the competency in specific situations. Any competency finally translates into action through demonstration of these behavioural indicators
- **Values**
  - Values shape the culture and define the character of an institution. They shape the guiding principles and beliefs that motivate people in their quest for realizing the vision. They guide staff behaviour choices and decision making





# Vision

To be a pioneering quality and holistic education provider, meeting the diverse needs of every student, in an enjoyable, secure, inclusive and Christ-centered environment, to enable them become world-class citizens, doing their utmost for the highest.



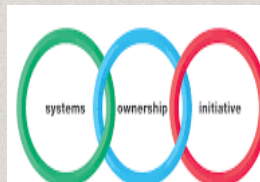
## Mission

Clarence High School is an institution of excellence, where trained and caring facilitators empower students to realize their full potential by nurturing their talents and offering a varied curriculum. Clarence High School uses innovative teaching methods and the latest technology, thus creating influential society builders who are ready to face challenges.



Clarence High School

# Values



**CHRIST  
CENTEREDNESS**

**TEAMWORK**

**RESPECT**

**INTEGRITY**

**ACCOUNTABILITY**

**DISCIPLINE**

**CREATIVITY/  
INNOVATION**



# Values

*Our five values breathe life and character into Clarence High School as an unique institution. These values are considered important for us to achieve our vision and drive our mission. It gives us energy, motivation, resolve and direction when faced with challenges and strength to succeed together as an institution*

<b>TEAMWORK</b>	<b>ACCOUNTABILITY</b>	<b>CHRIST CENTEREDNESS</b>	<b>INTEGRITY &amp; DISCIPLINE</b>	<b>INNOVATION</b>
<ul style="list-style-type: none"> <li>-Working collaboratively and with dedication</li> <li>--Ensuring clarity of roles and responsibilities</li> <li>-Ensuring shared decision-making</li> <li>-Providing periodic feedback including appreciation</li> <li>-Showing willingness to go the extra mile</li> <li>-Harnessing diverse skills and opinions</li> </ul>	<ul style="list-style-type: none"> <li>-Allocating responsibility for action in unique ways to get results</li> <li>-Accepting ownership for results as promised</li> <li>-Allocating responsibility based on strengths</li> <li>-Reporting progress regularly</li> <li>-Showing intolerance to safety violations/ excuses /blame/gossip</li> </ul>	<ul style="list-style-type: none"> <li>-Showing unconditional love, compassion and empathy</li> <li>-Demonstrating dedication in all actions</li> <li>-Placing others' interest before your own</li> <li>-Forgoing perks and privileges for betterment of others</li> </ul>	<ul style="list-style-type: none"> <li>-Doing what is right even when no one is watching.</li> <li>-Stopping others from doing wrong</li> <li>-Ensuring rules and regulations are followed</li> <li>-Standing up for what is right using a fair and impartial approach</li> <li>-Remaining open and transparent</li> <li>-Making responsible use of resources</li> </ul>	<ul style="list-style-type: none"> <li>-Doing things unconventionally for better results</li> <li>-Brainstorming for unconventional ideas</li> <li>-Encouraging risk taking</li> <li>-Learning from failures</li> <li>-Developing a growth mindset to be in a learning zone regularly</li> <li>-Showing wiliness to change</li> </ul>





# Competencies

**Collaboration  
& Teamwork**

**Result  
Orientation**

**Respect for  
Others**

**Integrity &  
Discipline**

**Creative  
Problem  
Solving**



## **Our Vision: *What we want to BE?***

To be a pioneering quality and holistic education provider, meeting the diverse needs of every student, in an enjoyable, secure, inclusive and Christ-centered environment, to enable them become world-class citizens, doing their utmost for the highest.

## **Our Mission: *Why we EXIST?***

Clarence High School is an institution of excellence, where trained and caring facilitators empower students to realize their full potential by nurturing their talents and offering a varied curriculum. Clarence High School uses innovative teaching methods and the latest technology, thus creating influential society builders who are ready to face challenges.

## **Our Values: *What is important to us that will GUIDE our actions?***

**TEAMWORK**

**ACCOUNTABILITY**

**CHRIST  
CENTREDNESS**

**INTEGRITY**

**INNOVATION**

## **Our Competencies: *What will we specifically SAY/DO?***

**COLLABORATION  
AND TEAMWORK**

**RESULT  
ORIENTATION**

**RESPECT  
FOR OTHERS**

**INTEGRITY  
AND DISCIPLINE**

**CREATIVE  
PROBLEM SOLVING**



## COLLABORATION & TEAM WORK

Creates a culture of mutually supportive relationship amongst all where going the extra mile is encouraged for achieving shared goals, with participatory decision-making, helpful feedback, team celebrations and celebrating diversity in a harmonious atmosphere

### STAFF

1. Collaborates to achieve both individual and shared goals
2. Ensures that deliverables are clearly understood by all and documented with transparency and trust
3. Invites diverse opinions to improve participatory decision-making
4. Seeks/provides feedback for others' success and acts on it
5. Celebrates team success over individual excellence
6. Volunteers to go the extra mile for team success
7. Utilizes diverse capabilities and skills
8. Resolves conflicts amicably

### LEADERSHIP

1. Establishes collaborative processes to achieve goals
2. Creates a framework to ensure that deliverables are clearly understood by all and documented with transparency
3. Creates a process where diverse opinions are captured during participatory decision-making
4. Sets an example in seeking /providing/ acting on feedback
5. Encourages celebration of team success over individual excellence
6. Sets an example of volunteering to go the extra mile for team success
7. Encourages utilization of diverse capabilities and skills
8. Intervenes to resolve conflicts amicably



## RESULT ORIENTATION

Creates robust implementation plans with allocation of accountability for results and responsibilities for action for each person while ensuring that work allocations are based on strengths and without tolerating any compliance violations

### STAFF

1. Creates robust implementation plan with specific actions for each person to achieve the desired results
2. Ensures that results are defined and owned clearly in an objective and measurable way without any ambiguity
3. Ensures that responsibilities are allocated based on strengths
4. Ensures that progress is reported regularly without reminders
5. Does not tolerate any safety violation/excuses / blame/gossip
6. Intervenes/supports others in a timely manner to meet targets within the timeframe
7. Seeks timely help while persisting with efforts to achieve goals despite setbacks or failures

### LEADERSHIP

1. Ensures creation of robust implementation plans with specific actions for each person to achieve the desired results
2. Creates a framework to ensure that results are defined and owned clearly in an objective and measurable way without any ambiguity
3. Creates a process to allocate responsibilities based on strengths
4. Monitors regular progress reports are provided without reminders
5. Takes preventive/remedial actions for any potential safety violation/excuses / blame/gossip
6. Creates a framework for timely intervention /support to meet goals within the timeframe
7. Encourages timely seeking of help/support without compromising on persistent efforts to achieve goals when faced with setbacks or failures



## RESPECT FOR OTHERS

Creates a culture of valuing others without any discrimination, bias or prejudice, showing compassion and empathy and standing up for the rights of others. Listens actively to make others feel understood, offering to place others' interest before one's own and forgoing perks and privileges for the betterment of others.

### STAFF

1. Values others without any discrimination, bias or prejudice
2. Shows compassion to others especially to the less privileged
3. Listens actively without interruptions
4. Paraphrases and empathizes to make others feel understood
5. Places others' interest before one's own
6. Forgoes perks and privileges voluntarily for betterment of others
7. Stands up for the rights of others

### LEADERSHIP

1. Leads others in valuing others without any discrimination, bias or prejudice
2. Encourages others to show compassion especially to the less privileged
3. Role models active listening without interruptions
4. Sets example in paraphrasing and empathizing to make others feel understood
5. Provides encouragement to place others' interest before one's own
6. Creates a culture of forgoing perks and privileges voluntarily for betterment of others
7. Rewards people for standing up for the rights of others



## INTEGRITY AND DISCIPLINE

Provides support for standing up for what is right and adhering to rules and regulation using fair and impartial approaches. Encourages open communication and responsible use of resources.

### STAFF

1. Stands by doing what is right without fear or favor
2. Intervenes to stop others from doing wrong or breaking rules
3. Adheres to all laid down rules and regulations without dilution
4. Stands up for what is right using a fair and impartial approach
5. Communicates openly in a transparent manner
6. Makes responsible use of resources

### LEADERSHIP

1. Creates a reputation for standing up for what is right fearlessly
2. Creates a framework to prevent others from doing wrong or breaking rules
3. Creates a culture of strict compliance to rules and regulations without dilution
4. Encourages others to stand up for what is right using a fair and impartial approach
5. Encourages open communication with transparency
6. Creates a culture of making responsible use of resources



## CREATIVE PROBLEM SOLVING

Uses unconventional approaches for obtaining better results, using brainstorming to generate out-of-the-box ideas and encouraging reasonable risk taking. Uses a structured approach to learn from failures, with a mindset for continuous improvement and willingness to learn and change

### STAFF

1. Uses unconventional approaches for obtaining better results
2. Uses brainstorming to generate out of the box ideas
3. Encourages reasonable risk taking
4. Learns from failures using a structured approach
5. Encourages continuous learning and improvement
6. Remains open to learning and willing to change

### LEADERSHIP

1. Encourages the use of unconventional approaches for obtaining better results
2. Perpetuates the use of brainstorming to generate out of the box ideas
3. Creates a culture of reasonable risk taking
4. Creates a framework to learn from failures using a structured approach
5. Sets up processes for continuous learning and improvement
6. Encourages others to remain open to learning and willing to change



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