



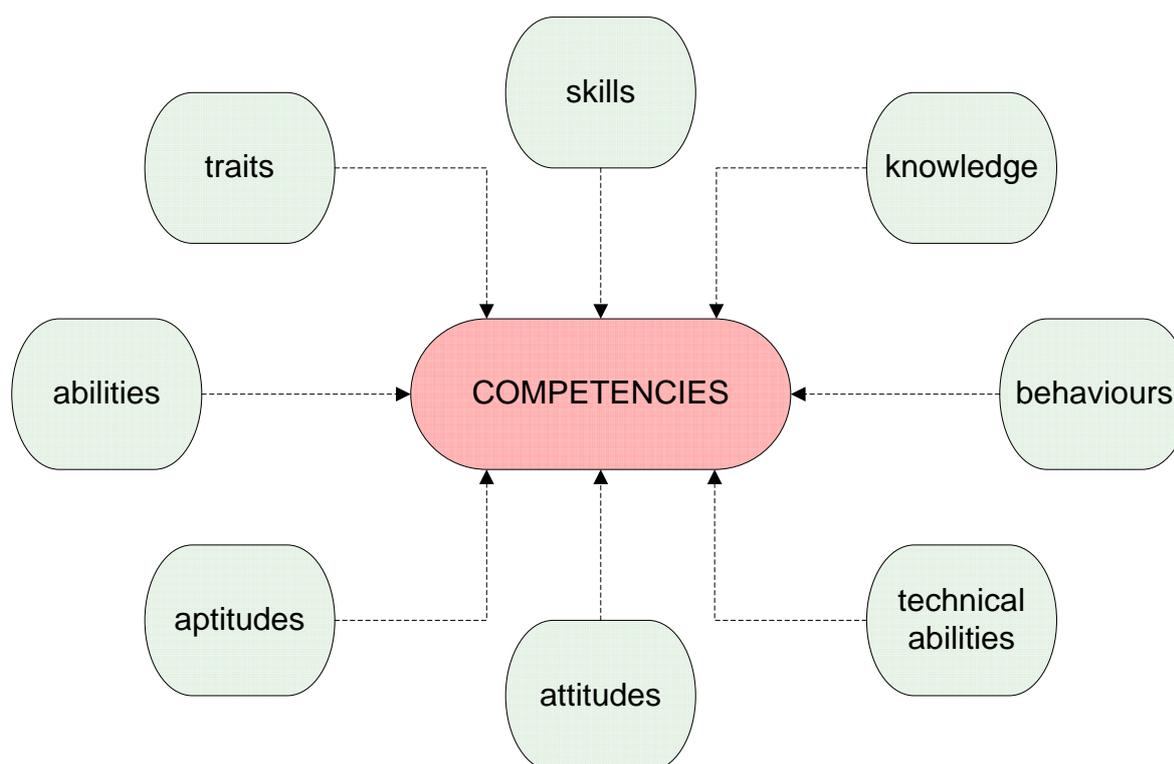
Rhondda Cynon Taf Council Competency Framework: Community & Social Care Framework

(including Social Care Professionals)

Competencies – An Overview

What are ‘Competencies?’

‘Competencies’ is a term used in RCT Council (the Council) to describe the knowledge, skills, and behaviours we need to do our jobs. Where a job description illustrates ‘what’ we do competencies illustrate ‘how’ we do it.



The Council’s competencies stem from the Council’s over-arching Vision, Beliefs and Values (available on the Council’s intranet or from Human Resources) and are designed to encourage an open dialogue (conversations) about how we work.

The Competency Framework gives us a starting point and a language we can all use when talking about the behavioural aspects of our work. This should mean that we’re clearer about what’s expected of us and that our performance is managed and developed in a way that supports everyone.

The competencies in this document describe how really ‘excellent’ staff would work in the Council. 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.

What is a Job Family?

The Competency Framework consists of 9 main Job Families and all Council roles will fall within one of the job families included within this framework. The job families are:

- AD: Administrator
- AN: Ancillary
- CC: Community and Social Care (including Social Care Professionals)
- FL: Frontline and Customer Care
- MM: Middle Manager (for Managers who manage people that manage others)
- SM: Skilled Manual Worker
- ST: Strategic Manager (Heads of Service and above)
- SU: Supervisor / Team Leader (1st line managers)
- TS: Technical, Specialist and Professional

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

How do I know what Job Family I am in / my team are in?

The decision tree on page 7 will help you to identify which job family your role is most likely to be in, you may also find this information on your Person Specification.

The Decision Tree can also be used in a management role to discover the job families of the roles within your team, or when compiling Person Specifications. Each Job Family has a number of example roles listed under the title – but please note that this is just a snap-shot and not a complete listing.

If you have any questions regarding which competency framework is most suitable for your role, please discuss this with your line manager or contact Human Resources.

Understanding Your Competencies - What is a Competency Area?

The overview on page 8 shows a summary of all the competency areas that fall within each job family. Competency areas are just the main headings, all of which are numbered as illustrated on the summary – for example Communicating Effectively (3) or Achieving Results (4).

Common Competency Areas

There are a number of competency areas that have been identified as being relevant for all workers in the Council and although the actual demonstration of these may vary for different jobs, these competencies are important for everyone. The common competency areas are:

- **Working in a Team** - this also includes the headings working with others; working with partners; working with team members; working effectively with others; working with partnerships and teams; working as a team member. (Reference number 1 and 2.)
- **Communicating Effectively** (Reference number 3.)
- **Focusing on Service Users** - this also includes the headings looking after Service Users best interests; earning Service Users trust; meeting customer needs; working with Service Users. (Reference number 7 and 15.)

Role Specific Competency Areas

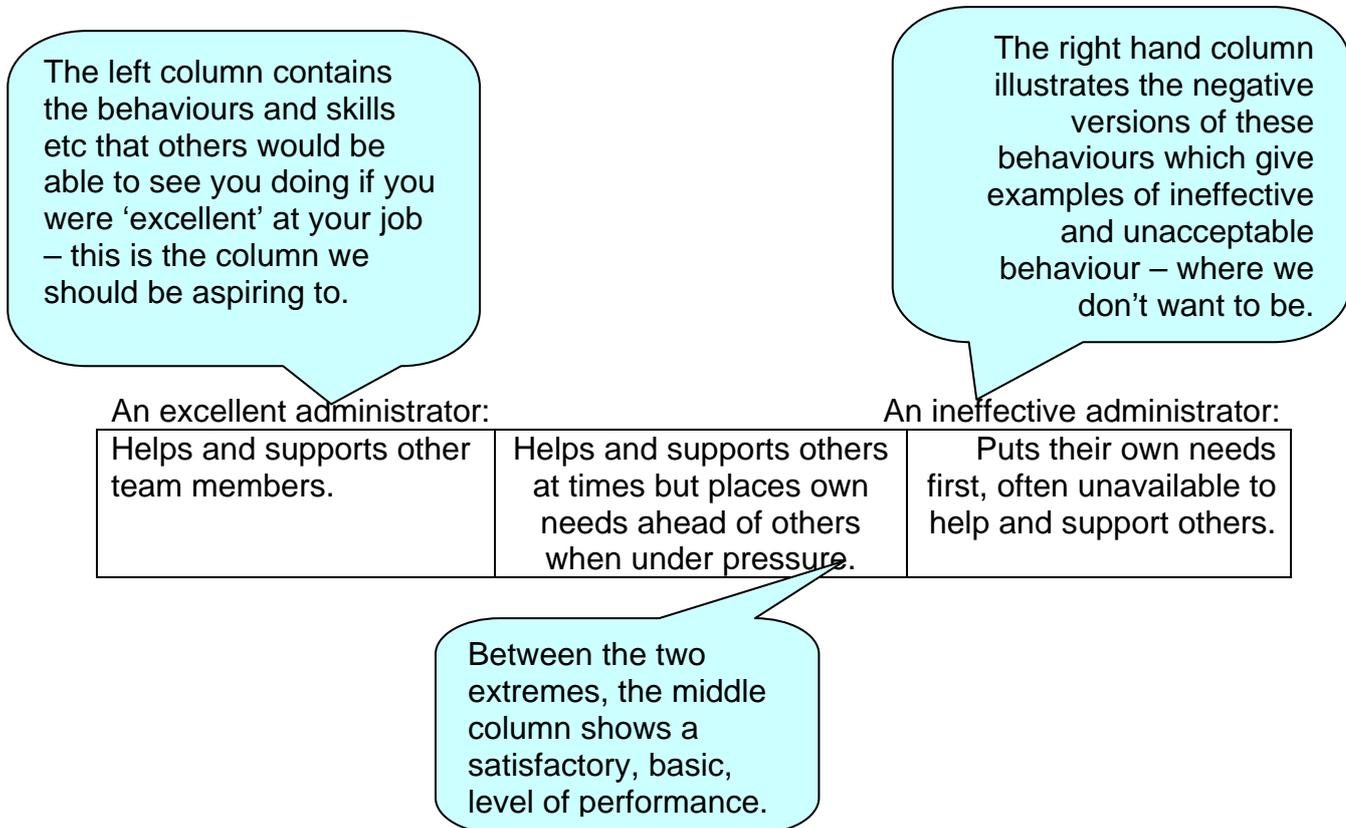
The remaining competency areas have been identified as being relevant depending upon your role and job family within the Council. These areas include:

- **Achieving Results** (Reference number 4.)
- **Personal Effectiveness** – this also includes the headings being committed and reliable; demonstrating professionalism; managing time; being accountable. (Reference number 5 and 6.)
- **Complying with Health and Safety** – this also includes the headings working safely; maintaining safety and well-being. (Reference number 8.)
- **Demonstrating Technical Ability** – this also includes the headings encouraging professional development. (Reference number 9.)
- **Working with Change** – this also includes the headings managing change; leading change; incorporating change; creating and responding to change. (Reference number 10.)
- **Implementing Strategy** – this also includes the heading working strategically. (Reference number 11.)
- **Political Knowledge and Awareness** (Reference number 12.)
- **Managing Resources** (Reference number 13.)
- **Developing and Motivating People** – this also includes the heading leading and motivating. (Reference number 14.)

Please see the overview summary grid on page 8 for a clear picture of which competency areas can be found within each job family.

Understanding Competencies - What are the Competency Statements?

Each of the competency areas (headings) are broken down into a list of statements around behaviour, abilities and skills. These are displayed in 3 columns.



The statements help to set expectations on how we do our jobs and provides us with a language we can all use to start conversations around performance.

Health and Safety / Equalities and Diversity

The health and safety of our staff and Service Users and valuing diversity are core to all our values in the Council and are either expressed as specific competencies or are integrated into individual frameworks.

When and how do we use competencies?

The framework, and the competencies within the framework, can be used in many situations, these include:

- **Recruitment & Selection**
Designing Person Specifications; shortlisting; interviews.
- **Managing Performance and Performance Review**
Including induction and probation; setting expectations.

- **Workforce Planning**
Talent Management / Succession Planning
- **Developing Learning and Development Plans**
For individuals / teams / Service areas.
- **Career Development and Career Conversations**
- **Managing Underperformance (and capability)**

For advice and guidance in each of the areas above please see the Council's intranet or contact Human Resources for more information.

Realistic Expectations

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.

A scoring system has been developed around the competencies to aide with formal reviews of performance, but this may also provide a starting point for performance discussions – asking yourself where you would rate your performance, and asking others where they see themselves. An explanation of this scoring can be found below, for further guidance on Performance Reviews please see the Council's intranet or contact Human Resources.

Scoring against competencies – how you carry out your role, your skills, behaviours

When reviewing yourself (or others) against the competency statements you will choose from the following scoring system:

5 – Clear strength – constantly exceeds role requirement in this area

the individual demonstrates this at an exemplary level on an everyday basis and could coach others in the development of this area (left hand column)

4 – Moderate strength – often exceeds role requirement in this area

the individual demonstrates this when the need arises and is seen to do this very well (top of middle column, just into left hand column)

3 – Acceptable Demonstration - meets role requirements in this area

the individual demonstrates this adequately when required to meet the expectations of their role (neither a strength or a development need) (middle column)

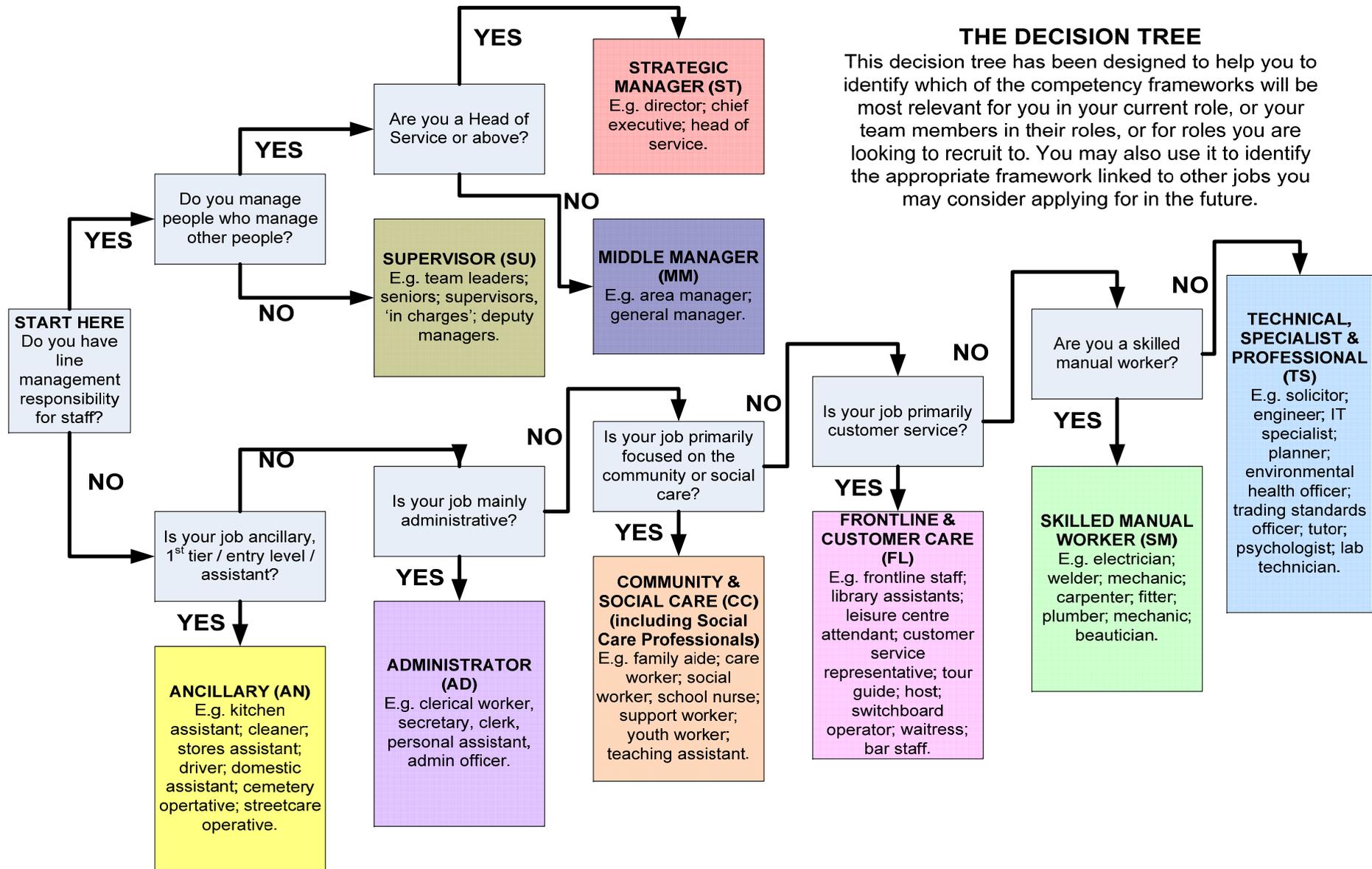
2 – Moderate Development Need - met some, but not all role requirements in this area

the individual has been seen to demonstrate this on occasion and is aware of the importance of this to their role but does need to develop their ability in this area to integrate it into everyday practice (bottom of middle column, just into right hand column)

1 – Clear Development Need – has not met requirements of role in this area

the individual has not been seen to demonstrate this when carrying out their role and needs clear development in this area. (right hand column)

RCT Council Competencies – Decision Tree



THE DECISION TREE

This decision tree has been designed to help you to identify which of the competency frameworks will be most relevant for you in your current role, or your team members in their roles, or for roles you are looking to recruit to. You may also use it to identify the appropriate framework linked to other jobs you may consider applying for in the future.

Overview of all the competency headings for all the job families RCT Competency Framework Page 8 of 23

Administrator AD	Working in a Team (1)	Communicating Effectively (3)	Achieving Results (4)	Personal Effectiveness (5)	Focusing on Service Users (7)	Complying with Health and Safety (8)						
Ancillary AN	Working with Others (1)	Communicating Effectively (3)		Being Committed and Reliable (5)		Working Safely (8)	Demonstrating Technical Ability (9)					
Community & Social Care CC	Working with Partners (1) Working with Team Members (2)	Communicating Effectively (3)	Achieving Results (4)		Looking After Service Users' Best Interests (7) Earning Service Users' Trust (15)	Complying with Health and Safety (8)	Encouraging Professional Development (9)	Working with Change (10)				
Frontline and Customer Care FL	Working Effectively with Others (1)	Communicating Effectively (3)	Achieving Results (4)	Demonstrating Professionalism (5)	Meeting Customers' Needs (7)	Maintaining Safety and Well-being (8)	Demonstrating Technical Ability (9)					
Middle Manager MM	Working in Partnerships and Teams (2)	Communicating Effectively (3)	Achieving Results (4)		Focusing on Service Users (7)			Managing Change (10)	Implementing Strategy (11)	Political Knowledge and Awareness (12)	Managing Resources (13)	Developing and Motivating People (14)
Strategic Manager ST	Working in Partnerships and Teams (2)	Communicating Effectively (3)	Achieving Results (4)		Focusing on Service Users (7)			Leading Change (10)	Working Strategically (11)	Political Knowledge and Awareness (12)	Managing Resources (13)	Developing and Motivating People (14)
Skilled Manual Worker SM	Working with Others (1)	Communicating Effectively (3)		Being Committed and Reliable (5)	Working with Service Users (7)	Working Safely (8)	Demonstrating Technical Ability (9)					
Supervisor SU	Working as a Team Member (2)	Communicating Effectively (3)	Achieving Results (4)	Managing Time (5) Being Accountable (6)	Focusing on Service Users (7)	Complying with Health and Safety (8)	Encouraging Professional Development (9)	Incorporating Change (10)				Leading and Motivating (14)
Technical, Specialist, Professional TS	Working in Partnerships and Teams (1)	Communicating Effectively (3)	Achieving Results (4)	Being Accountable (6)	Focusing on Service Users (7)		Professional Expertise and Development (9)	Creating and Responding to Change (10)			Managing Resources (13)	

RCT Council Community & Social Care Competency Framework (CC) (including Social Care Professionals)



RCT Council Community & Social Care (CC) - Competency Framework (Overview)

People

Working with Partners (CC1)

Forming strong relationships with partners to enable effective joined-up provision of services.

- Clear about objectives
- Respectful
- Open

Working with Team Members (CC2)

Works effectively with others, building strong relationships in order to maintain a positive working atmosphere.

- Respect, trust, constructive relationships
- Supportive
- Collaborative

Communicating Effectively (CC3)

Communicates key issues clearly and effectively with wide range of people, adapts own communication style and approach as necessary.

- Sensitive,
- Questioning
- Adaptive
- Clear, effective, timely

Looking After the Service Users' Best Interests (CC7)

Is alert to issues that might impact on the service received by Service Users, and maintains a duty and standard of care in line with professional standards.

- Open-minded, empowering
- Focused on needs
- Risk awareness

Earning Service Users' Trust (CC15)

Creates a rapport that encourages Service Users to be as open as they need to be in order for their needs to be best met.

- Keeps promises
- Confidentiality
- Empathy
- Clear boundaries

Tasks

Working with Change (CC10)

Contributing to a culture of openness and responsiveness to changes, whether coming from inside or outside the team.

- Receptive, open
- Flexible
- Creative

Achieving Results (CC4)

Delivers high-quality outcomes on time by setting clear targets and focusing closely on what's important.

- Professionally competent
- Motivated
- Clear aims
- Balanced with well-being

Culture and Values – The RCT Council Context

Encouraging Professional Development (CC9)

Seeks to continually improve own professional development and supports others to do the same.

- Willing to learn
- Participates
- Up to date

Complying with Health and Safety (CC8)

Ensures personal and team health, safety and well-being through understanding and correctly applying the appropriate Council H&S policies.

- Vigilant
- Careful
- Considerate

CC1. Working with Partners

Forming strong relationships with partners to enable effective joined-up provision of services.

An excellent Council C&SC Worker:

An ineffective Council C&C Worker:

CC1.1	Works to overcome conflicting viewpoints for the best interest of the Service User.	Can take a passive role when involved in difficult discussions.	Puts their own agenda first, is likely to fuel divisions.
CC1.2	Recognises the value and expertise of others within the wider environment.	Recognises the value of some, but is less appreciative of the value of others.	Tries to present themselves as the expert (above others).
CC1.3	Actively identifies partners and community networks that can be used for the benefit of the service user.	Has enough knowledge of partners to identify the ones most likely to assist, but may be missing some key information.	Has little knowledge of partners' capabilities or how they can be of benefit to the service user.
CC1.4	Keeps partners informed and up-to-date with what's happening with Service Users.	Can neglect to tell partners about key Service User issues.	Does not appreciate partners' needs to be well-informed about developments.
CC1.5	Learns from partners.	May not give partners full credit for what they might know about an issue.	Sees partners as having little to contribute in terms of professional knowledge.
CC1.6	Sees other partners as professionals, and is respectful towards them.	Can be overly careful or not careful enough with members of other organisations.	Behaves disrespectfully to other partners.
CC1.7	Is respectful of boundaries but tries to break down barriers to co-operation.	Can allow professional boundaries to get in the way of connecting service provision together.	Takes an 'us and them' approach.
CC1.8	Ensures that everyone has a clear idea of what their roles are and what they are trying to achieve.	Can assume everyone else knows what needs to happen.	Is not clear about roles and responsibilities.

CC2. Working with Team Members

Works effectively with others, building strong supportive relationships in order to maintain a positive working atmosphere.

An excellent Council C&SC Worker:

An ineffective Council C&SC Worker:

CC2.1	Builds lasting, positive & supportive relationships based on trust.	Has some good working relationships with team members, but others that are more formal or distant.	Prefers to remain detached from others; has to be approached by others.
CC2.2	Recognises that all members of the team have different skills and experiences that can be drawn on.	Recognises others' different skills, but does not always fully appreciate their value.	Can look down on some members of the team as having less professional standing or ability.
CC2.3	Contributes to a strong team spirit of shared responsibility and co-operation.	Co-operates with team members, but only when necessary.	Prefers to work independently of other team members.
CC2.4	Is supportive and empathic.	Will take time to listen to some people sometimes.	Shows little or no empathy with colleagues' issues or problems.
CC2.5	Is flexible and considerate in helping colleagues to achieve their goals.	Helps with demanding situations, after completing own priorities.	Is reluctant to give assistance, even when colleagues are struggling.
CC2.6	Asks for support when needed.	Can continue for too long working under pressure without requesting support.	Keeps control over all work, risking quality of decisions and outputs.
CC2.7	Has a strong positive influence on joint decisions.	Has more impact in some situations than others.	Struggles to successfully influence joint decisions.
CC2.8	Promotes and demonstrates an ethos of equality and diversity.	Complies with, but doesn't fully embrace, equality and diversity issues.	Tolerates or shows discriminatory behaviour.

CC3. Communicating Effectively

Communicates key issues clearly and effectively with wide range of people, adapts own communication style and approach as necessary.

An excellent Council C&SC Worker:

An ineffective Council C&SC Worker:

CC3.1	Communicates clearly and concisely.	Communication requires some checking by others.	Is unfocused and unclear.
CC3.2	Is able to deliver difficult messages sensitively.	Shows some awareness of the emotional impact of messages, but can prefer to focus on what needs to be said rather than how it should be said.	Is blunt or overly forthright.
CC3.3	Genuinely listens to others' views, openly considering what they are saying.	Gives people attention, although can be impatient or inattentive.	Tends to ignore what people are saying.
CC3.4	Keeps a flow of information going to allow quick resolution of issues or queries.	Relies on a natural communication flow for sharing information.	Is a barrier to good communication.
CC3.5	Produces clear, accurate and up-to-date reports and records.	Important written information sometimes lacks clarity.	Reports and record often have to be queried as to their accuracy and meaning.
CC3.6	Uses style of language that others (e.g. children, young people, community representatives, managers, professionals), can clearly understand.	Adapts style and language to suit some but not all groups.	Expects everyone to understand their own style and language.

CC3.7	Consistently uses the form of communication that is best for the situation (e.g. verbal, email, writing).	Uses the quickest, or their own preferred method of communication, rather than the best one.	Does not use the most appropriate forms of communication or overly relies on one format e.g. email.
CC3.8	Actively checks their own understanding of what others have said.	Sometimes makes assumptions about what was meant without checking this further.	Takes what is said at face value.
CC3.9	Asks open and reflective questions.	Generally uses a mixture of questioning styles.	Uses forced choice or closed questions to validate their own thinking.

CC7. Looking After the Service Users' Best Interests

Is alert to issues that might impact on the service received by Service Users, and maintains a duty and standard of care in line with professional standards.

An excellent Council C&SC Worker:

An ineffective Council C&SC Worker:

CC7.1	Understands the Councils approach to the 'environment' and demonstrates consideration of social and environmental concerns in day to day role.	Shows some awareness of the Councils approach to the 'environment', but does not show consistent evidence of this underpinning their work and interventions.	Has a limited awareness of the Councils approach to the 'environment', and struggles to see the relevance through their work.
CC7.2	Listens to the views of the service user, and includes those involved with the Service Users, to define the best ways forward.	Listens to service user views, but does not consistently include those involved with the service user.	The views of the service user are not evident in the work being presented or there is a bias to the views of others.
CC7.3	Is able to look broadly at the options possible and works alongside the Service Users to seek out possibilities.	Is able to work alongside the service user, but needs direction in order to seek out the full range of possibilities.	Requires step by step guidance in order to seek out options and work alongside the service user.
CC7.4	Supports and enables Service Users to make decisions (5 principles of MCA 2005 & Children Acts – Gillick competence).	Supports Service Users decision making with support, not confident to challenge other professionals.	Is inconsistent of limited skills in relation to enabling Service Users to make decisions.
CC7.5	Works with individuals to assess their needs and preferences within the organisational constraints.	Work with individuals to assess their needs and preferences at times stepping outside the organisational constraints.	Shows consideration of individual needs, but consistently defers to an organisational perspective.
CC7.6	Is able to analyse, summarise and record the situation for / with the service user effectively taking into account potential barriers.	Is able to summarise but not always able to reach effective analysis of the situation (poor research and knowledge evidence base).	Written account is not reflective of the work and rationale of intervention.

CC7.7	Explores and identifies the range of risks within the situation to Service Users, others and self.	Explores and identifies a range of risks to Service Users and others, but needs reminding to ensure all perspectives are considered.	Needs to be reminded to look at the range of risk factors to service user self and others.
CC7.8	Has ascertained that the service user is aware of the risks involved (capacity).	Has ascertained the service user is aware of the risks involved, but has not made the adherence to the principles governing capacity explicit.	Has not demonstrated that the service user is aware of the risks involved.
CC7.9	Sets up / supports care packages that genuinely meet identified needs as much as possible.	Sets up / supports care packages that try to meet identified needs as much as possible.	Sets up / supports care packages that go some way in meeting the needs, needing frequent direction to meet identified needs.
CC7.10	Understands, adheres to, promotes and explains the Code of Practice (CCfW) to Service Users and carers.	Understands and adheres to the Code of Practice.	Understands and works towards adhering to the Code of Practice, but does not always fully integrate in practice e.g. dis-empowering, doing to rather than with.
CC7.11	Plans for and resolves difficulties.	Can be surprised when difficulties arise, but is mainly able to deal with them.	Difficulties are unexpected and difficult to resolve.

CC15. Earning Service Users' Trust

Creates a rapport that encourages Service Users to be as open as they need to be in order for their needs to be best met.

An excellent Council C&SC Worker:

An ineffective Council C&SC Worker:

CC15.1	Respects Service Users' individuality, feelings and beliefs, their rights to privacy and to make choices.	Unconfidently Respects Service Users' individuality, feelings and beliefs, their rights to privacy and to make choices.	Needs frequent guidance and in-put to respect Service Users' individuality, feelings and beliefs, their rights to privacy and to make choices.
CC15.2	Is person centred and empathic in responding to individuals' emotional and psychological wellbeing.	Is person centred and empathic in responding to individuals' emotional and psychological wellbeing – needs support and refocusing at times.	Has a tendency to be process driven – at times occludes the person at the centre of the work – needs re-directing to maintain PCP focus.
CC15.3	Is honest and open with Service Users.	Is honest and open with Service Users at times of agreement and consensus. Needs support with conflict situations.	Needs consistent direction to achieve honesty and openness with Service Users.
CC15.4	Establishing two way communication that respects the rights and beliefs of the individual e.g. rapport.	Establishing two way communication that respects the rights and beliefs of the individual e.g. rapport needs support and refocusing at times.	Frequently struggles in establishing two way communication that respects the rights and beliefs of the individual e.g. rapport.
CC15.5	Actions agreed with Service Users are always acted upon.	Actions agreed with Service Users are always acted upon- needs support and refocusing at times.	Needs frequent guidance and in-put for actions agreed with Service Users are always acted upon.

CC15.6	Informs Service Users about any changes from what has been agreed and offers information regarding comments, complaints and compliments.	Inconsistently informs Service Users of changes and information regarding complaints / compliments.	Needs frequent guidance and in-put to ensure Service Users are kept informed and know of the procedures to follow if unhappy.
CC15.7	Prepares well for contact with Service Users to ensure productive interactions.	Prepares well for contact with Service Users to ensure productive interactions – can need occasional support with complex scenarios.	Needs consistent reminders to prepare well for contact with Service Users to ensure productive interactions.
CC15.8	Clearly explains the boundaries in relation to the information obtained and information sharing, in relation to the confidentiality policy.	Strives to explain the boundaries in relation to the information obtained and information sharing, in relation to the confidentiality policy.	Is not able to clearly articulate or explain the boundaries in relation to the information obtained and information sharing, in relation to the confidentiality policy.
CC15.9	Maintains clear professional boundaries whilst demonstrating a clear understanding of the Service Users' issues.	Understands the need for professional boundaries and strives to maintain these through feels challenged at times with service user perspective.	Understands the need for professional boundaries can feel overwhelmed by the issues presented by Service Users.

CC10. Working with Change

Contributing to a culture of openness and responsiveness to changes, whether coming from inside or outside the team.

An excellent Council C&SC Worker:

An ineffective Council C&SC Worker:

CC10.1	Is willing to try new ways of working and is flexible to them.	Is willing to consider why changes might be useful, but needs to be fully convinced.	Doesn't see the need to move forward; sees old ways as the best.
CC10.2	Is willing to improve on proposed changes to ensure that they will work in practice.	Takes proposals at face value.	Assumes proposed changes are of little value.
CC10.3	Has creative and different ideas about how to move things forward in service areas.	Implements rather than initiates changes.	Does not volunteer suggestions for improvements.
CC10.4	Encourages and supports others when they put forward their suggestions and new ideas.	Accepts others' suggestions, without explicitly being encouraging.	Is a barrier to others' innovative ideas, focusing on potential issues or being negative.
CC10.5	Is able to 'sell' positive aspects of change to others.	Assumes that others will appreciate value of changes.	Points out to others why changes won't work.
CC10.6	Makes changes and ideas a reality, and helps to make them work.	Agrees in principle of need to change, but is slow to put measures into place.	Makes little genuine attempt to alter current ways of doing things, even when changes are agreed.

CC4. Achieving Results

Delivers high-quality outcomes on time by setting clear targets and focusing closely on what's important.

An excellent Council C&SC Worker:

An ineffective Council C&SC Worker:

CC4.1	Has clear aims and objectives, and understands how these link to wider Council objectives and Key Performance Indicators (KPIs).	Is aware of Key Performance Indicators (KPIs) but focuses more on their own goals.	Unsure of what to do, and is unaware of importance of Key Performance Indicators (KPIs) or how they contribute to the organisation.
CC4.2	Is willing to go 'above and beyond' to exceed expectations.	Can be content doing 'just enough'.	Rigid about job roles and unwilling to step outside of these to get things done.
CC4.3	Is positive and creative about what can be achieved with existing resources/budgets.	Usually attempts to resolve resource issues in a positive way.	Sees lack of resources/budgets as an excuse not to try.
CC4.4	Takes responsibility.	Likes to check with others, drawing some comfort from shared responsibility.	Distances self from difficult outcomes, preferring to blame others.
CC4.5	Is able to work effectively when under pressure.	Can temporarily lose focus when under pressure.	Can lose control when under pressure.
CC4.6	Meets all key deadlines.	Can allow lower priority deadlines to slip.	Often misses deadlines and allows things to drift.
CC4.7	Demonstrates professional competence and consistently delivers high-quality outcomes.	Overall, standard of competence is acceptable, but some gaps clearly exist.	Performance is below standard.
CC4.8	Uses all resources efficiently with consideration to the environment.	Could be more efficient about certain resources to reduce the impact on the environment.	Wastes energy, does not pay attention to environmental damage.

CC4.9	Is flexible, can switch tasks / roles / priorities to deal with new demands, changes or new information.	Concentrates on task at hand before being able to move onto the next (struggles with conflicting priorities).	Completes tasks in the order in which they have been received.
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CC9. Encouraging Professional Development

Seeks to continually improve own professional development and supports others to do the same.

An excellent Council C&SC Worker:

An ineffective Council C&SC Worker:

CC9.1	Recognises that there is always room for self-improvement.	Is content to carry on as always, but takes part in training opportunities when they arise.	Has a 'know it all' attitude. Tends to revert to old habits after attending training.
CC9.2	Continually actively reviews their own development, identifying opportunities to progress.	Can have a passive approach to developing themselves, can rely on line manager or HR to drive progress.	Sees themselves as having more important priorities than focusing attention on development.
CC9.3	Is open to alternative methods of development, e.g. training, coaching, reading, mentoring, experiential learning.	Overly relies on one method, e.g attending training courses.	Doesn't see the need or participate in development initiatives.
CC9.4	Keeps professional development (CPD) up-to-date.	Intentions to keep up-to-date are not always kept.	Has little or no intention to undertake CPD.
CC9.5	Participates in regular reviews and supervisions to identify goals and areas for development.	Has general intention to participate in supervisions or performance reviews, but postpones some.	Avoids supervisions and reviews, citing other factors as being more important.

CC8. Complying with Health and Safety (H&S)

Ensures personal and team health, safety and well-being through understanding and correctly applying the appropriate Council H&S policies.

An excellent Council C&SC Worker:

An ineffective Council C&SC Worker:

CC8.1	Is aware of all relevant H&S procedures.	Is aware of what seem to be the most important H&S guidelines.	Has little or no working knowledge of relevant H&S policies.
CC8.2	Is aware of current and potential risks and hazards within the context of their duties.	Is aware of key hazards.	Assumes their working environment is basically safe and free of any risk.
CC8.3	Ensures that others are aware of H&S issues that might affect them.	Considers health and safety in respect of own role and responsibilities.	Encourages risky behaviour or disregard for H&S guidelines.
CC8.4	Puts measures in place that minimise risk of incidents.	Puts measures in place that reduce likelihood of incidents, although these could be more stringent.	Assumes that incidents will not occur and takes little or no preventative action.
CC8.5	Always reports any risks or incidents to the correct people.	Only reports obvious risks to the correct people.	Relies on others to report incidents or risks.
CC8.6	Balances achieving results with care for their own health and well-being.	Becomes stressed occasionally in the pursuit of achieving results but is usually able to manage.	Becomes stressed and overworked in order to achieve results.