Purpose : for Decision

REPORT TO THE HUMAN RESOURCES COMMITTEE

Date :   **MONDAY 5 APRIL 2004**

Title :   **COMPETENCY FRAMEWORK**

REPORT OF THE HEAD OF HUMAN RESOURCES

<u>**IMPLEMENTATION DATE**</u> : IMMEDIATE

<u>SUMMARY/PURPOSE</u>

1.   This report provides details of the work-based competencies that have been drawn up by the Training Champions Group and seeks the HR Committee's approval for the format and proposed framework.

<u>CONFIDENTIAL/EXEMPT ITEMS</u>

2.   This report is not confidential.

<u>BACKGROUND</u>

3.   Competencies are the knowledge, skills and attitude that an employee needs to carry out his or her job effectively. Developing a competency framework, which defines the competencies that an employee needs to demonstrate in order for them to achieve effective performance within their role, is an important part of the People Management Strategy action plan. The framework focuses on outputs and helps employees to be clear about how they go about their jobs and how they should behave. As such, the competency framework will not only be used for employee development but will also be a useful part of the performance management 'toolkit' when used as part of the regular appraisal process. The framework can also be used as part of a competency based pay scheme.

4.   The framework, set out at Appendix 1, has been compiled by the Training Champions Group and comprises seven competencies. Three competencies are considered to be core competencies and will apply to all jobs, irrespective of the employee's role. These are *Customer Focus, Communication and Interpersonal Skills and Personal Effectiveness.* The other four competencies are attributable to managerial roles and includes *Leadership* the improvement of which is a key objective of the Local Government Pay and Workforce Strategy.

<u>STRATEGIC CONTEXT</u>

5.   Developing the competencies of staff and using the competency framework as an aid to performance management, should ultimately see benefits in improved service delivery. This is a key aspect of the Council's People Management Strategy and the national Pay and Workforce Strategy, particularly leadership within organisations.

CONSULTATION

6.   The competency framework has been compiled through the cross-directorate Training Champions Group which also has trade union representation on it.

FINANCIAL/BUDGET IMPLICATIONS

7.   All training and development activity should be focused on meeting competency training needs identified through the Personal Development Planning process. All training will be met from within existing budgets.

LEGAL IMPLICATIONS

8.   None

OPTIONS

9.   (i) Approve the competency framework as the model for the authority.

      (ii) Refer the competency framework back to the Training Champions Group for further amendment.

EVALUATION/RISK MANAGEMENT

10.   Having employees in the right place, at the right time and with the right skills and attitudes is essential if service delivery is to be maintained and improved. Adopting a competency framework is good people management practice and future inspections will look for evidence that the Council has one and is applying it in practice.

RECOMMENDATIONS

11.   Approve the competency framework as set out in Appendix 1

BACKGROUND PAPERS

12.   None

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<u>Competency</u>

<u>Framework</u>

AUTHORS: CORPORATE TRAINING CHAMPIONS GROUP

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ISLE OF WIGHT COUNCIL – COMPETENCY FRAMEWORK

INTRODUCTION – WHAT IS THE COMPETENCY FRAMEWORK

This competency framework has been designed primarily as a tool to underpin the Council's Development Review Process and associated support and development meetings that form the essential components of high quality management practice and through which ultimately we can create an environment in which staff can flourish and achieve their full potential. The framework is directly related to the requirements of jobs within the Council and can also be used by managers for other people management activities eg recruitment and performance management.

The framework is designed to help managers and their staff understand the effective behaviour that is valued and vital to success as well as ineffective behaviour to be avoided; the policy framework within which the competencies sit, as well as the training and development activities that are to be made available through the Corporate Training & Development Unit, (known as the Learning Centre) to support staff in their professional development.

The framework is broken down into seven key areas and intended to be relevant to _**all**_ employees of the Council. Clearly though, not all the competencies described within the framework will apply to any one individual, as it will be dependent upon the nature of job roles as to the extent to which competencies will apply. However, there are key behaviours that have been determined as being at the heart of success and are therefore applicable to everyone, irrespective of job role. These are characterised as core competencies and are identified as:

- Customer Focus
- Communication & Interpersonal Skills
- Personal Effectiveness

The remaining four areas are specific competencies that are attributable to managerial functions although this will be dependent upon the nature of individual job role. The final competency area is specifically applicable to senior managers and is utilised in a more formal manner for annual review purposes. The remaining four competency areas are:

- Organisational Awareness
- Managing Resources
- Managing & Developing People
- Leadership

USING THE COMPETENCY FRAMEWORK

The framework is intended to be an "aide memoir" for staff development and it is not expected (other than at senior management level) that any formal assessment is made against the competencies described.

However, as a component of the development review process, staff will be asked, prior to their development review meetings to consider their performance against the core competences and to bring any particular areas they may wish to discuss to the meeting with their line manager. Depending upon the nature of individual job roles, staff will be also be asked to consider other components of the framework.

It is intended that this will serve as an opportunity to enter into more focussed discussion about professional development (if appropriate) and may be particularly helpful when establishing and agreeing individual work plans and preparing subsequent personal development plans. It will allow training to be truly needs led.

FINDING YOUR WAY AROUND THE COMPETENCY FRAMEWORK

CORE COMPETENCIES – APPLICABLE TO ALL STAFF

CUSTOMER FOCUS

- Behaviours:
  - *Providing Valued Services*
  - *Championing Customer Care Standards*
  - *Making Services Accessible*

- Guiding Policy/Strategy Framework

- Supporting Training Opportunities:
  - *Essential*
  - *Optional*

COMMUNICATION & INTERPERSONAL SKILLS

- Behaviours:
  - *Developing & Maintaining Effective Working Relationships*
  - *Communicating Effectively*
  - *Resolving Conflict*
  - *Teamwork*
  - *Communicating Electronically*

- Guiding Policy/Strategy Framework

- Supporting Training Opportunities:
  - *Essential*
  - *Optional*

PERSONAL EFFECTIVENESS

- Behaviours:
  - *Personal Drive & Motivation*
  - *Innovation & Creativity*
  - *Continuous Development*
  - *Managing Risks*
  - *Achieving Professional Competence*
  - *Ethical Decision Making*

- Guiding Policy/Strategy Framework

- Supporting Training Opportunities
  - *Essential*
  - *Optional*

MANAGERIAL COMPETENCIES – APPLICABLE TO ALL MANAGERS, (DEPENDENT UPON JOB ROLE)

ORGANISATIONAL AWARENESS

- Behaviours:
    - *Working Across Boundaries*
    - *Operating in a Political Environment*
    - *Developing & Making Connections*
    - *Organisational Alignment*
    - *Local, Regional & National Networking*

- Guiding Policy/Strategy Framework

- Supporting Training Opportunities:
    - *Essential*
    - *Optional*

MANAGING RESOURCES

- Behaviours:
    - *Maximising the Use of Resources*
    - *Procuring Services*
    - *Measuring Success & Service Effectiveness*
    - *Managing projects to Successful Outcomes*

- Guiding Policy/Strategy Framework

- Supporting Training Opportunities:
    - *Essential*
    - *Optional*

MANAGING & DEVELOPING PEOPLE

- Behaviours:
    - *Recruiting & Inducting Competent Staff*
    - *Empowering & Motivating Others*
    - *Promoting Staff Welfare*
    - *Developing Performance Potential*
    - *Managing Conduct & Performance*
    - *Valuing Diversity*

- Guiding Policy/Strategy Framework

- Supporting Training Opportunities:
    - *Essential*
    - *Optional*

SENIOR MANAGER COMPETENCIES

LEADERSHIP

- Behaviours:
    - *Giving Direction & Purpose*
    - *Making a Personal Impact*
    - *Thinking Strategically*
    - *Getting the Best From People*
    - *Learning & Improving*
    - *Focussing on Delivery*

- Guiding Policy/Strategy Framework

- Supporting Training Opportunities:
    - *Essential*
    - *Optional*

CUSTOMER FOCUS

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Providing Valued Services • Visitors and telephone callers are received promptly and courteously • Builds customer confidence in level of service provided • Communicates with customers clearly, politely and confidently • Customer contact is carried out in a professional manner and at a pace to suit the needs of the caller • Reports to customers, changes that will affect them • Strives to meet and exceed customer expectations	• Unconcerned about customer perception • Lacks understanding of how personal actions impact on quality of service • Delays responding to customer requirements • Views customer requests as a hindrance • Unaware of what customer expectations are • Places interest of service above customer needs

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Championing Customer Care Standards • Gives customers a positive impression of self and the organisation • Customer service is consistently of high standard • Regularly seeks the views of customers about the standard of service • Follows safety and security procedures to protect all involved • Strives to remove obstacles that get in the way of delivering excellent service • Intervenes appropriately to resolve customer dissatisfaction • Regularly reviews own performance in relation to customer care	• Unconcerned with own customer care practice • Unaware of what constitutes a good standard of performance • Personal presentation does not promote a positive image • Customers not asked how they felt about the service they received • Fails to see the importance of customer feedback

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Making Services Accessible • Responds to the needs of customers • Finds ways to ensure equality of access to service provision • Acts in a non-discriminatory manner • Uses the most effective method of communication when dealing with customers • Treats people with dignity and respect	• Treats customer disrespectfully • Does not recognise customer's individual needs to access services effectively • Fails to identify customer requirements

CUSTOMER FOCUS

GUIDING POLICY/STRATEGY FRAMEWORK	SUPPORTING TRAINING OPPORTUNITIES
Equality & Diversity Policy Race Equality Policy Health & Safety Policy Managing Violence & Aggression Policy Code of Conduct Emergency Planning – Bomb Threats Gifts & Hospitality Complaints Procedure	**Essential** Customer Care Disability Awareness Handling Customer Complaints (for Nominated Complaints Officer's) Occupational Health & Safety Activities relevant to role **Optional (Subject to Availability)** NVQ Customer Care Level 2/3 *£180* NVQ Administration Level 2/3 *(Price to be confirmed)* NVQ Assessor/Verifier Award *(Price to be confirmed)* NVQ Teaching Assistants *(Price to be confirmed)* Basic Skills Awareness *(Free)*

COMMUNICATION AND INTERPERSONAL SKILLS

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Developing & Maintaining Effective Working Relationships • Shows consideration, concern and respect for other people's feelings and opinions • Behaves in a fair and ethical manner towards others • Displays assertiveness and independence of thought in communication with others • Actively seeks to establish and maintain honest and open relationships • Displays understanding of equality issues and respect for individual differences • Demonstrates open mindedness & willingness to learn from others • Examines own beliefs, attitudes and behavioural style and how these impact on others	• Acts in own interests • Lacks integrity • Withholds information • Pays little attention to the needs of others • Stereotypes others • Is patronising and puts people down • Unable or unwilling to accept constructive criticism • Is dishonest

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Communicating Effectively • Uses language that everyone understands • Listens and clarifies information needed • Produces written communication that is clear, fluent, concise and jargon free • Identifies when difficulties are being experienced with what is asked of them • Adapts communication style and approach to match the needs of different individuals • Gets the message across • Handles media contact competently (where required) • Evaluates communication style • Makes information readily available for everyone to use	• Misinterprets or withholds information • Leaves the intended recipient confused and uncertain • Displays hostility • Uses the written word as a replacement for face to face communication • Misuses technology for message purposes • Unable to present a viewpoint effectively • Written documents require frequent review or clarification • Uses inappropriate methods of communication

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Teamwork • Works with others to achieve team goals • Shares information freely • Supports others when help is required • Affords others constructive feedback • Offers suggestions for improvements • Is respectful of individual differences	• Interested only in own job • Lacks interest in achieving team success • Unsupportive of others • Seeks personal gain to the detriment of others

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Resolving Conflict • Identifies problems with working relationships and takes the initiative to resolve them • Builds consensus through give and take • Seeks win-win solutions • Takes ownership for errors and learns from mistakes • Follows organisational procedures where difficulties with working relationships cannot be resolved	• Interested only in win-lose for personal gain • Lacks sensitivity to other people's feelings • Seeks to maintain conflict • Unconscious of errors and learning that can be gained • Is afraid to upset others • Blames others • Displays dissatisfaction with unresolved difficulties but fails to explore other means to resolve conflict

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Communicating Electronically • Understands the legal requirements governing the use of data and personal information • Adheres to the acceptable use policy • Communicates information appropriately using information technology systems • Actively seeks to make information available electronically	• Disregards agreed protocol and procedures for handling sensitive data • Oblivious to the requirements of data protection • Lacks understanding of what constitutes confidential information • Inappropriately uses Council communication systems

COMMUNICATION AND INTERPERSONAL SKILLS

GUIDING POLICY/STRATEGY FRAMEWORK	SUPPORTING TRAINING OPPORTUNITIES
Corporate Communications Strategy Equality & Diversity Policy Race Equality Policy Health & Safety Policy Grievance Procedure Acceptable Use Policy Data Protection Policy	**Essential** Handling Difficult Situations Introduction to Outlook *(Charge remains at £21 currently)* Handling Personal Information within the Law (Data Protection) Media Skills (for Nominated Officers only) **Optional** Effective Business Writing – Basic Principles *£25* Effective Business Writing – Writing for Success *£25* Working in Teams *£25* Influencing & Negotiating for Results *£25* Presentation Skills – Getting Your Message Across *£50* Communicating with Confidence *£25* Interviewing & Questioning Skills *£25* Minute Taking *£25* Facilitation Skills *£25* Chairing Skills *£25*

PERSONAL EFFECTIVENESS

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Personal Drive & Motivation • Strives to achieve agreed work plans • Demonstrates capacity for sustained effort in spite of setbacks • Demonstrates willingness and ability to adjust to new challenges that emerge • Manages time effectively and priorities work accordingly • Accepts constructive criticism without hostility • Looks for ways to help others • Seeks feedback from others on performance • Takes it upon oneself to see that something gets done	• Is unfocussed on what is important • Admits defeat easily • Fails to meet agreed deadlines • Is defensive • Makes same mistakes • Does not plan workload • Lacks commitment • Hides behind rules • Tries to be all things to everyone

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Continuous Development • Is adaptable and receptive to new ideas and methods of working • Is self reflective, taking action to enhance performance where needed • Takes responsibility for own development • Takes a full and active part in personal development reviews • Helps others to learn & evaluates own learning • Develops knowledge in the wider context of own occupation • Seeks to develop personal expertise	• Assumes skills and knowledge will be sufficient for future practice • Is resistant to change • Claims to have no need for professional development • Knowledge and practice is outdated

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Innovation & Creativity • Continuously looks for better ways of doing things • Demonstrates ability to think laterally • Is flexible • Generates practical ideas • Works collaboratively with others to identify improved ways of working • Looks beyond the commonly accepted approach	• Actively seeks to work in isolation • Assumes what works today will work tomorrow • Fails to see the need for improvement • Lacks insight • Too busy to think

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Managing Risks • Ensures the health, safety and welfare of self and others • Undertakes all identified training to inform safe working practices • Ensures that all aspects of work are carried out in accordance with agreed organisational policy • Keeps organisational policy knowledge up to date • Recognises and takes action to manage known stressors	• Fails to recognise the importance of health, safety and welfare at work • Lacks understanding of what a risk is • Unconcerned about safe working

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Ethical Decision Making • **Shows integrity, reliability and is trustworthy in dealings with others** • **Demonstrates a sense of corporate responsibility and commitment to public service** • **Makes well considered decisions within boundaries of role and policy context** • **Decisions are risk managed** • **Seeks expert advice and guidance when uncertain** • **Makes decisions based on what is right, using best available evidence**	• Makes decisions based on what is popular • Unaware of due process for decision making • Is unethical • Is oblivious to the impact decisions will have

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Achieving Professional Competence • **Considers career development** • Actively seeks to update professional competence • Possesses the necessary experience to carry out job role effectively • Actively seeks opportunities to update experience to develop job role • Demonstrates commitment to new learning	• Fails to see the need for continuous improvement • Does not learn from experience

PERSONAL EFFECTIVENESS

GUIDING POLICY/STRATEGY FRAMEWORK	SUPPORTING TRAINING OPPORTUNITIES
Equality & Diversity Policy Race Equality Policy Development Review Process	**Essential** Corporate Induction Living with Change Achieving Personal Success – the DRP Occupationally relevant Health & Safety Activities **Optional** Improving Your Personal Effectiveness (Time Management) *£25* Problem Solving & Solution Building *£25* Strategic & Creative Thinking at Work *£25* ECDL *£285 – Taught Course £215 – On Line (Fees under review)* ***The responsibility of individual Directorate/Service Areas:*** Qualifications appropriate to job/occupational role Conferences/Workshops that provide opportunities for professional updating Reading, work shadowing, secondments etc

ORGANISATIONAL AWARENESS

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Working Across Boundaries • Learns how related teams work • Actively gets involved in cross-service working groups • Seeks out opportunities for joint working • Builds relationships by identifying areas of commonality with others • Demonstrates support for other managers	• Has poor relationships with colleagues from other teams • Is insular in approach • Puts own service above the collective benefit

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Local, Regional and National Networking • Takes an active role in appropriate external forums • Builds and maintains relationships through networks outside of immediate work group • Keeps abreast of what colleagues in similar roles are doing • Demonstrates ethical working practices with others • Able to see the wider business issues	• Is insular in approach • Avoids involvement with others • Is mistrustful of others • Shys away from making contact with external groups • Seeks to achieve personal gain

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Operating in a Political Environment • Understands how the political and decision making framework operates • Aware of internal politics and dynamics of the organisation • Identifies external politics that impact on the work of the Council • Approaches problem situations with clear perception of organisational and political reality • Demonstrates professionalism	• Presents a negative image to Members • Is naïve of protocols • Is unaware of the bigger picture that affects the work of the Council • Allows political agendas to detract from priority actions • Seeks to gain favour

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Organisational Alignment • Understands the overall vision, aims and key objectives of the Council and knows why this is important • Aligns work activity to Council priorities and strategic direction • Communicates a positive image of the Council • Has a "can do" approach and a desire to succeed • Actively seeks to review business processes against organisational objectives	• Gives a negative first impression • Is oblivious Council values and priorities • Lacks concern about personal contribution

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Developing & Making Connections • Embraces the Council's intention to work collaboratively • Establishes appropriate mechanisms for partnership working • Aware of commercial structures and the impact for partnership working • Develops trust between self and partner agencies • Monitors progress of partnership arrangements • Seeks opportunities for funding sources to support partnership arrangements	• Strives to maintain independence • Views partnerships as a threat • Creates obstacles to prevent joint working • Lacks understanding of the rationale and benefits of working collaboratively

ORGANISATIONAL AWARENESS

GUIDING POLICY/STRATEGY FRAMEWORK	SUPPORTING TRAINING OPPORTUNITIES
Corporate Plan Code of Conduct	**Essential** Decision Making in a Modernising Authority Working in a Political Environment **Optional** How to Network Successfully *£25* Successful Partnership working *£25*

MANAGING RESOURCES

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Maximising the Use of Resources • Operates in a responsible manner • Uses the concepts of Economy, Efficiency & Effectiveness in all aspects of business • Applies risk management principles to all aspects of resource decisions • Uses appropriate methods of managing and controlling resources (people, assets and consumables) • Knows how to carry out financial planning effectively • Understands service planning and operations planning • Promotes the meaning and principles of best value & knows what "adds value"	• Consistently overspends on budget • Fails to plan appropriately for service priorities/needs • Unconcerned about efficiency • Spends without due concern to Council policy • Lacks understanding of personal responsibilities • Does not recognise resource priorities/needs • Unaware of what is meant by best value • Fails to deliver against targets

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Measuring Success & Service Effectiveness • Identifies where performance could be improved and takes appropriate action • Fosters an environment for innovation and creativity where failure is viewed as a learning opportunity • Supports staff to continuously improve service and quality • reviews services with the e-government agenda in mind • Actively engages in timely statistical analysis for national and local best value performance indicators • Uses performance information to improve service delivery • Gives high priority to performance management allocating adequate staffing resources to engage in service review effectively	• Is unconcerned about quality • Fails to recognise the need for evaluating performance • Ignores performance information when improving service delivery • Is not committed to driving up performance of services • Automatically uses paper format

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Procuring Services • Uses systematic ways of deciding whether to "make or buy" as well as in options appraisal • Applies Council's agreed procedures properly and consistently • Assesses risks associated with procurement • Applies Council's rules about conduct, ethics and propriety in procurement decisions • Anticipates future procurement needs • Understands concepts of value for money and best value • Gives due concern to related health and safety and equality matters	• Fails to monitor progress • Establishes inappropriate relationships with contractors • Fails to follow due process • Is oblivious to the risks involved • Unconcerned about recourse of own actions • Fails to recognise that Council retains responsibility for contractor/supplier problems and mistakes • Fails to plan for future needs.

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Managing Projects to Successful Outcomes • Recognises when initiatives need to be managed as projects • Uses appropriate tools to plan projects • Ensures that projects are risk managed • Utilises known sources of expertise & support • Sets performance measures to achieve success • Regularly monitors project plans • Takes an active lead in driving projects through to completion • Analyses problems and explores what is wrong • Sets milestones and monitors achievement	• Unable to recognise a project • Fails to plan appropriately • Goes it alone • Is unconcerned with progress • Allows drift • Lacks understanding of risks involved

MANAGING RESOURCES

GUIDING POLICY/STRATEGY FRAMEWORK	SUPPORTING TRAINING OPPORTUNITIES
Financial Regulations Code of Conduct Procurement Strategy Contract Standing Orders Service Planning Process Gifts & Hospitality Purchase of IT software & Hardware Policy Disposal of Equipment Policy Health & Safety Policy	**Essential** Procurement & Supplier Relationships Performance Management Financial Training for Budget Holders Financial Training for Financial Administrators Basic Project Management **Optional** Project Management (Prince2 – where deemed appropriate for role) *Approx £800*

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Recruiting & Inducting Competent Staff • Assesses current and future staffing needs • Uses a range of selection processes to secure the best candidate • Provides appropriate opportunities for new starters to achieve the competence required to carry out role effectively • Encourages the team to support new team members • Is competent at interviewing • Uses probationary system positively • Values diversity and seeks to create a diverse workforce	• Is reactive to staffing requirements • Untrained in recruitment procedures and processes • Allows personal bias to influence recruitment decisions • New staff are left to own devices • Throws people in at the deep end • Staff unaware of role, responsibilities, expectations and support mechanisms • Fails to recognise the impact of a new person in the team and the activities that can support effective team functioning

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Promoting Staff Welfare • Manages occupational health and safety issues in the workplace • Takes action to manage and monitor stress within the workplace • Takes action promptly where there are potential risks to health and well being • Actively encourages staff to maintain a balance between work and home life • Monitors attendance for indications of needs for support • Creates a culture where staff feel able to question and challenge the status quo	• Lets situations get out of hand • Unaware of the potential impact of self on the perceived stress of others • Is unaware of needs for support • Fails to recognise the responsibilities for managing health and safety • Allows staff to go untrained in areas of identified health and safety requirements • Prevents open discussion about potential problems in the workplace • Workloads & workplace pressures go unmonitored • Fails to empower staff to raise concerns

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Developing Performance Potential • Continuously looks at how to get the best out of people • Takes responsibility for developing self • Uses a variety of methods to encourage new learning • Encourages coaching/mentoring • Recognises talent and rewards • Encourages innovation, creativity and continuous improvement • Recognises the benefits of staff development	• Uses the development review process inappropriately • Fails to seek feedback on own performance for future development • Is defensive • Blocks development opportunities • Stifles personal development and progression • Sees staff development as a reward for good performers

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Empowering & Motivating Others to Achieve • Leads by example and has a positive attitude • Provides staff with a clear sense of direction • Supports staff appropriately through change • Encourages feedback about own performance • Delegates work appropriately • Recognises the contribution that each individual brings to the team • Communicates openly and honestly • Facilitates the teams to solve problems and make decisions • Gives recognition of efforts and achievements • Strives to remove obstacles that prevent achieving success	• Has no vision of the future • Blames others • Views withholding information as power • Is critical and fails to give praise • Views feedback as unnecessary • Is mistrustful • Fails to recognise the impact of change • Only interested in task not people • Ignores group processes • Plays one person off against another

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Managing Conduct & Performance • Instigates support and development arrangements for all staff • Agrees clear and challenging work plans • Acts to resolve problems quickly and in a non confrontational way • Focuses on what is working well and on future development • Encourages learning from mistakes • Creates an environment where team members are comfortable bringing concerns and problems forward • Makes standards of performance explicit • Sets an expectation for open, honest and respectful communication	• Leaves staff to own devises • Fails to monitor the work of others • Deals with problems at crisis point • Lets situations get out of hand • Does not address issues of unsatisfactory performance • Does not make clear what is expected • Views mistakes as failure • Is concerned about being liked

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Valuing Diversity • Recognises the diversity of individuals within the team • Fosters a caring approach to team working • Treats others as would be expected for self • Seeks to avoid unwitting discrimination • Adapts personal style to the needs of individuals within the team • Promotes diversity of culture, opinion, style, approach & experience • Creates a culture where staff feel safe to raise and share concerns • Seeks to promote and celebrate diversity • Demonstrates zero tolerance to unfair discrimination • Actively takes steps to eradicate bias in recruitment	• Creates a culture of fear • Fails to recognise individuality • Lacks knowledge of individual strengths • Fails to recognise and act upon unfair treatment • Allows the status quo to be maintained • Is patronising and put people down • Pay lip service • Assumes everyone is the same and only concentrates on the majority • Bends rules to suit themselves • Perpetuates office gossip towards prejudice

MANAGING AND DEVELOPING PEOPLE

GUIDING POLICY/STRATEGY FRAMEWORK	SUPPORTING TRAINING OPPORTUNITIES
People Management Strategy Healthy Workforce Strategy Attendance Management Policy Stress Management Policy Disciplinary & Grievance Procedure Development Review Process Equality & Diversity Policy Race Equality Policy Health & Safety Policy & Manual Health & Safety Training Policy Harassment & Bullying at Work Policy Support & Development Guidelines Training Policy Age Diversity Policy Capability Procedure Lone Working Policy Register of Employee Interests	**Essential** Promoting Diversity in the Workplace Achieving Organisational Effectiveness – DRP Understanding & Managing Change Effective Recruitment & Selection - The Principles Effective Recruitment & Selection – The skills Managing Attendance & Conduct at Work Harassment & Bullying at Work Relevant Health & Safety Management Training Introduction to People Management **Optional** Building High Performance Teams *£50* Interviewing & Questioning Skills *£25* Mid Life/Career Planning (The responsibility of individual Directorates/Service areas)

LEADERSHIP

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Giving Direction & Purpose • Is clear what needs to be achieved • Involves people in deciding what has to be done • Communicates a compelling view of the future • Sets clear short and long term objectives • Creates practical and achievable plans • Establishes standards of behaviour which promote diversity • Initiates change to make things happen	• Looks to others to provide direction • Takes an overly cautious approach • Assumes people know what is required of them without being told • Loses sight of the big picture • Allows a culture which is intolerant of diversity

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Making a Personal Impact • Presents a positive image • Visible and approachable to all • Acts with honest and integrity • Is valued for sound application of knowledge and expertise • Resilient and determined • Challenges and is prepared to be challenged • Says what people may not want to hear • Takes difficult decisions and measured risks • Accepts responsibility for own decisions • Takes personal responsibility for making progress in equality and diversity • Implements corporate decisions with energy and commitment	• Says one thing and does another • Takes contrary views as a personal criticism • Fights own corner, ignoring wider interests • Accepts the status quo • Aloof and arrogant • Aggressive not assertive

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Getting the Best from People • Gets to know individuals and their aspirations • Adapts leadership style to different people, cultures and situations • Identifies and brings on talent, especially amongst under represented groups • Knows when to step in and when not to • Listens and takes account of diverse views • Gives and expects frequent constructive feedback • Coaches individuals so they give of their best • Tackles poor performance or inappropriate behaviour • Praises achievements and celebrates	• Works only with the most competent people • Writes rather than speaks • Has a fixed management style • Does not delegate challenging or interesting work • Is uncomfortable working with people from diverse backgrounds • Blames others • Wields the red pen • Avoids giving bad news

success	

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Learning and Improving • Aware of own strengths, weaknesses and motivations • Applies learning from own and others experiences • Builds productive relationships with people across and outside the organisation • Understands, values and incorporates different perspectives • Seeks new or different ideas and opportunities to learn • Readily shares ideas and information with others • Encourages experimentation and tries innovative ways of working • Works with partners to achieve the best practical outcomes • Adapts quickly and flexibly to change	• Can't see things from other people's perspective • Assumes at the outset different perspectives need not be taken on board • Does not listen • Sticks to outdated methods • Unwilling to be exposed to risk or uncertainty

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Thinking Strategically • Sensitive to wider political and organisational priorities • Assimilates and makes sense of complex or conflicting data and different perspectives • Finds new ways of looking at issues • Homes in on key issues and principles • Considers the potential and impact of technology • Identifies opportunities to improve delivery through partnership • Anticipates and manages risks and consequences • Gives objective advice based on sound evidence and analysis • Communicates ideas clearly and persuasively • Actively seeks the views of specialists • Embeds best value principles by inviting external challenge to service review	• Works only from own perspective or assumptions about the world • Fails to make connections between ideas or people • Focuses solely on the detail • Focuses on intellectual debate at the expense of action • Fails to consider the needs of a diverse

EFFECTIVE BEHAVIOURS	INEFFECTIVE BEHAVIOURS
Focussing on Delivery • Organises the work to deliver to time, budget and agreed quality standards • Negotiates for the resources to do the job • Rigorous in monitoring and reviewing progress and performance • Puts customers first • Is not deflected by obstacles or problems • Shifts resources as priorities change • Seeks continuously to improve performance • Makes best use of diverse talents, technology and resources to deliver results	• Commits to delivery regardless of impact on team or self • Focuses on the process rather than getting results • Avoids dealing with difficult problems • Continually fire fighting • Takes sole credit for achieving results • Does not manage risks

GUIDING POLICY/STRATEGY FRAMEWORK	SUPPORTING TRAINING OPPORTUNITIES
Corporate Plan	**Optional** *(but no charge – as determined as priority development areas)* Mentoring Leo CMS Future Leaders