

 Version 1.9	Commercial Thinking and Analysis	Customer Service	Delivering Results	Values, Ethics and Diversity	Delivering a Quality Service (Continuous Improvement)	Planning	Developing self and others	Teams, Networking and Partnerships	Adapting to change
Tier 4 - Implementers and Specialists Providing / implementing the service at direct customer interface, whoever the customer may be – internal & external. Identifies how a service can be improved at ground level. Clearly understands why they are being asked to do things and implements it. Communicates and gives feedback on how to continuously improve the service and make it more cost effective without impacting negatively on quality standards	<ul style="list-style-type: none"> – Able to analyse information that is relevant to their role – Understands the impact of what they do on the finances of the council – Asks questions to probe for more information – Is aware of the financial position of the council – Is able to understand when to call for help or more information when analysing a situation – Breaks problems down into smaller parts 	<ul style="list-style-type: none"> – Puts the customer first – Strives to exceed customer expectations – Takes customer complaints seriously and makes appropriate changes to improve – Adapts behaviour to accommodate different types of customer – Works hard to identify and anticipate the needs of the customer – Proactively provides feedback to managers on customer issues 	<ul style="list-style-type: none"> – Works hard to deliver challenging targets – Is willing to put in extra effort to ensure goals are met – Delivers work on time – Challenges systems that get in the way of meeting goals – Keeps managers informed when project goals are unlikely to be met – Provides operational information to help managers set appropriate goals 	<ul style="list-style-type: none"> – Upholds the values of the council in everything they do – Promotes well-being by understanding others needs, culture and beliefs – Treats others fairly with dignity and respect – Gets to know someone before making a judgement – Works towards making the council socially and ethically responsible – Maintains confidentiality 	<ul style="list-style-type: none"> – Suggests ways to improve the quality or efficiency of tasks – Ensures tasks are done well without taking shortcuts – Accepts direction without unnecessarily challenging instructions – Follows council procedures and policies when delivering work – Understands and meets the legal obligations of the role – Minimises risk by ensuring Health and Safety is a top priority 	<ul style="list-style-type: none"> – Makes sure they have all the resources before starting activities – Manages own time without close supervision – Takes a methodical and consistent approach to work – Provides feedback to managers if planned activities need reviewing – Arrives at work and to meetings on time – Plans their approach to tasks and considers things that could go wrong 	<ul style="list-style-type: none"> – Takes a proactive approach to developing skills and knowledge – Shows others how to do things the right way – Identifies and is keen to undertake professional development – Handles criticism well and learns from it – Is aware of own strengths and limitations – Self-motivated to learn new skills and knowledge 	<ul style="list-style-type: none"> – Supports other team members when needed – Contributes to the team by building good relationships with other team members – Builds good relationships with people from partnership organisations – Is aware of how personal style impacts on others around them – Considers things from others viewpoint – Makes a good contribution to the team balancing personal goals with those of the team 	<ul style="list-style-type: none"> – Takes a flexible approach to tasks – Willing to work outside of their comfort zone and try new things – Comfortable changing tack when circumstances dictate – Sees organisational change as providing opportunities – Adapts working style to suit changing circumstances – Remains calm when required to change direction quickly
Tier 3 - Facilitators Communicates and controls the practical implementation and the detail of the 'decisions being made' Takes it back to the teams to implement the decision. Challenges Tier 2 on how to drive the operation through their teams and make the vision a reality. Communicates the message with very clear operational guidance	<ul style="list-style-type: none"> – Uses data analysis to have a robust understanding of activity and performance of their team – Manages the cost of implementing decisions – Understands when issues are part of a much larger problem – Communicates the key points of an issue accurately and 	<ul style="list-style-type: none"> – Creates an environment that is focused on delivering excellent customer service – Models good customer service consistently – Reacts to feedback from team about customer issues – Provides advice and guidance 	<ul style="list-style-type: none"> – Will take informed risks in order to meet deadlines – Consistently achieves or exceeds goals – Sets challenging goals for self and their team – Is self-motivated to deliver work in a timely way – Monitors progress of teams work against goals 	<ul style="list-style-type: none"> – Is a role model for high standards of behaviour – Encourages others to adhere to the values of the council – Treats others in a consistent and fair manner and accounts for their needs – Creates an environment that is non- 	<ul style="list-style-type: none"> – Pro-actively requests new ideas for improving quality – Supports others in putting new methods into action – Identifies good practice and encourages others to follow suit – Checks others work to ensure quality standards are being 	<ul style="list-style-type: none"> – Plans others activities in order to implement the strategy – Prioritises activities to make the best of resources – Listens to feedback from the team about potential issues with the plan – Produces comprehensive project plans – Manages the 	<ul style="list-style-type: none"> – Uses 1:1s to provide direction to others development – Ensures their team has the necessary professional knowledge and training – Provides feedback on performance to help the team understand their development needs 	<ul style="list-style-type: none"> – Engages team in decision making and listens to their views before making a decision – Is able to deal effectively with conflict within the team – Encourages staff to think of themselves as a team – Delegates work appropriately empowering staff to take 	<ul style="list-style-type: none"> – Supporting staff through changes in the council – Alters plans to account for changing situations – Keeps the team motivated to deliver in changing circumstances – Is willing to make difficult decisions in times of change – Perseveres to ensure the job

	<ul style="list-style-type: none"> comprehensively to their team Identifies commercial opportunities for the council Provides information to managers about commercial issues 	<ul style="list-style-type: none"> to help team deal with customer complaints Monitors team performance to ensure it meets or exceeds customer expectations Builds a team strategy to anticipate customer needs and issues 	<ul style="list-style-type: none"> Motivates team to ensure on time delivery of work 	<ul style="list-style-type: none"> judgemental Treats others with dignity and respect Takes account of community and social factors when making decisions 	<ul style="list-style-type: none"> consistently met Takes responsibility for ensuring the teams work meets legal requirements Is receptive to suggestions of ways to improve quality and Health and Safety 	<ul style="list-style-type: none"> deployment of people and resources in order to satisfy the planned activities Uses a systematic approach to work tasks and management of the team 	<ul style="list-style-type: none"> Puts aside time to advise and coach staff Provides development opportunities for team members Uses mistakes as an opportunity for improving skills and knowledge 	<ul style="list-style-type: none"> control Builds a strong network of contacts across the council Encourages team members to co-operate when delivering tasks 	<ul style="list-style-type: none"> is done when situations change Remains optimistic when changes are outside of their control
<p>Tier 2 - Shapers</p> <p>Challenges and influences Tier 1 on the 'decisions being made'. Input on the feasibility of a decision in relation to the financial and people resources, and also the impact on the Council, Service or Department. Translates the message and communicates it to the front line supervisors / team leaders</p>	<ul style="list-style-type: none"> Identifies commercial opportunities inside and outside the council Sets budgets in line with strategic resources Is comfortable analysing incomplete or ambiguous information Asks lots of questions upwards and downwards in order to understand issues more fully Provides feedback on the feasibility of strategic decisions Helps to deliver the commercial strategy of the council 	<ul style="list-style-type: none"> Balances internal and external customer's needs Influences upwards to ensure the strategy is customer focused Proactively identifies strategic customer needs and anticipates future needs Monitors customer satisfaction across the council Ensures key themes in customer complaints are looked at strategically Personally provides excellent customer service to own customers 	<ul style="list-style-type: none"> Willing to challenge both directions to meet goals Motivates and challenges others to deliver the strategy Establishes criteria and measures to monitor progress Is resilient to pressure of tight deadlines Perseveres and remains optimistic when faced with setbacks and delays Remains motivated to deliver even when things go wrong 	<ul style="list-style-type: none"> Promotes tolerance and consideration in the council Upholds values when in challenging situations and good times Delivers strategy in line with environmental and equality considerations Makes strategic decisions that reflect the needs of the wider community Presents a truthful picture of situations Keeps to agreements made with others even when under pressure not to 	<ul style="list-style-type: none"> Creates an environment where new ideas are fully supported Challenges others to ensure continual improvement Ensures that the strategy complies with legal requirements Works with partners to make sure their quality standards are sound Monitors quality standards across the whole service area Sets quality driven targets to encourage others to deliver a good job 	<ul style="list-style-type: none"> Monitors progress towards strategic goals Communicates the plan to others to ensure prompt delivery Ensures critical resources are available for others to deliver the strategy Keeps track of technological, operational and financial resources needed to deliver the strategy Resolves issues with resources that may result in missing project deadlines Sets achievable timescales and identifies clear steps to deliver the strategy 	<ul style="list-style-type: none"> Ensures their team is well placed to manage their and others development Questions upwards to ensure staff development resources are in place Encourages a culture of continuous development and learning Facilitates the identification and development of high potential staff Coaches own team about how to use coaching as a development tool Identifies external opportunities for development to broaden skills and knowledge 	<ul style="list-style-type: none"> Adapts style of communication depending on the audience Provides support in building external networks Pushes empowerment and authority down the organisation Inspires enthusiasm and a positive attitude from staff Monitors the effectiveness of team managers to ensure they are getting the best from their teams Has a broad network of internal and external contacts 	<ul style="list-style-type: none"> Provides support and guidance to help team cope with change Develops contingencies should plans need changing Presents with confidence when working in ambiguous situations Drives and directs change in the council Communicates change to strategic partners to keep them aligned with strategic goals Spots potential business opportunities arising out of changing circumstances

<p>Tier 1 - Creators and Visionaries</p> <p>Set the strategy, vision, policy & direction for the Council or Service. Takes full responsibility for actions. Ensures message is communicated and tailored appropriately to all levels affected</p>	<ul style="list-style-type: none"> Understands how one issue may be part of a larger system Sets strategy after analysing data from a wide range of sources Uses data from internal and external sources in order to make strategic decisions Communicates the commercial strategy and ensures others fully understand the implications Has a deep understanding of profit and loss and added value in relation to own and others work Identifies commercial opportunities for the Council at a strategic level 	<ul style="list-style-type: none"> Puts the customer first when designing the strategy Is aware of a wide range of internal and external customers (Government and Electorate) Has an excellent knowledge of key stakeholders and how they map onto projects Takes overall responsibility for customer service in own area Ensures key issues identified by measures of customer satisfaction are acted upon Monitors customer service levels in own and others areas 	<ul style="list-style-type: none"> Sets challenging targets for self and the council Models a driven approach to delivering challenging goals Presents a focused and determined manner when things are going wrong Identifies key deliverables to ensure the Council makes good progress towards achieving the strategy and vision Works hard to deliver results that are impacted by Government policy Challenges partners to drive delivery of shared strategic goals 	<ul style="list-style-type: none"> Promotes the values inside and outside the council Draws on the diverse backgrounds, skills and knowledge of people inside and outside the council Balances the needs of the council with the wider needs of the community Does not compromise ethical standards for personal gain Ensures the strategy of the council is sustainable and environmental y sound and uses effective Equality Analysis before making decisions Promotes ethical decision making with external partners and ensures they uphold the values of the council 	<ul style="list-style-type: none"> Takes an innovative approach to setting strategy Ensures the strategy builds on existing quality solutions Is aware of current legislation and how it applies to the council Takes overall responsibility for quality delivery across the council Champions new ideas in order to achieve improvement in quality Ensures strategic alliances contribute to quality and safety in the council 	<ul style="list-style-type: none"> Is flexible in modifying the strategy where it is not working Is aware of external factors that may have an impact on delivering the strategic plan Ensures strategic partners are aware of and signed up to the delivery plan Monitors the progress of strategic partners to deliver the council's plan Benchmarks the strategic plan against wider external measures Plans own time to ensure availability of strategic thinking time 	<ul style="list-style-type: none"> Ensures their team is well placed to manage their and others development Sees staff development as a key deliverable within the strategy Demonstrates commitment to self-development by having own development plan Benchmarks council commitment to development against external measures Personally mentors key members of staff to ensure their continued development Proactively seeks feedback on performance in order to establish development needs 	<ul style="list-style-type: none"> Proactively networks with internal and external contacts Builds strategic partnership with external organisations to deliver the strategy Presents self as approachable and allocates time to listen to concerns about the strategy of the council Emphasises the importance and impact of others work Is aware of how others in the council are feeling and addresses any issues Presents self in a confident and engaging manner especially when communicating to external audiences 	<ul style="list-style-type: none"> Champions change and encourages others contributions Provides resources and support to those managing change Is able to react to changes in Government policy Negotiates changes in strategic partner relationships due to changing circumstances Competent in adapting personal style to deal with council, Government and external stakeholders Anticipates how the political landscape will drive changes in the Council
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Competency title: Commercial Thinking and Analysis**Description:** *Able to analyse relevant information. Understands when issues are part of a much larger system and uses data from a wide range of sources. Understands and manages the commercial elements of the role.*

Tier indicators negative

Tier indicators positive

Tier 4 – Implementers and Specialists

– Takes information on face value	– Able to analyse information that is relevant to their role
– Has little understanding of the value of their actions	– Understands the impact of what they do on the finances of the council
– Does not probe further for more information	– Asks questions to probe for more information
– Has little interest in the overall financial position of the council	– Is aware of the financial position of the council
– Will struggle to work things out alone rather than ask for help	– Is able to understand when to call for help or more information when analysing a situation
– Tries to analyse problems in one go	– Breaks problems down into smaller parts

Tier 3 – Facilitators

– Uses judgement to understand performance	– Uses data analysis to have a robust understanding of activity and performance of their team
– Makes decisions regardless of the cost	– Manages the cost of implementing decisions
– Focuses on the problem at hand rather than looking at the bigger picture	– Understands when issues are part of a much larger problem
– Communication of important information lacks detail	– Communicates the key points of an issue accurately and comprehensively to their team
– Has little recognition of commercial opportunities	– Identifies commercial opportunities for the council
– Does not pass commercial information upwards	– Provides information to managers about commercial issues

Tier 2 - Shapers

– Only identifies commercial opportunities inside the council or not at all	– Identifies commercial opportunities inside and outside the council
– Does not set clear budgets	– Sets budgets in line with strategic resources
– Postpones decisions until the complete data is available	– Is comfortable analysing incomplete or ambiguous information
– Accepts information without exploring further	– Asks lots of questions upwards and downwards in order to understand issues more fully
– Does not provide feedback upwards about the strategy	– Provides feedback on the feasibility of strategic decisions
– Avoids responsibility for the commercial strategy	– Helps to deliver the commercial strategy of the council

Tier 1 – Creators and Visionaries

– Takes issues as discrete rather than looking for connections with other issues	– Understands how one issue may be part of a larger system
– Sets the strategy based on intuition and hearsay	– Sets strategy after analysing data from a wide range of sources
– Only uses data from selected sources without getting a wider view	– Uses data from internal and external sources in order to make strategic decisions
– Fails to communicate effectively the commercial strategy	– Communicates the commercial strategy and ensures others fully understand the implications
– Has little understanding or interest in profit and loss	– Has a deep understanding of profit and loss and added value in relation to own and others work
– Sees opportunities for providing a service without recognising the commercial opportunity	– Identifies commercial opportunities for the Council at a strategic level

Questions

Describe a time when you have analysed a wide range of data to understand how something works?

When have you used intuition without any analysis to come to a conclusion?

What opportunities do you have to focus on the commercial aspects of your role?

How much responsibility do you have for setting or adhering to budgets?

Development Tips

Explain a work problem to a friend, colleague or member of your family and ask them to question you to test your understanding.

Review a recent piece of work or regular task. Think about the cost of materials, resources and budgets and discuss this and any cost savings you could make with your manager.

Use the internet, e.g. www.moneysavingexpert.com, television and newspapers to build your knowledge of money matters.

Do a SWOT analysis (Strengths, weaknesses, opportunities and threats) on your department, service or the council as a whole. Share your thoughts with your colleagues and manager.

Competency title: Customer Service	
Description: <i>Puts the customer at the centre of services and creates an environment for delivering excellent customer service. Understands the key stake holders current needs and anticipates future needs.</i>	
Tier indicators negative	Tier indicators positive
Tier 4 – Implementers and Specialists	
– Concentrates more on internal processes than the customer	– Puts the customer first
– Accepts mediocre customer service	– Strives to exceed customer expectations
– Fails to take action after hearing of customer complaints	– Takes customer complaints seriously and makes appropriate changes to improve
– Behaves the same regardless of the needs of the customer	– Adapts behaviour to accommodate different types of customer
– Does not investigate the needs of the customer and offers only what is available	– Works hard to identify and anticipate the needs of the customer
– Keeps customer information to themselves without feeding back upwards	– Proactively provides feedback to managers on customer issues
Tier 3 – Facilitators	
– Fails to instil great customer service in their team	– Creates an environment that is focused on delivering excellent customer service
– Does not demonstrate good customer service themselves	– Models good customer service consistently
– Ignores feedback on customer experiences	– Reacts to feedback from team about customer issues
– Expects their team to know how to deal with customer complaints without being given advice and guidance	– Provides advice and guidance to help team deal with customer complaints
– Does not monitor teams performance in customer service	– Monitors team performance to ensure it meets or exceeds customer expectations
– Takes a short term view of customer needs and fails to anticipate future needs	– Builds a team strategy to anticipate customer needs and issues
Tier 2 - Shapers	
– Focuses more on internal or external customer needs	– Balances internal and external customer’s needs
– Fails to influence visionaries on customer service strategy	– Influences upwards to ensure the strategy is customer focused
– Takes a short term view of customer needs and fails to anticipate future needs	– Proactively identifies strategic customer needs and anticipates future needs
– Measures customer service in their own area only or not at all	– Monitors customer satisfaction across the council
– Does not explore strategic implications of customer complaints	– Ensures key themes in customer complaints are looked at strategically
– Fails to provide good customer service to own customers	– Personally provides excellent customer service to own customers
Tier 1 – Creators and Visionaries	
– Designs the strategy from an internal perspective	– Puts the customer first when designing the strategy
– Only focuses on internal or external customers	– Is aware of a wide range of internal and external customers (Government and Electorate)
– Does not know who all the stakeholders are or how they impact on the project	– Has an excellent knowledge of key stakeholders and how they map onto projects
– Abdicates responsibility for customer service to others	– Takes overall responsibility for customer service in own area
– Does not act on information about customer service issues	– Ensures key issues identified by measures of customer satisfaction are acted upon
– Fails to monitor customer service or only monitors in own area	– Monitors customer service levels in own and others areas
Questions	Development Tips
<p>How do you check you are delivering great customer service?</p> <p>Describe a time when you felt you or your department could have delivered better customer service.</p> <p>What steps do you take to make sure you understand the needs of your customer?</p> <p>What do you do to anticipate the future needs of your customers?</p>	<p>Try putting yourself in your customers shoes especially when they have complained. What would you like someone to do in that situation?</p> <p>Think about some the customer service you have received in high street stores. What have they done well and what could they do better? How could this apply to the council?</p> <p>Arrange meetings with your, internal and external, customers. Find out more about their needs and how they view the service you provide.</p>

Competency title: Delivering Results

Description: Works hard to deliver agreed goals. Challenges systems that get in the way of meeting goals. Demonstrates strong personal drive to achieve challenging goals.

Tier indicators negative

Tier indicators positive

Tier 4 – Implementers and Specialists

– Puts in the minimum of effort	– Works hard to deliver challenging targets
– Does only what is needed	– Is willing to put in extra effort to ensure goals are met
– Sees deadlines as flexible	– Delivers work on time
– Puts up with inefficient systems and does not provide upwards feedback	– Challenges systems that get in the way of meeting goals
– Fails to keep managers informed of delivery issues	– Keeps managers informed when project goals are unlikely to be met
– Allows managers to set too easy or difficult goals by not sharing information	– Provides operational information to help managers set appropriate goals

Tier 3 – Facilitators

– Is not willing to take risks	– Will take informed risks in order to meet deadlines
– Consistently fails to meet agreed goals	– Consistently achieves or exceeds goals
– Sets easily attained goals	– Sets challenging goals for self and their team
– Needs close management to ensure work is delivered on time	– Is self-motivated to deliver work in a timely way
– Does not monitor progress of team towards goals	– Monitors progress of teams work against goals
– Fails to motivate their team to deliver on time	– Motivates team to ensure on time delivery of work

Tier 2 – Shapers

– Unwilling to challenge upwards or downwards	– Willing to challenge both directions to meet goals
– Fails to motivate their team to deliver on time	– Motivates and challenges others to deliver the strategy
– Does not establish clear criteria with which to measure progress	– Establishes criteria and measures to monitor progress
– Gets stressed and reduces input when under pressure	– Is resilient to pressure of tight deadlines
– Looks at the negatives when faced with setbacks	– Perseveres and remains optimistic when faced with setbacks and delays
– Gives up when things go wrong	– Remains motivated to deliver even when things go wrong

Tier 1 – Creators and Visionaries

– Sets easily attained goals	– Sets challenging targets for self and the council
– Does not demonstrate a driven approach to others	– Models a driven approach to delivering challenging goals
– Gives up or panics when things go wrong	– Presents a focused and determined manner when things are going wrong
– Does not establish clear criteria with which to measure progress	– Identifies key deliverables to ensure the Council makes good progress towards achieving the strategy and vision
– Sits back whilst others deliver results	– Works hard to deliver results that are impacted by Government policy
– Accepts the poor efficiency of strategic partners	– Challenges partners to drive delivery of shared strategic goals

Questions

Describe a time when you had to work as a team to deliver really challenging goals.

How do you make sure that you set yourself goals that stretch your capability?

What do you do in order to monitor your progress towards the goals and targets that are set for you?

How do you keep motivated and positive when things are going wrong or you are under pressure to deliver?

Development Tips

Work with a trusted colleague to work out the things that motivate you. Discuss with your manager whether your current role contains these things.

Identify someone who you work with that seems to cope well with pressure of work. What do they do to cope better with pressure? Is there anything you can learn from them?

Review your current workload. Is there anything you need to change or re-balance? Discuss your thoughts with someone you trust and try to identify how to make changes.

Competency title: Values, Ethics and Diversity	
Description: Upholds the values of the council and promotes consideration and tolerance. Is non-judgemental and draws on others diverse backgrounds to make ethically motivated decisions.	
Tier indicators negative	Tier indicators positive
Tier 4 – Implementers and Specialists	
– Fails to live the values of the council	– Upholds the values of the council in everything they do
– Makes assumptions about others needs, culture and beliefs or lacks interest	– Promotes well-being by understanding others needs, culture and beliefs
– Does not tolerate individual differences that impact on relationships	– Treats others fairly with dignity and respect
– Makes snap judgements about others	– Gets to know someone before making a judgement
– Has little interest in social and ethical responsibility	– Works towards making the council socially and ethically responsible
– Shares confidential information inappropriately	– Maintains confidentiality
Tier 3 – Facilitators	
– Models unethical and poor behaviour	– Is a role model for high standards of behaviour
– Encourages others to take short cuts or act unethically	– Encourages others to adhere to the values of the council
– Is inconsistent in giving praise or discipline	– Treats others in a consistent and fair manner and accounts for their needs
– Makes quick judgements and fails to deal with staff who judge others	– Creates an environment that is non-judgemental
– Allows staff to show little respect for others	– Ensures staff treats others with dignity and respect
– Makes decisions that focus on a limited viewpoint like just internal factors	– Takes account of community and social factors when making decisions
Tier 2 – Shapers	
– Allows intolerant behaviour to take place	– Promotes tolerance and consideration in the council
– Drops standards when under pressure of delivery	– Upholds values when in challenging situations and good times
– Makes decisions that have a negative impact on the environment or equality	– Delivers strategy in line with environmental and equality considerations
– Makes decisions that focus just on internal factors	– Makes strategic decisions that reflect the needs of the wider community
– Deliberately misleads others	– Presents a truthful picture of situations
– Breaks agreements when under pressure of delivery	– Keeps to agreements made with others even when under pressure not to
Tier 1 – Creators and Visionaries	
– Is not pro-active in promoting the values of the council	– Promotes the values inside and outside the council
– Builds teams with people who are similar and fails to use personal differences for the benefit of the council	– Draws on the diverse backgrounds, skills and knowledge of people inside and outside the council
– Focuses attention exclusively on the needs of the council or the community	– Balances the needs of the council with the wider needs of the community
– Compromises ethical standards if there is personal benefit	– Does not compromise ethical standards for personal gain
– Designs a strategy that will have a negative impact on the environment, is unsustainable or fails to use effective Equality Analysis	– Ensures the strategy of the council is sustainable and environmentally sound and uses effective Equality Analysis before making decisions
– Places little emphasis on the ethics of suppliers and partners focussing more on getting a good deal	– Promotes ethical decision making with external partners and ensures they uphold the values of the council
Questions	Development Tips
<p>What do you do to ensure that you understand the needs, culture and beliefs of your colleagues?</p> <p>How do you make sure you get to know your colleagues before making judgements about them?</p> <p>Describe a time when you needed to keep something confidential?</p> <p>What do you do to help the council deliver services in an ethical manner?</p>	<p>Talk with colleagues about their background and culture to try and understand them more and share your own with them.</p> <p>Increase your self-awareness by writing down a list of people and behaviours that irritate you. Talk with someone else to try and understand what it is that annoys you.</p> <p>Use the internet, books and television to learn more about different cultures.</p>

Competency title: Continuous Improvement	
Description: <i>Ensures the delivery of high quality outputs that meet legal and safety requirements. Suggests alternative methods that will drive continual improvement.</i>	
Tier indicators negative	Tier indicators positive
Tier 4 – Implementers and Specialists	
– Accepts poor quality or efficiency without trying to improve it	– Suggests ways to improve the quality or efficiency of tasks
– Takes shortcuts to reduce effort that have a negative impact on quality	– Ensures tasks are done well without taking shortcuts
– Challenges everything that their manager asks of them	– Accepts direction without unnecessarily challenging instructions
– Works outside of council guidelines	– Follows council procedures and policies when delivering work
– Is not aware of the legal obligations or chooses to ignore them	– Understands and meets the legal obligations of the role
– Takes unnecessary risks that affect Health and Safety	– Minimises risk by ensuring Health and Safety is a top priority
Tier 3 – Facilitators	
– Makes little effort to collate new ideas	– Pro-actively requests new ideas for improving quality
– Sticks to tried and tested methods	– Supports others in putting new methods into action
– Allows poor practice to continue without checks	– Identifies good practice and encourages others to follow suit
– Focuses more on quantity of others work than the quality of the work	– Checks others work to ensure quality standards are being consistently met
– Blames the team when their work does not meet legal requirements	– Takes responsibility for ensuring the teams work meets legal requirements
– Dismisses suggestions of new ideas	– Is receptive to suggestions of ways to improve quality and Health and Safety
Tier 2 – Shapers	
– Fails to support new innovations	– Creates an environment where new ideas are fully supported
– Accepts mediocre work without trying to improve quality	– Challenges others to ensure continual improvement
– Is unaware of legal requirements that impact on the strategy	– Ensures that the strategy complies with legal requirements
– Accepts poor quality work from partners without trying to improve	– Works with partners to make sure their quality standards are sound
– Monitors quality in specific areas rather than across the whole service	– Monitors quality standards across the whole service area
– Fails to set clear targets for quality	– Sets quality driven targets to encourage others to deliver a good job
Tier 1 – Creators and Visionaries	
– Sticks to tried and tested methods	– Takes an innovative approach to setting strategy
– Does not account for existing quality standards when deciding on the strategy	– Ensures the strategy builds on existing quality solutions
– Fails to apply current legislation to the strategy	– Is aware of current legislation and how it applies to the council
– Blames others for poor quality delivery	– Takes overall responsibility for quality delivery across the council
– Dismisses new ideas in favour of existing methods	– Champions new ideas in order to achieve improvement in quality
– Accepts strategic alliances regardless of quality and safety record	– Ensures strategic alliances contribute to quality and safety in the council
Questions	Development Tips
Describe a time when you went out of your way to deliver a high quality outcome.	Find out about the quality standards that have been set within the council. How well are you and your department working to them?
How do you monitor the quality of your outcomes against the targets that have been set?	Identify a colleague who you believe to deliver excellent quality. Review what they do and see if there are things that you could adopt.
Describe a time when you have suggested improvements that would result in improved quality?	Discuss, with colleagues, possible innovations you could introduce in the way you carry out tasks. Try to prioritise which of them could be introduced.
What do you do to make sure that your colleagues and external partners deliver high quality?	

Competency title: Planning	
Description: <i>Produces comprehensive project plans and ensures that all the required resources are in place before work starts. Monitors progress of projects in delivering the strategy.</i>	
Tier indicators negative	Tier indicators positive
Tier 4 – Implementers and Specialists	
– Starts activities without checking that resources are in place	– Makes sure they have all the resources before starting activities
– Needs close supervision to stick to time with tasks	– Manages own time without close supervision
– Approaches work in a haphazard manner	– Takes a methodical and consistent approach to work
– Does not inform managers that tasks need changing or looking at	– Provides feedback to managers if planned activities need reviewing
– Is frequently late for work and meetings	– Arrives at work and to meetings on time
– Reacts to issues in tasks as they crop up rather than anticipating them	– Plans their approach to tasks and considers things that could go wrong
Tier 3 – Facilitators	
– Expects others to get on with the job without planning activities for them	– Plans others activities in order to implement the strategy
– Does not prioritise tasks to get the best out of the resources	– Prioritises activities to make the best of resources
– Is closed to feedback from the team about the plan of action	– Listens to feedback from the team about potential issues with the plan
– Produces sketchy project plans that lack detail or are incomplete	– Produces comprehensive project plans
– Takes an ad-hoc approach to managing resources to deliver activities	– Manages the deployment of people and resources in order to satisfy the planned activities
– Is disorganised in their approach to tasks and managing	– Uses a systematic approach to work tasks and management of the team
Tier 2 – Shapers	
– Is unaware of what needs doing to meet strategic goals	– Monitors progress towards strategic goals
– Does not communicate the plan comprehensively to others	– Communicates the plan to others to ensure prompt delivery
– Misses out organising critical resources leading to stalled progress	– Ensures critical resources are available for others to deliver the strategy
– Does not keep track of a comprehensive set of measures to ensure delivery of the strategy	– Keeps track of technological, operational and financial resources needed to deliver the strategy
– Fails to react when issues with resources are holding up progress	– Resolves issues with resources that may result in missing project deadlines
– Sets ambitious or easily met timescales for delivery	– Sets achievable timescales and identifies clear steps to deliver the strategy
Tier 1 – Creators and Visionaries	
– Sticks to the strategy even when it is not working	– Is flexible in modifying the strategy where it is not working
– Focuses on internal delivery to the exclusion of external factors	– Is aware of external factors that may have an impact on delivering the strategic plan
– Does not ensure partners are committed to and agree plans for delivery	– Ensures strategic partners are aware of and signed up to the delivery plan
– Assumes that partners are progressing well and fails to check that progress	– Monitors the progress of strategic partners to deliver the council's plan
– Benchmarks the plan against previous projects without considering a broader benchmark involving external measures	– Benchmarks the strategic plan against wider external measures
– Fails to allow personal time for thinking	– Plans own time to ensure availability of strategic thinking time
Questions	Development Tips
Describe a complex task or project that you had to spend time planning for?	Try to break projects into smaller, more manageable, portions and make a list so that you can cross them off once completed.
How do you ensure you deliver your plans but allow for unexpected events?	When you notice yourself avoiding a task or problem try to review why it is you are avoiding it. Make a list of the reasons and try to deal with them one at a time.
What do you do to make sure your work contributes to the overall council strategy?	List out some situations where you have not achieved what you set out to. Try to explore the reasons for this. Are there any changes you could make that would have improved these situations?
How do you ensure that external partners or suppliers deliver on their promises in a timely manner?	

Competency title: Developing Self and Others

Description: *Is self-motivate to develop skills and gain relevant knowledge. Helps others to develop by sharing knowledge and identifying development opportunities.*

Tier indicators negative

Tier indicators positive

Tier 4 – Implementers and Specialists

- | | |
|--|--|
| – Waits to be told what development they need | – Takes a pro-active approach to developing skills and knowledge |
| – Keeps their knowledge to themselves without sharing skills | – Shows others how to do things the right way |
| – Feels that they do not need further professional development | – Identifies and is keen to undertake professional development |
| – Acts defensively when faced with critical feedback | – Handles criticism well and learns from it |
| – Lacks awareness of own strengths and limitations | – Is aware of own strengths and limitations |
| – Needs motivating to learn and develop | – Self-motivated to learn new skills and knowledge |

Tier 3 – Facilitators

- | | |
|--|--|
| – Treats 1:1s as a hindrance rather than an opportunity for development | – Uses 1:1s to provide direction to others development |
| – Does not monitor the teams qualifications and training | – Ensures their team has the necessary professional knowledge and training |
| – Fails to provide constructive feedback for the team | – Provides feedback on performance to help the team understand their development needs |
| – Keeps so busy time is not available for coaching and development | – Puts aside time to advise and coach staff |
| – Fails to find development opportunities for team members | – Provides development opportunities for team members |
| – Ignores mistakes or uses them to blame others rather than develop them | – Uses mistakes as an opportunity for improving skills and knowledge |

Tier 2 – Shapers

- | | |
|---|---|
| – Does not provide development for their managers to develop their own teams | – Ensures their team is well placed to manage their and others development |
| – Fails to ask question of visionaries about staff resources | – Questions upwards to ensure staff development resources are in place |
| – Sees development and learning as a hindrance to progressing tasks | – Encourages a culture of continuous development and learning |
| – Places little emphasis on separate development for high potential staff | – Facilitates the identification and development of high potential staff |
| – Does not provide own team with coaching skills | – Coaches own team about how to use coaching as a development tool |
| – Takes an internal view of development rather than looking to partners as a development option | – Identifies external opportunities for development to broaden skills and knowledge |

Tier 1 – Creators and Visionaries

- | | |
|--|---|
| – Does not provide development for their managers to develop their own teams | – Ensures their team is well placed to manage their and others development |
| – Prioritises material goals above staff development | – Sees staff development as a key deliverable within the strategy |
| – Feels they do not need their own development plan | – Demonstrates commitment to self-development by having own development plan |
| – Takes an internal view to benchmarking commitment to development | – Benchmarks council commitment to development against external measures |
| – Sees mentoring staff as someone else’s responsibility | – Personally mentors key members of staff to ensure their continued development |
| – Takes few measures to pro-actively court feedback on own performance and style | – Proactively seeks feedback on performance in order to establish development needs |

Questions

Describe a time when you have pro-actively learned a new skill or piece of knowledge at work.

How do you keep yourself up to date with advances in your specialism?

What steps do you take to ensure your team are keeping up to date with developments in their respective areas?

Describe a situation where you shared your knowledge and experience with someone else.

Development Tips

Find a mentor within the council to discuss your career and/or professional development

Explore local opportunities for development at colleges, community groups and private companies.

Regularly review your development plan. What areas have you already developed and which are you finding it difficult to develop?

Competency title: Teams, Networking and Partnerships	
Description: <i>Makes a good contribution to the team and supports other team members when necessary. Builds a range of networks both internal and external to the council.</i>	
Tier indicators negative	Tier indicators positive
Tier 4 – Implementers and Specialists	
– Focuses on the task more than the people	– Supports other team members when needed
– Sees good relationships as less important if the goals are being met	– Contributes to the team by building good relationships with other team members
– Is less concerned about building relationships with staff in partner organisations	– Builds good relationships with people from partnership organisations
– Is less concerned how their style impacts on others, may lack self-awareness	– Is aware of how personal style impacts on others around them
– Relies on their own viewpoint and finds it difficult to see other perspectives	– Considers things from others viewpoint
– Is concerned with their own rewards above that of the team	– Makes a good contribution to the team balancing personal goals with those of the team
Tier 3 – Facilitators	
– Takes decisions without involving the team or asking their views	– Involves team in decision making and listens to their views before making a decision
– Avoids or ignores conflict	– Is able to deal effectively with conflict within the team
– Plays members of staff off against each other	– Encourages staff to think of themselves as a team
– Keeps tasks to themselves or delegates to people who are less effective	– Delegates work appropriately empowering staff to take control
– Keeps a small circle of contacts within their own service	– Builds a strong network of contacts across the council
– Leaves team members to their own devices when delivering team tasks	– Encourages team members to co-operate when delivering tasks
Tier 2 - Shapers	
– Sticks to the same mode of communication regardless of the audience	– Adapts style of communication depending on the audience
– Does not help others to broaden their range of contacts outside the council	– Provides support in building external networks
– Keeps a tight rein on the control and responsibilities of their staff	– Pushes empowerment and authority down the organisation
– Fails to inspire enthusiasm and a positive attitude	– Inspires enthusiasm and a positive attitude from staff
– Focuses on output rather than monitoring how well their staff are managing their reports	– Monitors the effectiveness of team managers to ensure they are getting the best from their teams
– Keeps a small circle of contacts within the council	– Has a broad network of internal and external contacts
Tier 1 – Creators and Visionaries	
– Reacts to networking opportunities rather than taking a pro-active approach	– Proactively networks with internal and external contacts
– Makes few attempts to build strategic partnerships externally	– Builds strategic partnership with external organisations to deliver the strategy
– Appears unapproachable and is too busy to listen to staff concerns	– Presents self as approachable and allocates time to listen to concerns about the strategy of the council
– Keeps the glory and praise for themselves not their staff	– Emphasises the importance and impact of others work
– Reacts to issues only if they are directly reported	– Is aware of how others in the council are feeling and addresses any issues
– Is reserved and awkward when presenting externally	– Presents self in a confident manner especially when communicating to external audiences
Questions	Development Tips
Describe a time when the delivery of a successful outcome was dependent on working as a team. How did you contribute?	Review the types of roles you generally adopt in team tasks. Are there other roles you could adopt? How would this impact on your performance?
How do you adapt your approach to communicating depending on the audience?	Think about organising a social event outside of work so that you can get to know your colleagues better.
What do you do to develop a wide network of internal and external contacts and keep in touch with them?	Review your network of work contacts inside and outside the council. Are there any sections of your work where you could improve your network? Work with your colleagues to find ways to improve this.
What techniques do you use to successfully delegate tasks to others in your team?	

Competency title: Adapting to Change	
Description: <i>Enjoys the opportunities that change brings and is comfortable flexing their approach to tasks. Remains optimistic even when changes are outside of their control.</i>	
Tier indicators negative	Tier indicators positive
Tier 4 – Implementers and Specialists	
– Sticks to the plan whatever the circumstances	– Takes a flexible approach to tasks
– Reluctant to try new approaches to tasks	– Willing to work outside of their comfort zone and try new things
– Finds it difficult to react to changes in the process when required	– Comfortable changing tack when circumstances dictate
– Views organisational change as a challenge	– Sees organisational change as providing opportunities
– Keeps the same working style whatever the circumstances	– Adapts working style to suit changing circumstances
– Panics when required to make changes in the plan	– Remains calm when required to change direction quickly
Tier 3 – Facilitators	
– Concentrates on their own issues in changing circumstances	– Supporting staff through changes in the council
– Keeps plans rigid when situations change	– Alters plans to account for changing situations
– Fails to motivate the team when times are challenging	– Keeps the team motivated to deliver in changing circumstances
– Defers decisions to others when circumstances change	– Is willing to make difficult decisions in times of change
– Gives up if the situation changes	– Perseveres to ensure the job is done when situations change
– Sees the negative aspects of change	– Remains optimistic when changes are outside of their control
Tier 2 – Shapers	
– Concentrates on their own issues in changing circumstances	– Provides support and guidance to help team cope with change
– Reacts to changes in an ad-hoc manner	– Develops contingencies should plans need changing
– Needs clear and comprehensive plans to be at their best	– Presents with confidence when working in ambiguous situations
– Responds to change rather than being at the front of change	– Drives and directs change in the council
– Focuses on delivering the task rather than communicating progress	– Communicates change to strategic partners to keep them aligned with strategic goals
– Puts all their energy into dealing with change than spotting opportunities	– Spots potential business opportunities arising out of changing circumstances
Tier 1 – Creators and Visionaries	
– Likes to keep things familiar and ignores others contributions that may indicate a need for change	– Champions change and encourages others contributions
– Fails to support their team through changes expecting them to get on with it	– Provides resources and support to those managing change
– Is reluctant and panics when faced with Governmental changes	– Is able to react to changes in Government policy
– Avoids changing strategic partner agreements despite changing circumstances	– Negotiates changes in strategic partner relationships due to changing circumstances
– Keeps to the same way of presenting regardless of the audience	– Competent in adapting personal style to deal with council, Government and external stakeholders
– Focuses on the here and now taking a short term view	– Anticipates how the political landscape will drive changes in the Council
Questions	Development Tips
Describe a time when you needed to change direction of a task at short notice.	Think about a recent change. How did you feel when that change began to have an impact on you? What could have made the changes easier to deal with?
How do you feel when making changes that are imposed upon you?	Review the last change your team went through. What did you do to support them? Ask them for some feedback and review if you could have done things differently.
What techniques do you use to support others through changing circumstances?	Use the internet and television to learn more about the political landscape impacting on the council. What are the potential changes that could impact on you or your team? What could you do to prepare?
Describe a time when wider political changes had an impact on your role. What specific things were required to change?	