

Competency Framework – Explanatory Notes

What are ‘Competencies?’

The competencies in this document describe how really ‘excellent’ staff would work in Rhondda Cynon Taf Council (RCT). 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 RCT 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
- Community and Social Care
- Frontline and Customer Care staff
- Skilled Manual Workers
- Technical, Specialist and Professional staff

The decision tree on page 5 of the Competency Framework 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 or your line manager.

By using competencies to define what ‘excellent’ performance looks like for everyone, and encouraging people to work in these ways, RCT 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 key for all workers in RCT 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 scales**. 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 RCTC Worker:			An ineffective RCT Worker:	
4	3	2.5	2	1
Communicates clearly and concisely	<i>Generally communicates well (good standard rather than excellent)</i>	Uses communication that requires some checking by others	<i>Communication can be vague or unclear- would benefit from some development</i>	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 is core to all our values in RCT 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 the Performance Management 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.