



Cherwell District and South Northamptonshire Councils

An introduction to the Competency Framework

August 2015

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1. Introduction

A competency framework outlines the behaviours that are essential to effective performance in an organisation. Our framework will form a key element of our people management processes, it provides a simple description for 'HOW' we will go about our work and sits alongside our performance objectives and targets (or 'WHAT' we do).

The use of a framework helps us manage and improve performance and build a better, more effective organisation, by clearly stating what is expected of people and supporting both organisational and individual development.

Our framework is made up of behavioural competencies, which are concerned with how we perform our roles, how we apply our knowledge and how we meet our performance objectives. In the longer term the framework will be applied to a variety of people management processes and it will enable us to easily and clearly identify the competencies and behaviours that will help us deliver our strategic priorities and drive successful performance.

The main purpose of our competency framework is to give individuals the opportunity to understand how their individual competencies map onto the competencies required for their role. It also provides visibility of the competencies required across the organisation to support transformation and improvement, culture change, workforce planning, career development, internal development opportunities and recruitment.

2. Overview of the Competency Framework

Our updated competency framework develops the approach we already use for appraisals, in fact many of the competencies are similar and the format also reflects our previous approach.

The framework sets out seven core competencies that link into the councils' long term strategic objectives and organisational values, these competencies will apply to all council employees. In addition there are four further competencies for managers.

To make the framework easier to use the competencies are made up of a number of key themes and under each of these themes are a number of indicators which outline the type of behaviours, actions and attitudes expected at each level of competence.

Table 1 below outlines the core competencies, with a brief description of each and the key themes that underpin each competency. In appendix 1 the competency is set out in more detail with a description and more detailed indicators of competency under each level.

Table 2 outlines the additional management competencies. These apply to employees in a management or leadership role, these are roles which have full accountability for all elements of the delivery of a service, consistent with the councils' strategic and commercial objectives, as well as the management of staff including: accountability for quality and

quantity of work; the co-ordination and the management of complexity of activities; discipline, welfare, performance, training and development.

Table 1: Core Competencies

Core Competencies	Key Themes
Communication	<ul style="list-style-type: none"> • Style • Method • Influence and Persuasion • Messages
Performance and Outcome Focus	<ul style="list-style-type: none"> • Performance Management • Planning and Organising • Self-Management
Customer Focus	<ul style="list-style-type: none"> • Customer Needs • Customer Relationship Management
Innovation, Continuous Improvement and Problem Solving	<ul style="list-style-type: none"> • Innovation • Continuous Improvement • Problem Solving
Collaborative Teamwork	<ul style="list-style-type: none"> • Collaboration and partnership working • Team Relations • Team Effectiveness
Financial and Commercial Awareness	<ul style="list-style-type: none"> • Finance and Budget Management • Recognising Opportunities • Business Acumen
Expertise and Self-Development	<ul style="list-style-type: none"> • Job / role expertise • Professionalism and Continuing Professional Development / Self-Development

Table 2: Management Competencies

Management Competencies	Key Themes
Managing People and Change	<ul style="list-style-type: none"> • Managing Expectations • Managing Change • Managing People Performance • Managing People Development • Policies and Procedures

Collaborative Leadership

- Personal Impact
- Organisational Culture
- Organisational Vision
- Stakeholder Management
- Decision Making, Judgement and Political Acumen

Strategic Thinking

- Organisational Awareness
- Political Awareness
- External Focus / Horizon Scanning
- Strategic Thinking and Planning
- Reputation Management

Commercial Focus

- Commercial Vision
- Commercial Culture and Mindset
- Commercial Opportunities
- Commissioning

The definition of 'manager' is: employees in a management or leadership role, with full accountability for elements of the delivery of a service/function, consistent with the councils' strategic and commercial objectives, as well as the management of staff including: accountability for quality and quantity of work; the co-ordination and the management of complexity of activities; discipline, welfare, performance, training and development.

3. How will the competency framework be used?

An effective competency framework can be used for a variety of people management and organisational development purposes, these range from workforce planning and career management to appraisals, performance management and recruitment.

Currently we use competencies as part of the appraisal scheme. In the fullness of time (and subject to further consultation) we also anticipate using the competency framework for other HR and organisational development processes, examples include:

- Competencies and job role-profiling (identifying which competencies, at which level are key to job roles)
- Competency-based recruitment
- Competency-based performance management such as:
 - Appraisals
 - Probation
 - Performance review, capability management
- Competency-based Learning and Development such as:
 - Personal development plans
 - Team development

- Career planning
- Workforce planning
- Training needs analysis and planning training/development activities

As part of the councils' transformation programme an action plan for the organisational development strategy is being developed and the wider use of the framework will be considered when this plan is prepared. Areas where the framework will be used in the first instance will be appraisals and recruitment. Any wider use of the framework will be subject to consultation as set out in the council's Organisational Change Policy.

4. What does this mean for me?

As an employee the core competency framework will apply to you and if you are a manager (see definition in table 2) the management competency framework will also apply to you.

It should also be noted that the new scheme has more levels of assessment and also enables mid-point ratings to be given (i.e. ratings of a,c,e,g). This will enable appraisers and appraisees to identify areas of particular strength and also a clearer personal development path (see appendix 1).

As set out above over the next few months an organisational development action plan will be prepared and the wider use of the competency framework will be explored as part of this work. Any changes to HR policy and practice resulting from this work will be subject to further consultation as set out in the councils' Organisational Change Policy.

5. Finding out more

For more information about the competency framework or human resources policies and procedures please contact your HR business partner or speak to your manager.

A full action plan to underpin the organisational development strategy will be developed for launch in the autumn of 2015 which will set out how the competency framework will be implemented with a more detailed timeframe.

Core Competencies

Appendix 1: The competency framework in detail

Communication		Communicates clearly and openly with others in order to inform, instruct, persuade and encourage feedback.							
	A	B	C	D	E	F	G	H	
Style		<ul style="list-style-type: none"> Communicates politely, clearly and confidently. Able to communicate effectively with a variety of people in a various different situations. Listens carefully to information and instructions and requests further information or clarification if necessary. Able to build rapport and talk to people on a personal level. 		<ul style="list-style-type: none"> Understands and applies effective communication skills, i.e.: questioning/listening, body language, humour, timing and plain English. Adapts their style of communication to suit the message and the audience, making sure that the message is fully understood. Encourages two-way communication. Presents both detail and concept in articulate manner. 		<ul style="list-style-type: none"> Communicates calmly and objectively when under pressure. Reads people and situations perceptively and responds accordingly. Interprets and conveys complex ideas and information with clarity to ensure complete understanding. 		<ul style="list-style-type: none"> Creates an environment which encourages effective and open communication. Debates and presents complex and strategic issues, articulating fully to ensure complete understanding. 	
Method		<ul style="list-style-type: none"> Confidently uses the range of available communication methods. 		<ul style="list-style-type: none"> Plans appropriate methods of communication to suit the message and the audience, to ensure the message is received and understood. Ensures that information is passed on accurately up, down and across the organisation. Uses words and phrases which suit the situation, but is mindful of too much use of jargon. 		<ul style="list-style-type: none"> Plans communication processes and disseminates information accordingly. Evaluates the success and impact of different communication methods. Demonstrates judgement in choice of communication methods when responding to unexpected/urgent situations 		<ul style="list-style-type: none"> Sets standards for the quality of the communication processes to be used internally and externally. Contributes to the development of corporate communication strategies. Devises and manages communication plans aligned to communication strategies. 	
Influence and Persuasion		<ul style="list-style-type: none"> Presents their own point of view in a clear and coherent way. Listens to other people in order to understand their point of view. 		<ul style="list-style-type: none"> Builds rapport with colleagues, customers and stakeholders. Able to influence and persuade others by effective use of credible and constructive argument. 		<ul style="list-style-type: none"> Consciously builds relationships with colleagues, customers and stakeholders. Communicates in a way that enthuses and motivates. Has a range of influencing and persuasion skills which are confidently deployed in challenging situations to achieve win-win outcomes 		<ul style="list-style-type: none"> Creates communication channels across and outside the organisation. Communicates in a way that wins support and gains commitment. 	
Messages		<ul style="list-style-type: none"> Informs appropriate people about their activities and other relevant information. Is willing and able to communicate the organisation's visions and values. 		<ul style="list-style-type: none"> Willingly engages with others to represent and promote the organisation's visions and values in a professional and credible way. Proactively and effectively communicates appropriate information to colleagues and stakeholder 		<ul style="list-style-type: none"> Actively seeks opportunities to promote the organisation's vision and values, confidently presents to varied audiences on a range of subject areas. Evaluates the quality and impact of information provided to colleagues and stakeholder. 		<ul style="list-style-type: none"> Shows confidence in promoting the organisation's visions and values, engenders commitment to the ideas they are promoting. 	

Performance and Outcome Focus

Demonstrates a “can do” attitude and focuses energy and commitment on achieving results that are critical to own and organisational success

	A	B	C	D	E	F	G	H
Performance Management		<ul style="list-style-type: none"> • Understands performance targets for self and team. • Achieves expected level of output and quality. 		<ul style="list-style-type: none"> • Takes an active part in discussions regarding team performance and achievement of objectives. • Sees the task/project through to successful conclusion, learning from the process. • Sets goals in a systematic way, breaking them down into tasks. • Delivers quality outcomes 		<ul style="list-style-type: none"> • Measures own performance and performance of team, where appropriate, and constructively explores ways to improve results. • Identifies, celebrates and encourages successful performance. • Consistently delivers quality outcomes and creates a quality-focused environment. • Engages with and encourages colleagues and stakeholders in order to achieve targets. 		<ul style="list-style-type: none"> • Sets realistic and challenging targets and objectives which maintain an atmosphere of high performance and success. • Encourages results by creating an environment which recognises and rewards achievement. • Takes strategic perspective on all aspects of achieving quality outcomes. • Effectively influences and persuades senior colleagues and stakeholders in order to deliver results.
Planning and Organising		<ul style="list-style-type: none"> • Plans and organises own work so that each task has clear objectives, priority and timescale. • Checks the necessary resources/ tools are available to complete own tasks and reports any shortfalls. • Able to manage multiple issues within tight time constraints. 		<ul style="list-style-type: none"> • Regularly reviews progress against targets and keeps relevant colleagues and stakeholders informed. • Actively manages risk of not delivering and plans accordingly. • Monitors resource levels in accordance with scheduled work and resolves or escalates discrepancies. • Demonstrates a flexible approach to changing priorities and objectives. 		<ul style="list-style-type: none"> • Monitors on-going performance against KPIs to ensure delivery. • Plans and manages the resources required to deliver KPIs. • Anticipates threats to success and prepares contingencies. 		<ul style="list-style-type: none"> • Clarifies and communicates the organisation’s plans and objectives for the short, medium and long term. • Is accountable for strategic resource planning. • Calculates risks and takes decisive strategic action to realise the organisational vision.
Self-Management		<ul style="list-style-type: none"> • Demonstrates conscientiousness and commitment to doing a good job. • Displays a “can do” attitude. • Is aware of own skills, abilities and behaviours. • Is aware of own targets and performance. • Demonstrates initiative in getting the job done. 		<ul style="list-style-type: none"> • Demonstrates personal drive and resilience in ensuring they achieve the right result. • Takes accountability for the delivery of personal targets. • Takes accountability for their own contribution towards the delivery of service / organisational targets. 		<ul style="list-style-type: none"> • Accountable for the management and delivery of KPIs. • Demonstrates resilience and tenacity when faced with challenges to delivery. 		<ul style="list-style-type: none"> • Is accountable for the delivery of targets in line with organisation business plan. • Resists pressure (internal and external) to be deflected from achievement.

Customer Focus

Understands the role of the organisation, its communities and the needs and expectations of internal and external customers. Works professionally and innovatively to meet or exceed these needs and expectations

	A	B	C	D	E	F	G	H
Customer Needs		<ul style="list-style-type: none"> Understands who our customers are external (residents, local community, voluntary sector and businesses), and internal Listens to the customer to understand their needs and expectations. Responds appropriately to meet the needs and expectations of customers. 		<ul style="list-style-type: none"> Aware of the implication of all actions affecting a customer's situation or business. Ensures all the relevant resources are in place to meet customer needs. Actively researches and understands customer requirements, expectations and preferences. 		<ul style="list-style-type: none"> Understands the customer's perspective, for example their situation, culture, priorities and language and interacts with them accordingly. Works in partnership with customers to develop improved services. Uses organisation policies, standards and processes to align customers' and organisation needs. 		<ul style="list-style-type: none"> Assesses trends and best practice to identify potential for developing the organisation's services. Understands the impact of local, regional, and national trends impacting on customers and responds accordingly.
Customer Relationship Management		<ul style="list-style-type: none"> Always calm, courteous and polite when dealing with customers. Builds rapport and friendly relationships with customers. Demonstrates a 'can do' approach. When necessary, says 'no' in a nice way. Understands the relationship between the various services and their functions. 		<ul style="list-style-type: none"> Demonstrates enthusiasm and commitment in their dealings with customers. Responds effectively and professionally to customer issues. Accurately assesses impact of decisions on the customer prior to taking action and plans accordingly. Encourages customer feedback to identify opportunities to add value and enhance relationships. Liaises effectively with existing stakeholders and partners. Take a collaborative approach to build trust and confidence. Takes account of inter-connection between internal services. 		<ul style="list-style-type: none"> Continually seeks opportunities to improve customer services standards. Anticipates and plans for issues that will impact on customer relationships. Builds trust, respect and confidence in the customer relationship which permits challenging issues to be openly addressed by both parties. Understands customer relationships and develops them for the overall benefit of the organisation. Gains customer agreement to share responsibility and risk. Understands the strategies and priorities of other services and responds accordingly. 		<ul style="list-style-type: none"> Takes strategic perspective on all aspects of delivering excellent customer care. Identifies, develops and maintains close relationships with key customers/members. Creates strategic alliances which deliver added value to all stakeholders. Obtains commitment from customers at a senior level through effective engagement and co-operative negotiations Develops a culture that engenders customer focus at all levels Steps back from the detail in order to see the organisation-wide picture and evolve suitable strategies.

**Innovation,
Continuous
Improvement and
Problem Solving**

Demonstrates an open mind to challenge traditional approaches in a positive way, develops innovative ideas, solves problems and continually improves performance

	A	B	C	D	E	F	G	H
Innovation		<ul style="list-style-type: none"> Shows some original thinking to develop new approaches Considers if there are new and better ways of getting their job done. Shares observations and ideas with supervisor/manager. 		<ul style="list-style-type: none"> Shows imagination and forward thinking when suggesting ideas to develop their work. Analyses and where appropriate challenges existing ideas. Actively seeking out credible new ideas and approaches. Checks and reviews ideas to ascertain potential benefits and risks. Suggests new or innovative ideas 		<ul style="list-style-type: none"> Demonstrates the ability to think “outside their box”. Does not follow precedents blindly but creates their own when necessary or appropriate Recognises innovative people and includes them in activities as appropriate and is receptive and positive to other people’s ideas. Brings together ideas and manages knowledge to create intelligent solutions which add significant value to the organisation. Tests and pilots ideas to ensure effective implementation and to manage risk. 		<ul style="list-style-type: none"> Demonstrates insightful and strategic innovation to shape and deliver the organisational strategy. Establishes an environment where innovation and creativity flourishes.
Continual Improvement		<ul style="list-style-type: none"> Displays a ‘can-do’ approach to work. Is open to new ideas and keen to find improved and new ways of working. Monitors and maintains own progress against targets/standard, aiming to enhance or improve. Applies lessons learnt to continually improve. Responds to improvement and change in a positive manner and seeks to understand the aims of the change. Actively seeks to minimise waste and improve quality in own area of responsibility. 		<ul style="list-style-type: none"> Identifies and suggests improvements to work methods and seeks feedback on ideas. Helps others understand need for improvement. Demonstrates ability and a willingness to change and improve, keeps an open mind and adapts rapidly to changes in the business environment. Challenges the status quo in a positive way in the pursuit of improvement. Researches and shares best practice in their own area of work. Supports business change management so as to bring about improved working practices. 		<ul style="list-style-type: none"> Uses benchmarking to improve performance and raise standards in line with organisational objectives. Defines new methods of working, documents procedures and embeds new process. Refocuses resources to manage business or process change more efficiently. Promotes a culture of continuous improvement and quality through champions and other means. Networks inside and outside the organisation to increase knowledge, generate improvement ideas and share best practice. Effectively manages improvement and change and uses it as an opportunity to add value to the organisation. 		<ul style="list-style-type: none"> Creates an organisational culture where people learn from their mistakes and are empowered to change and improve. Establishes an environment where measures and standards are consistently improved to meet strategic objectives. Benchmarks organisational performance against leading edge organisations, analyses market trends and sector best practice. Develops strategies for continuous improvement to deliver best-in-class results.

**Innovation,
Continuous
Improvement and
Problem Solving**

Demonstrates an open mind to challenge traditional approaches in a positive way, develops innovative ideas, solves problems and continually improve performance

	A	B	C	D	E	F	G	H
Problem Solving		<ul style="list-style-type: none"> Willingly takes ownership of problems and sees the issue through to resolution. Escalates problems as appropriate. Assists with day to day problem solving. Approaches problems as opportunities. 		<ul style="list-style-type: none"> Delivers a quality service to colleagues and customers and draws on their skills and experience to solve problems. Sees obstacles as challenges to be overcome. Uses questioning and analytical skills to investigate problems and identify potential solutions. 		<ul style="list-style-type: none"> Performs an in-depth analysis to investigate problem areas carefully and finds a suitable commercial solution. Creates an environment which engenders ownership and accountability in relation to identifying, analysing and resolving problem. 		<ul style="list-style-type: none"> Finds rapid solutions to complex and high-risk problems based on professionalism, experience and judgement. Creates a culture where the requirement to overcome obstacles and challenges is anticipated and accepted as integral to the role of the organisation and its staff. Creates a 'no-blame' culture where problems are quickly identified, acknowledged and addressed in a constructive manner.

**Collaborative
Teamwork**

Collaborates and consults with others effectively, in joint pursuit of team and organisational goals

	A	B	C	D	E	F	G	H
Collaboration and partnership working		<ul style="list-style-type: none"> Willingly shares information and offers help and support to colleagues. Happy to share resources with others. Willingly works with and build rapport with colleagues from other services and partners to deliver shared objectives. Works closely with colleagues and partners to create effective solutions. 		<ul style="list-style-type: none"> Proactively works in partnership with colleagues across the organisation, partners and stakeholders to develop joint solutions and deliver shared objectives. Actively participates in working groups to develop best practice processes and procedures Delivers efficiencies and adds value through the appropriate sharing of information and resources. 		<ul style="list-style-type: none"> Involves the team in resolving key organisational issues. Creates effective teams with different services and partners as appropriate to meet emerging needs. Creates a participative, supportive environment in which teams from across the organisation share a commitment to achieve strategic goals. Networks with internal and external teams to identify understand and channel best practice in team working. 		<ul style="list-style-type: none"> Builds alliances inside and outside the organisation, which contribute to the overall success of the organisation Builds and maintains strong collaborative partnerships with key stakeholders and Members. Creates a culture which values and engenders collaborative with stakeholders inside and outside the organisation to overcome obstacles and challenges.

Collaborative Teamwork

Collaborates and consults with others effectively, in joint pursuit of team and organisational goals

	A	B	C	D	E	F	G	H
Team Relations		<ul style="list-style-type: none"> • Enthusiastically engages with colleagues and participates in team meetings or activities. • Makes an effective contribution to the team through appropriate use of interpersonal skills, knowledge and experience. 		<ul style="list-style-type: none"> • Shows sensitivity to moods and atmospheres and acts accordingly. • Gives appropriate credit and recognition to other team members for their contribution. • Encourages team spirit through shared work and appropriate social interaction. • Maintains self-control, focus, and a co-operative and positive attitude even when under pressure. 		<ul style="list-style-type: none"> • Demonstrates sensitivity to colleagues' personal circumstances. • Understands the impact of their own behaviour and style on others and the effect of team dynamics on team cohesiveness and effectiveness. • Creates an environment of openness and honesty which allows others to excel – promotes the success of others within the organisation. • Develops teams through the use of appropriate team building activities. 		<ul style="list-style-type: none"> • Creates an environment to acknowledge and reward success and team achievements. • Encourages a positive team culture in which everyone contributes openly and easily. • Inspires team spirit to support organisation values and strategic aims.
Team Effectiveness		<ul style="list-style-type: none"> • Willing to takes responsibility for particular tasks/issues to help the team achieve its targets. • Ensures all relevant information is communicated to others promptly and accurately. • Demonstrates willingness to undertake new and different tasks and ways of working. • Accepts and implements team decisions even if different from own point of view. • Actively seeks the views of others, drawing on their knowledge and experience. 		<ul style="list-style-type: none"> • Proactively shares information that is of benefit to the team. • Shows a positive attitude to new ways of working. • Understands the work objectives of other colleagues and proactively discusses priorities and progress to ensure delivery of team targets. • Helps to focus team effort and resources on the achievement of team objectives. • Is flexible in their approach and is willing and able to perform different roles in a team. 		<ul style="list-style-type: none"> • Draws together appropriate resources and people to make an effective team. • Helps their team to maintain a focused and calm approach when under pressure. • Encourages feedback and reviews results of change. • Cascades relevant information through the teams ensuring they are properly briefed. • Motivates teams to overcome barriers to effective working. 		<ul style="list-style-type: none"> • Motivates and empowers the team to own and share achievement of the strategic vision. • Engages colleagues in discussing ideas and enables them to turn ideas into action.

Financial and Commercial Awareness

Understands the environment in which the organisation operates and considers the financial and wider commercial implications of their decisions and actions

	A	B	C	D	E	F	G	H
Finance and Budget management		<ul style="list-style-type: none"> • Accurately records financial data. • Aware of the organisation's financial constraints and the importance of meeting financial and operational targets. • Actively seeks to minimise waste in own area of responsibility. • Aware of risks and follows process to minimise them. 		<ul style="list-style-type: none"> • Monitors and reports on financial data on a regular basis. • Understands the organisation's financial constraints and the importance of meeting financial and operational targets. • Understands the importance of risk management and actively seeks to minimise risk. • Contributes to the monitoring of contracts and build constructive relationships with suppliers/partners to support this. 		<ul style="list-style-type: none"> • Monitors, analyses financial data on a regular basis. • Promotes the importance of risk management and identifies and mitigates potential risk. • Effectively manages procurement activities in own area to maximise return on investment and enhance service delivery. • Develops and embeds an effective regime for the management of contracts and the avoidance of contractual issues. • Effectively manages a budget and uses it as an opportunity to add value to the organisation. 		<ul style="list-style-type: none"> • Effectively manages performance and makes informed decisions based on the analysis of financial data and organisational performance against targets. • Ensure a robust risk management regime is in place and adhered to. • Provides strategic leadership and management of organisational procurement activities to maximise return on investment and optimise service delivery. • Evaluates and resolves complex/escalated contractual disputes based on professionalism, experience, judgement and organisational remit.
Recognising opportunities		<ul style="list-style-type: none"> • Understands that delivering good services, to both internal and external customers and partners, represents an opportunity to protect and grow the organisation. • Considers if there are ways to develop and enhance services. • Actively seeks opportunities to make savings in own area of responsibility. 		<ul style="list-style-type: none"> • Identifies potential opportunities for income generation. • Seeks opportunities to make savings in own and related areas of the organisation. • Proactively looks for ways of adding value to services provided without increasing costs. 		<ul style="list-style-type: none"> • Recognises and evaluates potential opportunities for the organisation to generate income by selling services to other organisations. • Recognises and evaluates potential opportunities for the organisation to enhance services and realise efficiencies by commissioning from other organisations. • Develops and implements plans to make financial savings. • Promotes the importance of income generation and cost reduction. 		<ul style="list-style-type: none"> • Develops a culture that encourages others to bring forward ideas to improve competitive advantage and organisational performance. • Tracks government policy and legislation and its potential impact on the organisation's opportunities. • Builds a successful corporate reputation, based on their effectiveness and the effectiveness of their team. • Proactively engages and networks with highly influential industry/market/finance/media players in ways that significantly impacts on the strategic opportunities of the organisation.

Financial and Commercial Awareness

Understands the environment in which the organisation operates and considers the financial and wider commercial implications of their decisions and actions

	A	B	C	D	E	F	G	H
Business Acumen		<ul style="list-style-type: none"> • Understands how operational issues affect the success of the organisation. • Recognises where their individual contribution can add value. • Aware of organisation's structure and its various delivery models. • Keeps up to date with service issues. 		<ul style="list-style-type: none"> • Demonstrates a good knowledge of organisation's various services and how they contribute to organisational goals. • Recognises when work is not profitable or is ineffective; understands the opportunity costs, benefits and risks. • Recognises the importance of service delivery being cost effective. 		<ul style="list-style-type: none"> • Recognises which project and stakeholders are most critical and focuses efforts and resources accordingly. • Looks beyond day-to-day operations to the strategic implications of decisions. • Understands the political environment, the partnering regime and community issues. • Understands the strategic importance of their role and service and its contribution to the success of the organisation. 		<ul style="list-style-type: none"> • In certain circumstances is prepared to 'Lose the battle to win the war' if it means overall gain for the organisation and its stakeholders. • Understands socio-political/economic landscape and pressures and how these impact on the organisation. • Has a clear vision of the organisation's direction and the strategic importance of their role.

Expertise and Self-Development

Demonstrates the appropriate level of specialist knowledge and expertise required to effectively fulfil the role and ensure continuous self/professional development (CPD).

	A	B	C	D	E	F	G	H
Job / role expertise		<ul style="list-style-type: none"> Is aware of the knowledge and skills levels required by their role and is committed to attaining them. Understands and follows the policies and procedures that apply to their role. Identifies when it's appropriate to escalate issues or seek advice from colleagues with more knowledge/ skills. Willingly participates in team and organisational meetings. 		<ul style="list-style-type: none"> Has sufficient knowledge to work on their own initiative, with appropriate support. Recognises the importance of policies and procedures that apply to their role and supports their implementation and development. Takes an active part in departmental / team meetings. 		<ul style="list-style-type: none"> Is very competent in their role and able to train/mentor others. Takes personal responsibility for using knowledge to prioritise activities and drive performance. Involves people in projects and cross-departmental working according to their existing skills and to develop their abilities further. Anticipates and determines training needs arising from organisational change. 		<ul style="list-style-type: none"> Is highly competent in their role, and commands respect based on proven technical ability and consistently performing to the highest standards. Implements and reviews staff succession and development plans in line with organisational goals. Monitors and implements current industry best practice.
Professionalism and CPD / Self-Development		<ul style="list-style-type: none"> Identifies personal strengths and weaknesses and commits to achieve development goals for own improvement. Willingly participates in courses and training sessions as required by the organisation. 		<ul style="list-style-type: none"> Identifies and prioritises their development needs based on personal reflection and by requesting feedback from colleagues and stakeholders. Proactively seeks informal self-development opportunities. Identifies and participates in relevant professional development activities. 		<ul style="list-style-type: none"> Creates a supportive coaching and mentoring environment for staff development. Displays and encourages independent thinking and constructive criticism. Helps others identify their development needs and opportunities through constructive feedback and discussion. 		<ul style="list-style-type: none"> Develops people as successors for key roles. Creates personal and professional development plans that balance the needs of the service, organisation, customers and aspirations of staff. Creates and engenders a learning culture. Looks for every opportunity to empower and develop individuals.

Management Competencies

Managing People and Change

Demonstrates the ability to manage staff performance and development. Sets standards and expectations, recognises and promotes good performance, decisively manages poor performance, encourages staff to develop their knowledge and skills using appropriate opportunities and techniques.

	A	B	C	D	E	F	G	H
Managing Expectations		<ul style="list-style-type: none"> • Sets the tone and pace of activity for the performance of their team. • Sets realistic targets for the achievement of routine tasks. • Encourages staff to take full responsibility for the achievement of their targets. • Allows team members a degree of freedom to deliver their targets. 		<ul style="list-style-type: none"> • Makes it clear what levels of performance are expected as the norm for their team. • Sets realistic but stretching objectives for self and team. • Encourages individuals to take ownership of key deliverables. • Supports team members in taking responsibility for key objectives. 		<ul style="list-style-type: none"> • Establishes expectations of performance across their teams and service. • Breaks strategic aims down into achievable objectives for their teams • Encourages managers to take accountability for team and service outcomes. • Empowers teams to work in partnership to deliver key results. 		<ul style="list-style-type: none"> • Sets unambiguous and stretching performance targets for managers and their teams. • Focuses the attention of managers on strategic outcomes that are critical to the success of the organisation. • Clarifies the bigger picture, encouraging managers to become fully accountable for service and business partner outcomes.
Managing Change		<ul style="list-style-type: none"> • Encourages their team to identify opportunities for positive change. • Allocates appropriate tasks to team members to support a change programme. • Successfully delivers key elements of the change programme by their own efforts and those of their team. • Ensures change initiatives are successfully embedded in processes and services without disruption. 		<ul style="list-style-type: none"> • Identifies opportunities for their teams to contribute to the wider change agenda. • Contributes ideas and expertise to the detailed planning of change initiatives. • Overcomes obstacles to change by focusing effort and channelling resources. • Rapidly turns change programmes into improved business as usual operations. 		<ul style="list-style-type: none"> • Identifies areas for research into best practice. • Takes a broad view of the feasibility and impact of change programmes. • Steps in as necessary to provide support and guidance to change programmes. • Uses their own and their team's skills and talents to deliver measurable, sustainable benefits from change programmes. 		<ul style="list-style-type: none"> • Sees the strategic needs for change across services. • Steers strategic change programmes through to achievable and properly resourced plans. • Turns change initiatives into successful strategic outcomes across the organisation. • Smooths the path for the successful integration of strategic change programmes.
Managing People Performance		<ul style="list-style-type: none"> • Encourages their team by praising achievement of targets. • Carefully delegates activities to staff in a way that encourages skills acquisition and the growth of confidence. • Takes a robust and positive attitude to deal with poor performance within their team. 		<ul style="list-style-type: none"> • Ensures team achievements are recognised widely across the service. • Identifies those with the potential to progress and gives them challenging opportunities to develop their skills. • Provides guidance for less experienced team leaders in how to identify and tackle poor performance. 		<ul style="list-style-type: none"> • Gives recognition and reward for high performance across their service. • Challenges their managers and teams to achieve excellent performance in all areas. • Sets realistic measures against which poor individual and team performance can be easily identified. 		<ul style="list-style-type: none"> • Celebrates success stories across and outside the organisation setting the tone for further success. • Offers their managers freedom to incentivise good performance in novel (and low cost) ways. • Shows strong leadership in eradicating poor performance both within the organisation and its supply chain.

Managing People and Change

Demonstrates the ability to manage staff performance and development. Sets standards and expectations, recognises and promotes good performance, decisively manages poor performance, encourages staff to develop their knowledge and skills using appropriate opportunities and techniques.

	A	B	C	D	E	F	G	H
Managing People Development		<ul style="list-style-type: none"> • Happy to share their knowledge with team members. • Understands and practices coaching techniques to help their team progress. • Utilises available tools to identify key training needs of each team member. • Ensures that relevant Training and Development interventions are offered to their team. • Ensures that there is adequate cover for all team members in case of absence. 		<ul style="list-style-type: none"> • Encourages the team to co-operate and share knowledge for their mutual benefit. • Coaches team leaders in key leadership skills to encourage their development. • Identifies skill gaps in their teams and puts intervention plans in place. • Develops innovative ways of meeting the Training and Development needs of their team. • Motivates team members by encouraging them to develop their professional and career plans. 		<ul style="list-style-type: none"> • Researches and shares best practice approaches for their service. • Identifies and mentors employees who are key to the succession plan. • Supports future skill requirements and prompts the provision of training resources. • Finds appropriate resources to ensure future Training and Development needs of their teams are met. • Encourages succession planning across their teams to cover potentials skills and succession gaps. 		<ul style="list-style-type: none"> • Sets up systems and processes to benchmark our performance and shares results to encourage greater achievement. • Encourages cross-functional mentoring to broaden the skillsets of key managers. • Develops plans to ensure the organisation has the skills to deliver strategic objectives. • Draws on their network of contacts to identify best practice Training and Development interventions to meet the organisation's strategic needs. • Maps out long term succession plans across their service to nurture and encourage talent.
Policies and Procedures		<ul style="list-style-type: none"> • Ensures equality and diversity is respected and encouraged across their team and customer contacts. • Regularly updates their awareness of relevant employment law. • Updates themselves and their team on any changes in policies and procedures. 		<ul style="list-style-type: none"> • Drives effective equality and diversity initiatives to refresh and re-invigorate team effectiveness. • Assesses the impact of changes in employment law on how they manage their teams. • Identifies upcoming changes in legislation and policies and procedures and ensures that plans are in place to update staff. 		<ul style="list-style-type: none"> • Monitors the effectiveness and relevance of equality and diversity policies and procedures in light of the changing needs of the locality. • Ensures that procedures for recruitment, managing, training, etc. of staff reflect current employment law. • Constructively challenges relevant policies and procedures to ensure they are relevant for the organisation, its partners and customers. 		<ul style="list-style-type: none"> • Reviews the impact of strategic plans for the organisation and ensures that any changes in policy are cascaded through their service. • Focuses resources to ensure that the organisation not only meets its obligation for compliance with the letter of the law but the spirit as well.

Collaborative Leadership

Demonstrates a collaborative and adaptive leadership style with colleagues and partners. Delivering the organisational vision through informed and insightful decision making.

	A	B	C	D	E	F	G	H
Personal Impact		<ul style="list-style-type: none"> Displays high ethical standards and personal integrity. Is personable, polite and approachable. Willing to contribute opinions without fear. Displays an open and honest approach. Seeks feedback from team on own personal style. Takes ownership and accountability for their team's performance. 		<ul style="list-style-type: none"> Consistently demonstrates behaviours and values in line with the organisation's ethics and culture. Values the contribution of people in different parts of the organisation, responding to them and drawing on them effectively for mutual benefit. 		<ul style="list-style-type: none"> Is decisive, deals with and constructively confronts individual and team issues effectively. Respects the diversity of staff, listens and communicates accordingly. Proactively aligns the activities of different teams to deliver key outcomes for the organisation. 		<ul style="list-style-type: none"> Demonstrates an open and supportive leadership style committed to the success and development of all employees. Demonstrates a belief in doing the right thing for the organisation. Displays innovative and inspirational leadership. Displays strategic leadership across the organisation. Demonstrates leadership when working with partners to achieve mutual benefit.
Organisational Culture		<ul style="list-style-type: none"> Demonstrates a good understanding of organisational priorities and values. Upholds the organisation's values and applies professional standards consistently. Collaborates and engenders a culture of collaboration. 		<ul style="list-style-type: none"> Takes a pro-active approach to organisational change – understands impact it may have on self and others. Has the ability to explain it to colleagues. Recognises that occasional challenges are a necessary step towards improvement 		<ul style="list-style-type: none"> Creates a culture of openness, trust, motivation and loyalty. Ensures staff understand what is expected of them in terms of their roles in upholding the organisation's ethics and culture. 		<ul style="list-style-type: none"> Builds and reinforces a culture that promotes the values and vision of the organisation. Achieves a balance between social values and financial health of the organisation and its customers. Promotes organisational and individual engagement with the community, locality and environment. Anticipates the need for organisational change and empowers and encourages others to participate fully.
Organisational Vision		<ul style="list-style-type: none"> Interprets the organisation's vision and strategy into clear direction for their team. Takes responsibility for delivering their portion of the organisation's vision. 	•	<ul style="list-style-type: none"> Gives advice, support and encouragement to ensure the organisation's key outcomes are achieved. Constructively challenges vision and strategy to ensure that it is fully understood by their team and peers / colleagues. 	•	<ul style="list-style-type: none"> Delegates and empowers effectively whilst maintaining own accountability for strategic outcomes. Encourages their team to take a positive approach to new strategies. 	•	<ul style="list-style-type: none"> Uses the organisational vision to inspire others to achieve beyond their own expectations. Makes the vision tangible and achievable for teams across the organisation. Explains strategic concepts in a way that inspires and motivates others to deliver.

Collaborative Leadership

Demonstrates a collaborative and adaptive leadership style with colleagues and partners. Delivering the organisational vision through informed and insightful decision making.

	A	B	C	D	E	F	G	H
Stakeholder Management		<ul style="list-style-type: none"> Recognises the importance of stakeholder management and makes it a priority for their team. Builds good personal relationships within their team to get the job done more effectively. Appreciates the impact of their contribution in helping other teams to achieve common goals. Collaborates effectively with external partners and suppliers. Respects professional boundaries whilst not being afraid to challenge. 		<ul style="list-style-type: none"> Easily identifies and relates to the concerns and issues of key stakeholders. Seeks to clearly understand the views and needs of those they wish to influence. Consults widely to build alliances for key strategies. 		<ul style="list-style-type: none"> Uses the output from stakeholder analysis to identify key groups and adapts the style and methods of engaging them to win them over. Manages the communication and consultation process to ensure stakeholder expectations are fully understood and proactively managed. 		<ul style="list-style-type: none"> Demonstrates the strategic value of stakeholder engagement for their teams to follow. Successfully engages the support of key stakeholders to implement important and far reaching organisational, commercial and social strategies and objectives.
Decision Making, Judgement and Political Acumen		<ul style="list-style-type: none"> Does not jump to conclusions, ensures that others have the opportunity to have their say. Gains the commitment and support of team members by positively involving them in making decisions. Researches best practice and analyses options. Makes decisions based on a range of evidence and gains commitment. Demonstrates an awareness of the impact of their decisions or actions on people and landscape. Understands risk and escalates appropriately. 		<ul style="list-style-type: none"> Empowers individuals and passes decision making down to the lowest practicable level. Ensures that they consider the political consequences of plans as they communicate them to their team. 		<ul style="list-style-type: none"> Creates an environment in which analysis is valued and facilitated and decision making is based upon sound rationale. Avoids political repercussions by consulting widely on any strategic plans. 		<ul style="list-style-type: none"> Delivers and explains organisational decisions in a manner which inspires support. Instils confidence in others by demonstrating sound and effective judgement in strategic areas. Gains respect and admiration for their ability to guide vital strategies through to success, winning both political and public support.

Strategic Thinking

Is able to think and plan strategically, envisioning the future of the sector and local area. Develops effective strategies and plans to shape and deliver long-term organisational objectives.

	A	B	C	D	E	F	G	H
Organisational Awareness		<ul style="list-style-type: none"> Understands the organisation and structure and how to co-ordinate effort for themselves and their team. Guides their team on the best way to deal with residents, members and external organisations. Focuses their team's efforts on having a positive impact on the social, economic and environmental wellbeing of the locality. 		<ul style="list-style-type: none"> Encourages their teams to adapt their structure to best suit their customers and colleagues in other services. Ensures their team engages with and considers the impact of decisions on other services, the local community, etc. Devises tactical plans to create a positive impact on the wellbeing of the locality. 		<ul style="list-style-type: none"> Demonstrates a deep understanding of the organisation and its functional areas, uses this knowledge to facilitate decision making. Builds collaborative, influential relationships with key members and external organisations to smooth the path for important strategic plans. Creates a culture across the service that is focused on improving the wellbeing of the locality. 		<ul style="list-style-type: none"> Adapts their departments to meet current and future strategic aims, aligning policies and services accordingly. Takes care to ensure that the organisation's external context is fully considered when devising strategic plans. Develops detailed and effective strategies that have a significant impact on the social, economic and environmental wellbeing of the locality.
Political Awareness		<ul style="list-style-type: none"> Builds the political awareness of their team so that they make proper provision for governance in the decision making process. Encourages their team to check for any political impact from a proposed course of action. 		<ul style="list-style-type: none"> Identifies areas where key decisions have a significant political impact, briefs their teams to mitigate risk. Ensures that formal governance systems are in place and followed. 		<ul style="list-style-type: none"> Understands and applies the appropriate levels of political governance to facilitate decision making for their department. Develops both formal and informal approaches to ensure that political issues are fully considered when driving for results. 		<ul style="list-style-type: none"> Demonstrates confidence and mastery of the political intricacies affecting the decision making process. Shows acute political awareness in devising strategies and plans for the organisation.
External Focus / Horizon Scanning		<ul style="list-style-type: none"> Uses their own and their team's knowledge of the locality and service delivery to contribute to future plans. Gathers information that usefully contributes to considerations for future plans. Contributes ideas about the likely tactical challenges in their service area when considering longer term plans. Updates themselves and their team on the likely impact of national policy changes on their service area. 		<ul style="list-style-type: none"> Acts as a conduit for using the knowledge of their teams to contribute ideas on how to manage the probable local and national initiatives. Demonstrates a keen awareness of which local and national initiatives may become future policy. Researches these to advise and guide their teams. Deals calmly and confidently with the uncertainties of proposed initiatives and develops plans to overcome any likely obstacles. 		<ul style="list-style-type: none"> Contributes ideas effectively to the discussion around horizon scanning, so that uncertainties can be considered and assessed. Takes a broad view of local and national policy initiatives to form a view on likely trends and future direction. Interprets strategic challenges and develops effective plans for their department to implement. Uses formal and informal channels to raise awareness of any issues which may impact on the department. 		<ul style="list-style-type: none"> Proactively engages in horizon scanning to understand the impact of national or global changes and develop effective strategies accordingly. Evaluates current and future trends to assess their impact on organisational strategies. Develops a well-informed view of the likely challenges facing the organisation, acts as advisor and facilitator in developing effective strategies to cope with these. Regularly networks at national level to maintain awareness of policy development and its likely impact on the locality.

Strategic Thinking

Is able to think and plan strategically, envisioning the future of the sector and local area. Develops effective strategies and plans to shape and deliver long-term organisational objectives.

	A	B	C	D	E	F	G	H
Strategic Thinking and Planning		<ul style="list-style-type: none"> • Takes the opportunity of a brief respite to consider the wider picture. • Briefs their team on the key areas in which to focus their energy. • Manages day to day operations effectively but with an eye to strategic aims. • Contributes useful ideas for tactical deployment of resources as part of the planning process. 		<ul style="list-style-type: none"> • Encourages discussion of the wider picture when developing tactical plans. • Uses their influence to focus resources on achieving key deliverables. • Develops medium to long term plans for their teams, focused on key departmental deliverables. • Balances the known requirements for current delivery with the likely workload of delivering long term plans. 		<ul style="list-style-type: none"> • Engages with internal and external stakeholders to understand their potential concerns as part of the strategic planning process. • Motivates teams across their department to engage with and focus on strategic deliverables. • Breaks the strategic plan into bite size chunks for the department. • Offers vital insights from their departmental perspective when contributing to strategic plans. 		<ul style="list-style-type: none"> • Distances themselves from the detail and takes a holistic view when developing strategic plans. • Creates inspiring strategies that focus the organisation's energy on delivering excellent results. • Uses their skills to translate the organisation's vision into effective strategies for their departments. • Makes a significant contribution to the organisation's strategic plans across their own and other departments.
Reputation Management		<ul style="list-style-type: none"> • Fully supportive of their managers and the organisation's direction. • Re-enforces the organisation's reputation in daily dealings with staff and customers. • Demonstrates an understanding of the factors that influence the organisation's reputation in day to day dealings with customers, members, residents, etc. • Keeps an ear to the ground for any issue that threatens to grow and have an impact on our reputation. • Deals calmly and professionally with unexpected issues and concerns, ensures that they are resolved quickly and efficiently. 		<ul style="list-style-type: none"> • Demonstrates professionalism and commitment in promoting the organisation's qualities. • Regularly seeks feedback to ensure that their team's reputation for delivery is solid and growing. • Willingly contributes their support in promoting the organisation's abilities with their customers, suppliers and other interested parties. • Analyses feedback on the quality of their team's delivery to anticipate and prevent damage to its reputation. • Mobilises their resources effectively to resolve any issue that affects their team's professional reputation and ensure service resilience. 		<ul style="list-style-type: none"> • Earns the respect and trust of their department for their steady belief in their colleagues, the organisation, and its strategic aims. • Builds a strong reputation for the professionalism of their department. • Seeks opportunities to network and promote the organisation's aims to internal and external bodies. • Proactively anticipates issues that risk the organisation's reputation and deals with them in a professional manner. • Responds quickly to issues that threaten the department's reputation and resolves them professionally and tactfully. 		<ul style="list-style-type: none"> • Wins wide respect for their integrity and for the organisation's abilities. • Uses their leadership skills to contribute and promote the organisation reputation. • Uses their professional network to promote the organisation's reputation. • Demonstrates a keen sensitivity to risks to the organisation's reputation and greatly minimises their impact. • Where an unanticipated risk to reputation arises, marshals their forces swiftly and effectively to deal with it.

Commercial Focus

Demonstrates a high level of motivation, interest, and focus on the financial welfare of the organisation, delivering tangible benefits through the development and management of commercial projects, income streams, cost reductions and commissioning.

	A	B	C	D	E	F	G	H
Commercial Vision		<ul style="list-style-type: none"> Understands how the commercial vision affects the day to day activities of the team. Contributes information and ideas to the formulation of commercial plans. Develops operational plans for their team to deliver their part of the commercial plan. Monitors their team's performance to ensure that they meet planned commercial outcomes. 		<ul style="list-style-type: none"> Encourages and supports their teams to help them understand and relate to the commercial vision. Uses their knowledge, experience and skills to contribute to improving commercial plans. Leads and encourages their teams to focus on achieving their share of the commercial plan. Creates a sense of enthusiastic support for the commercial plan across their teams. 		<ul style="list-style-type: none"> Interprets the commercial vision into achievable outcomes for their service. Develops detailed commercial plans which consider every aspect of the service which will be impacted. Acts as a role model across the service taking time as necessary to enthuse their teams and focus their energy on the commercial plan. Shares the sense of ownership of the commercial plan with their service managers. 		<ul style="list-style-type: none"> Demonstrates a deep understanding of the organisation's commercial vision and pursues forms of service delivery which are consistent with this vision. Plays a fundamental role in developing the organisation's commercial strategy. Provides clear direction to their teams on how the strategy will be achieved. Takes full accountability for delivering their part of the commercial strategy.
Commercial Culture and Mindset		<ul style="list-style-type: none"> Aligns their own and their team's behaviour to support and achieve the organisation's commercial priorities. 		<ul style="list-style-type: none"> Pro-actively supports efforts to change the mind set and behaviours of teams to support the commercial transformation. 		<ul style="list-style-type: none"> Demonstrates a thorough understanding of the cultural shift required to achieve commercial transformation. 		<ul style="list-style-type: none"> Builds and reinforces a culture that fits with the organisation's commercial aspirations and priorities.

Commercial Focus

Demonstrates a high level of motivation, interest, and focus on the financial welfare of the organisation, delivering tangible benefits through the development and management of commercial projects, income streams, cost reductions and commissioning.

	A	B	C	D	E	F	G	H
Commercial Opportunities		<ul style="list-style-type: none"> Co-ordinates team efforts to streamline processes and generate improved cost savings or income generation. Contributes to the cost saving effort by improving efficiency and eliminating waste across their team. 		<ul style="list-style-type: none"> Identifies key risks to the successful outcome of business plans, monitors and reduces the potential impact. Monitors performance against income and spending budgets, taking informed and decisive action to ensure we meet agreed deliverables and quality standards. 		<ul style="list-style-type: none"> Identifies and recommends commercial opportunities that align to the locality's social and economic needs and the commercial strategy. Recognises significant cost saving opportunities which can be included in the commercial strategy. 		<ul style="list-style-type: none"> Develops, proposes and gains approval to pursue new commercial opportunities. Sources and secures additional or alternative funding to enable the organisation to further expand its commercial growth and services. Demonstrates leadership in developing an appropriate pricing structure for selling services and maintaining a competitive edge.
Commissioning		<ul style="list-style-type: none"> Contributes to the awareness of the concerns of service delivery users and suggests ideas to overcome these. 		<ul style="list-style-type: none"> Identifies key issues of cost and quality of service delivery to use as benchmark in commissioning. 		<ul style="list-style-type: none"> Works with end users to define the desired outcomes, specify the service requirements and tests these through research, consultation and negotiation. Evaluates and recommends alternative delivery models for key services. Ensures robust procurement of services. Monitors service delivery and contracts when provided by third parties. 		<ul style="list-style-type: none"> Determines the opportunities and requirements for commissioning service delivery. Selects appropriate delivery model for implementation of service. Demonstrates leadership to ensure a robust approach to the procurement of services.