Rhondda Cynon Taf

Ancillary Staff Competency Framework

(January 2009)

Content

Competencies – Explanatory Notes

What are 'Competencies?'

The competencies in this document describe how really 'excellent' staff would work in Rhondda Cynon Taff County Borough Council (RCTCBC). They don't describe specific tasks that people do as part of their job, (job descriptions do this). Instead they describe *how* someone who is really effective would do those things, and *what else* they would do in addition to those things. Working in a way that is described by the competencies doesn't necessarily mean doing 'more' in terms of work, but it can mean working differently.

All positions within RCTCBC are included in this framework. There are 9 main job families:

- Strategic Management (Heads of Service and above)
- Middle Management
- Supervisors / Team Leaders (1st line managers)
- Administrators
- Ancillary workers
- Care and Community
- Frontline and Customer Care staff
- Skilled Manual Workers
- Technical, Specialist and Professional staff

The decision tree on page 5 will help you to identify which job family your job is most likely to be in. If you have any questions regarding which competency framework is most suitable for your role, please discuss this with Human Resources (HR) or your line manager.

By using competencies to define what 'excellent' performance looks like for everyone, and encouraging people to work in these ways, RCTCBC is more able to deliver levels of service that will really make a difference to our Community.

Understanding Your Competencies

The overview shows a summary of all the competency framework headings on 1 page. There are a number of competency areas that have been identified as being key for all workers in RCTCBC and although the actual demonstration of these may vary for different jobs, these competencies are important for everyone. The key competencies are:

- **Working with other people** (this also includes in a team or in a partnership)

- **Communicating Effectively**

- **Focusing on Service Users** (this also includes looking after their interests, earning their trust, working with service users and meeting service user needs)

Each of the competencies is broken down into a list of specific behaviours which has three columns. On the left column of each list are the things that other people would be able to see you doing if you were 'excellent' at your job. On the right, are the negative versions of those behaviours which give examples of ineffective behaviour. Between the two extremes, an adequate, basic, level of performance is described.

The three descriptions for each type of behaviour **illustrate points 1, 2, 2.5, 3, 4 and 5 sliding scale**. You might feel that you don't sit in any particular 'box', all the time. However, because there is a **range of behaviour** between the positive and negative behaviours, it is possible for someone to sit between the points. Or, you may show both positive and negative sides of the same behaviour at different times, for example depending on who you are working with.

This is shown in the example below:
Here is an extract from the *Communicating Effectively* competency, with the in-between behaviours added in grey to show the full scale:

An excellent RCTCBC Worker: An ineffective RCT CBC Worker:

4	3	2.5	2	1
Communicates clearly and concisely	*Generally communicates well (good standard rather than excellent)*	Uses communication that requires some checking by others	*Communication can be vague or unclear- would benefit from some development*	Is unfocused and unclear and leaves others unsure of what was said or meant

If you need help understanding what the scales and behaviours mean in relation to your job, please discuss them with your line manager.

The health and safety of our staff and service users and valuing diversity are core to all our values in RCTCBC and are either expressed as specific competencies or are integrated into individual frameworks.

How the Competencies Will Be Used

This set of competencies will be used within RCT's Performance Plus! system to help everyone in the Council to see where they are in relation to 'excellent' performance.

This set will also be used to measure candidates' suitability when they are applying for jobs like yours at RCT, to make sure the best people are selected. They can also be used to define training and development content.

Although these sets of competencies describe qualities of 'excellent' workers, it is accepted that it would not be realistic to expect anyone to show all the positive behaviours, across all of the competencies, all of the time. However, there is an

expectation that people strive towards this ideal. The competencies should therefore be seen as something to aim towards, and to help you to clearly understand where your strengths lie and where you may need further development.

RCTCBC Ancillary Competency Framework

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People

Working with Others (1)

Works as part of a team; treats team members, other colleagues, supervisors and members of the public with respect.

- Responsible, trustworthy, reliable
- Supportive, uses others' strengths
- Fair, treats others with respect

Communicating Effectively (2)

Speaks clearly and concisely, uses simple language and checks others understand what is being said

- Courteous, polite
- Informs, explains, openly shares
- Listens
- Clear, effective, accurate

Tasks

Demonstrating Technical Ability (3)

Understands the skills that are important for performing the job well; understands own skill level and where further development is needed

- Qualified, proficient
- Open to development

Culture and Values – The RCTCBC Context

Working Safely (4)

Complies with health and safety regulations; keeps self and others safe when working

- Aware of relevant H&S standards
- Compliant with H&S policies

Being Committed and Reliable (5)

Has a positive attitude and takes pride in representing the Council; is reliable; uses initiative; goes the extra mile

- Dependable, trustworthy and committed
- Confident, action-focused attitude, problem-solver

Working with Others

Works as part of a team; treats team members, other colleagues, supervisors and members of the public with respect.

An excellent RCTCBC Ancillary Worker: An ineffective RCTCBC Ancillary Worker:

An excellent RCTCBC Ancillary Worker		An ineffective RCTCBC Ancillary Worker
Is a 'team player'	Only works well with some people	Is not willing to work with others, always wants to do things their own way
Is willing to help others	Usually helps others but sometimes puts their own tasks first	Lets others do their work for them
Always treats other people with respect	Is usually polite and respectful	Can be discourteous and disrespectful to others
Always makes an effort to get on with other people	Has good relationships with most members of the team but not others	Lets personal relationships get in the way of the job; causes friction within the team or stirs up problems
Helps and supports people who need it, particularly new staff	Is supportive at times but tends to concentrate on completing own work	Is unsupportive and won't help others. Makes people feel 'in the way' or a 'nuisance'
Is open and approachable at all times	Is open and approachable with some members of the team	Is unapproachable and can oversteps the mark
Listens to feedback and isn't easily offended by it	Usually accepts constructive feedback appropriately	Avoids or rejects feedback and becomes confrontational or defensive

Communicating Effectively

Speaks clearly and concisely, uses the right language and makes sure that others understand what is being said.

An excellent RCTCBC Ancillary Worker: An ineffective RCTCBC Ancillary Worker:

Tells people everything they need to know	Doesn't always give others the full picture	Keeps information to themselves
Speaks clearly	Is understood by most	Is usually difficult to understand
Checks that others have understood them	Usually checks understanding	Assumes that others understand what they've been told
Listens well to others; understands what they mean, not just what they say	Can take what people say at face value	Never listens to others, misunderstands them
Is always polite and courteous	Can be inappropriately informal at times	Is rude and discourteous to others

Demonstrating Technical Ability

Knows the skills that are important for performing the job well; understands own skill level and where further development is needed.

An excellent RCTCBC Ancillary Worker: An ineffective RCTCBC Ancillary Worker:

Works to their best ability	Only does what needs to be done	Deliberately does not work to their best ability. Slows the team down
Is willing to learn new tasks	Will try new tasks if asked	Won't try new tasks
Keeps their equipment in good order ensuring that equipment is well maintained	Usually keeps equipment in reasonable order	Loses or breaks equipment
Understands and demonstrates how the Council is trying to be environmentally friendly and how they support that	Demonstrates how the Council is trying to be environmentally friendly and how they support that	Shows no awareness of how the Council is trying to be environmentally friendly and how they support that
Knows how to use all of their equipment correctly	Knows how to use most of their equipment correctly	Uses equipment incorrectly
Is enthusiastic about getting new training and qualifications	Will go to training if asked	Doesn't want to learn new skills or get qualifications

Working Safely

Complies with health and safety (H&S) regulations; keeps self and others safe when working.

An excellent RCTCBC Ancillary Worker: An ineffective RCTCBC Ancillary Worker:

Knows and follows relevant H&S rules and procedures	Is aware of what seems to be the most important H&S guidelines	Puts themselves and others at risk by not knowing or following correct H&S rules
Anticipates and reports any risks and faults to the correct people quickly	Reports risks and faults or incidents as they occur to the correct people	Lets other people take responsibility for reporting faults or risks
Remains aware of dangers / risks in the work environment	Is usually alert to most obvious dangers and risks	Is unaware or ignores potential risks
Always wears the correct protective clothing and ensures that it is kept in a good order	Wears correct protective clothing	Fails to adequately protect self
Checks and sticks to guidelines for use of equipment & materials	Doesn't always use manufacturer's guidelines; assumes they know what to do	Fails to check or ignores manufacturer's guidelines
Carries out daily inspection of equipment	Occasionally carries out inspection of equipment	Never carries out inspection of equipment
Monitors own health, safety and well-being and asks for support if needed	Is aware of own health, safety and well-being	Allows stress levels to get out of control; doesn't ask for support
Never attempts to carry out risky tasks without appropriate training/guidance	Occasionally tackles tasks without the necessary training/guidance	Tackles tasks without the necessary training/guidance

Being Committed and Reliable

Has a positive attitude towards getting things done; is reliable, uses initiative and goes the extra mile.

An excellent RCTCBC Ancillary Worker: An ineffective RCTCBC Ancillary Worker:

Has a positive attitude towards completing any necessary tasks	Is willing to do thing's they are requested to do	Is unwilling to do tasks and moans about work
Always arrives for work ahead of time and is ready to take on additional tasks	Arrives for work on time	Is frequently late for work
Is willing to take instruction and advice. Learns from other team members in order to do the job better	Only takes advice on new tasks	Always thinks they know best. Won't ask if they are not sure
Uses their initiative and can work without close supervision	Only works without supervision on very simple, routine or well-known tasks	Needs to be told what to do all the time
Goes 'the extra mile' to get work finished to a high standard	Does enough to get the basic job done	Leaves work unfinished at the end of the shift
Is always reliable and acts as a source of advice for colleagues	Can be relied on	Is generally unreliable and avoids taking responsibility for own work
Anticipates problems and takes action to reduce the risk of things going wrong	Reacts to problems when they occur	Allows problems to build up and risks failure
Will own up when they make mistakes	Sometimes tries to cover up mistakes	Blames others for own mistakes
Is honest and trustworthy	Is generally trustworthy but may allow others to be misled	Cannot always be trusted to do the right thing