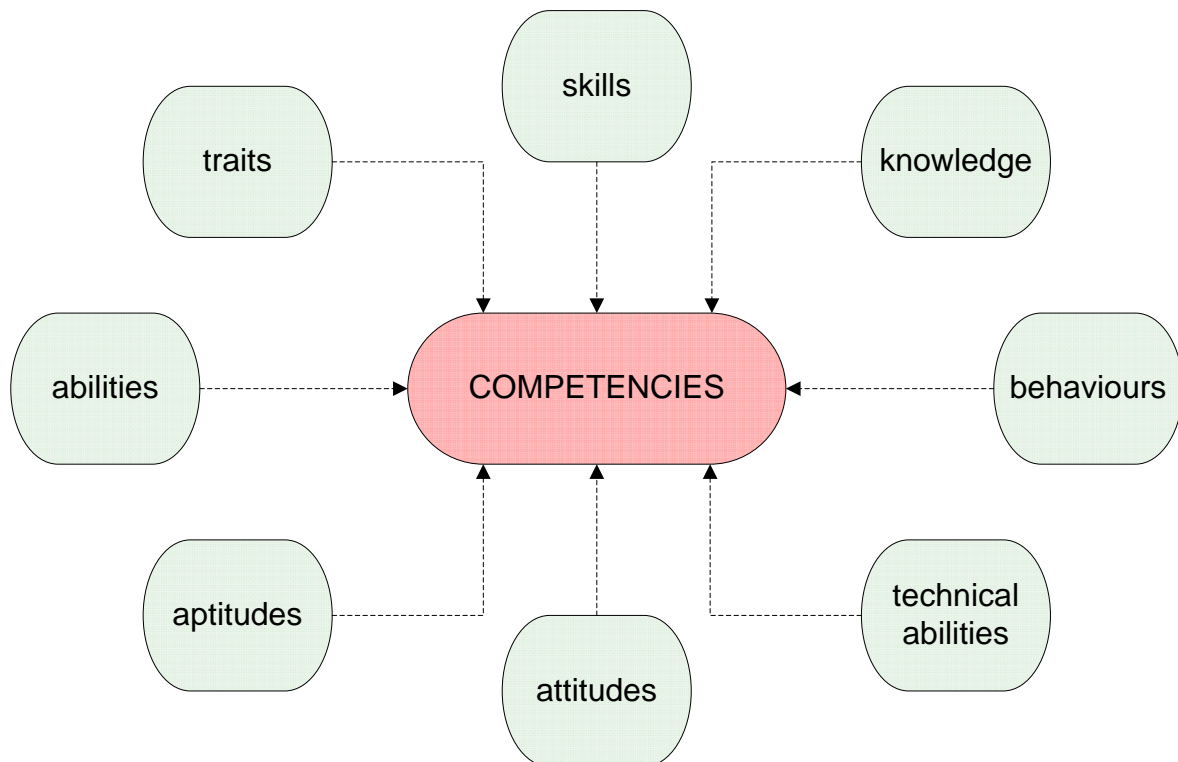# Rhondda Cynon Taf Council Competency Framework:

Middle Manager Framework

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 competencies 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.)
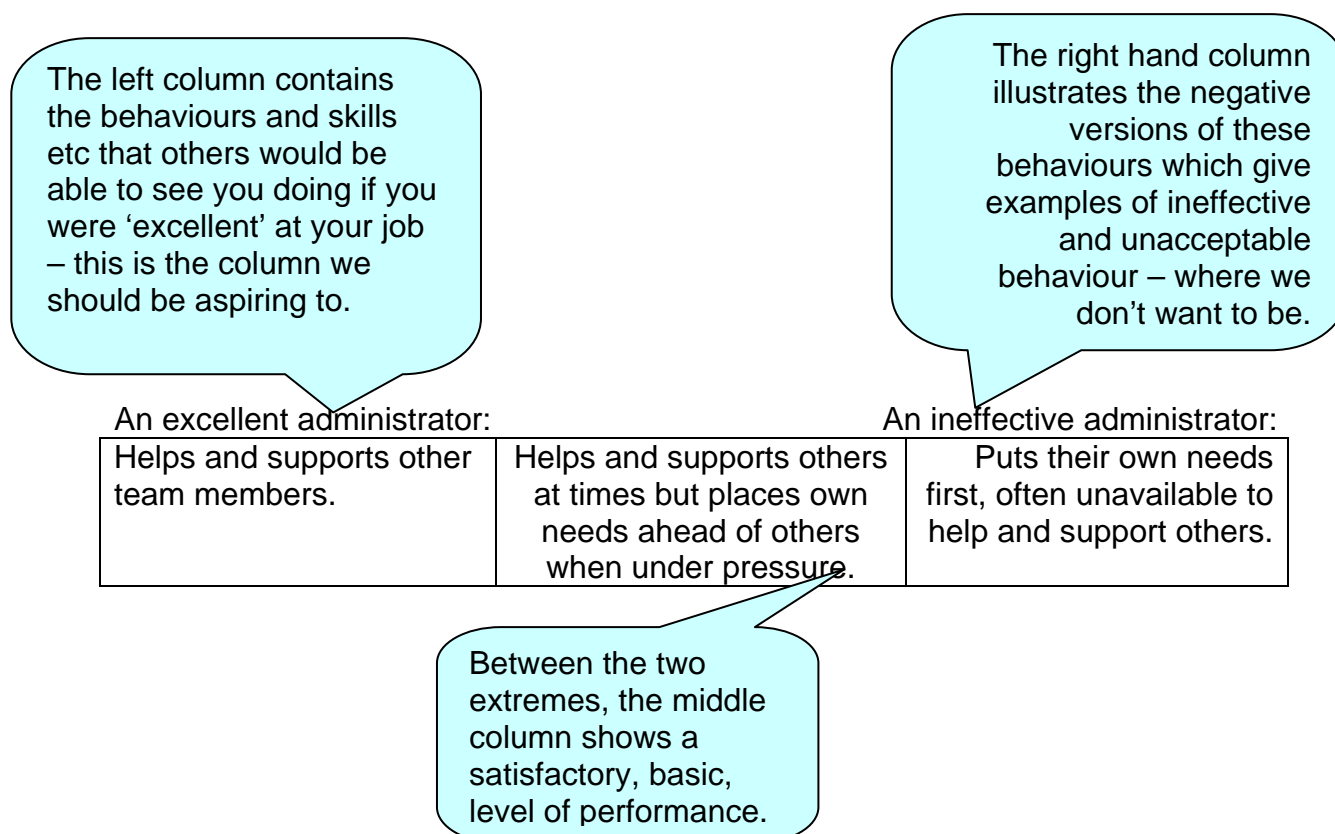
Role Specific Competency Areas

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 left column contains the behaviours and skills etc that others would be able to see you doing if you were 'excellent' at your job – this is the column we should be aspiring to.

The right hand column illustrates the negative versions of these behaviours which give examples of ineffective and unacceptable behaviour – where we don't want to be.

An excellent administrator: An ineffective administrator:

Helps and supports other team members.	Helps and supports others at times but places own needs ahead of others when under pressure.	Puts their own needs first, often unavailable to help and support others.

Between the two extremes, the middle column shows a satisfactory, basic, level of performance.

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)
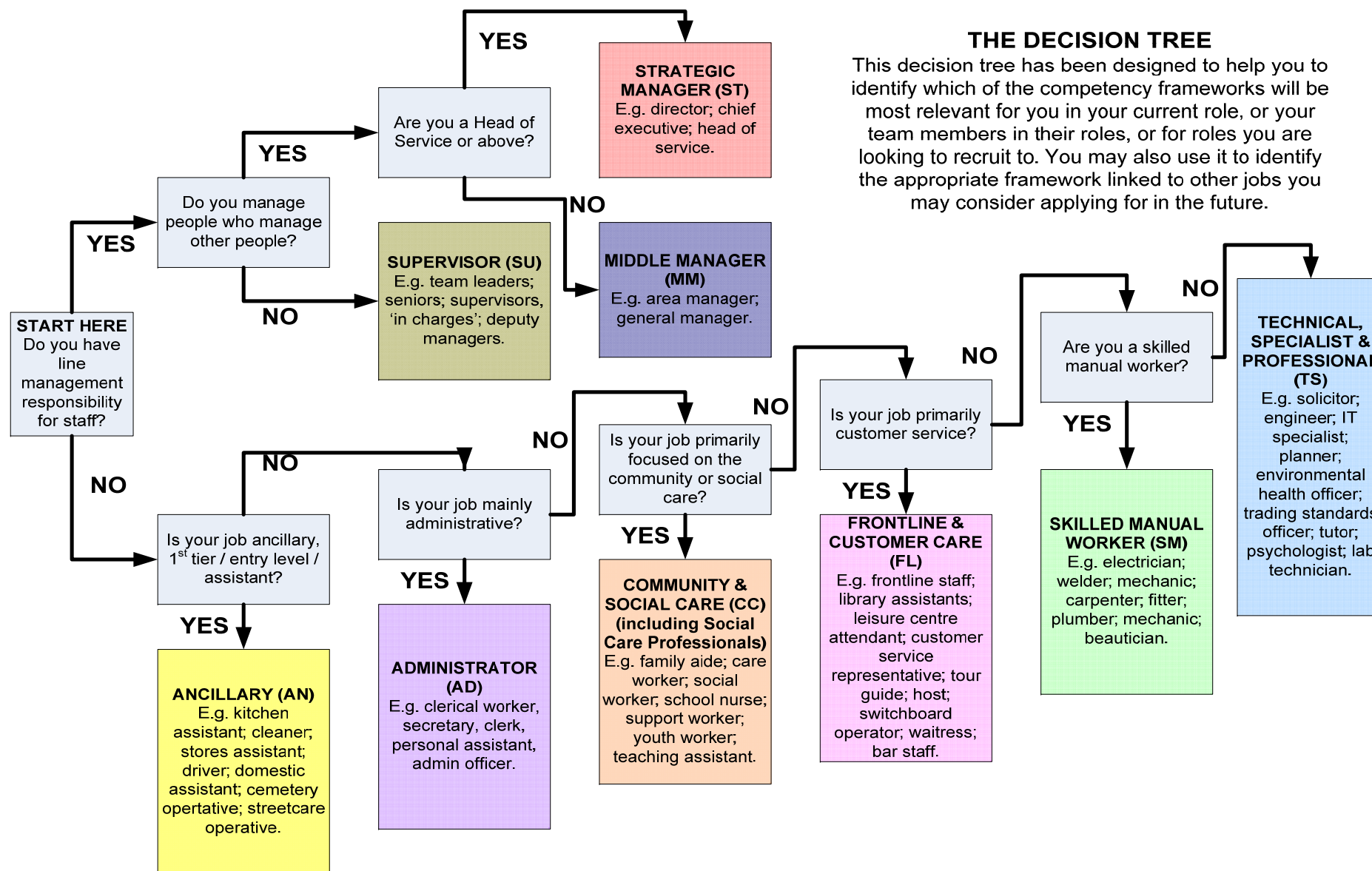**2 – Moderate Development Need - met some, but not all role requirements in this area**
the individual has been seen to demonstrate this on occasion and is aware of the importance of this to their role but does need to develop their ability in this area to integrate it into everyday practice (bottom 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.

START HERE
Do you have line management responsibility for staff?

YES → Do you manage people who manage other people?

YES → Are you a Head of Service or above?

YES → **STRATEGIC MANAGER (ST)**
E.g. director; chief executive; head of service.

NO → **MIDDLE MANAGER (MM)**
E.g. area manager; general manager.

NO → **SUPERVISOR (SU)**
E.g. team leaders; seniors; supervisors, 'in charges'; deputy managers.

NO → Is your job ancillary, 1st tier / entry level / assistant?

YES → **ANCILLARY (AN)**
E.g. kitchen assistant; cleaner; stores assistant; driver; domestic assistant; cemetery opertative; streetcare operative.

NO → Is your job mainly administrative?

YES → **ADMINISTRATOR (AD)**
E.g. clerical worker, secretary, clerk, personal assistant, admin officer.

NO → Is your job primarily focused on the community or social care?

YES → **COMMUNITY & SOCIAL CARE (CC) (including Social Care Professionals)**
E.g. family aide; care worker; social worker, school nurse; support worker; youth worker; teaching assistant.

NO → Is your job primarily customer service?

YES → **FRONTLINE & CUSTOMER CARE (FL)**
E.g. frontline staff; library assistants; leisure centre attendant; customer service representative; tour guide; host; switchboard operator; waitress; bar staff.

NO → Are you a skilled manual worker?

YES → **SKILLED MANUAL WORKER (SM)**
E.g. electrician; welder; mechanic; carpenter; fitter; plumber; mechanic; beautician.

NO → **TECHNICAL, SPECIALIST & PROFESSIONAL (TS)**
E.g. solicitor; engineer; IT specialist; planner; environmental health officer; trading standards officer; tutor; psychologist; lab technician.

Job Family												
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 Middle Manager Competency Framework (MM)

RCT Council Middle Manager - Competency Framework (Overview)

People

Developing and Motivating People (MM14)
Values and empowers team members and consistently works to develop staff. Recognises and uses skills and strengths within the team and tackles poor performance effectively.
- Inspires, passionate, positive
- Supports, develops, empowers, challenges
- Consistent, fair, values people

Working in Partnerships and Teams (MM2)
Consistently engages and involves others through their teams, networks and partnerships. Uses positive relationships with others to achieve goals.
- Respect, trust, constructive relationships
- Involves and encourages, inclusive
- Interested, shares, team-focused

Communicating Effectively (MM3)
Creates a culture of openness and honesty. Communicates information clearly and effectively. Adapts their own style when necessary.
- Courteous, polite
- Informs, explains, openly shares
- Listens, receptive
- Clear and effective
- Assertive, willing to challenge

Managing Change (MM10)
Creates a culture that is open to change and new ideas to improve services. Takes on new challenges, supports others through change.
- Positive and proactive
- Innovative, creative, receptive
- Supports and understands

Tasks

Implementing Strategy (MM11)
Understands corporate strategy and is able to implement strategy in their service area. Translates strategy for others and ensures that everyone knows their role in achieving organisational goals.
- Understands strategic priorities
- Ensures staff understand their roles
- Policies and procedures in context

Managing Resources (MM13)
Aims to provide best value and quality services by utilising resources efficiently and effectively.
- Takes opportunities
- Anticipates, plans, evaluates
- Reduces waste
- Shares budgets and responsibility

Achieving Results (MM4)
Consistently aims to achieve the best possible results. Uses information to plan and prioritise effectively to meet deadlines and overcome problems. Ensures that results are achieved whilst considering the health and well-being of themselves and others.
- Planned, organised, prioritises
- Continuous improvements, focus
- Adds value, effective, strong work-ethic
- Takes responsibility, balance with well-being

Culture and Values – The RCT Context

Focusing on Service Users (MM7)
Takes personal responsibility for service delivery that genuinely puts Service Users at the centre and truly consults. Aims to provide services that are accessible and make a difference to citizens.
- Genuine, consults, understands
- Diplomatic, proactive, responds
- Fair and accessible
- Valued, respected

Political Knowledge and Awareness (MM12)
Manages the political interface sensitively and effectively; has a good knowledge and understanding of political systems within and outside the Council.
- Clear, justified recommendations
- Fully informs, involves, positive
- Sensitive, aware
- Knowledge and understanding

MM14. Developing and Motivating People

Values and empowers team members and consistently works to develop staff. Recognises and uses skills and strengths within the team and tackles poor performance effectively.

An excellent Council Manager: An ineffective Council Manager:

MM14.1	Inspires others by being passionate and enthusiastic and having a positive 'action-focused' attitude. Leads by example.	Is mainly positive and enthusiastic.	Always sees the problem or the negative, moans or looks troubled, does not inspire people.
MM14.2	Demonstrates trust and confidence in their staff.	Has a level of trust and confidence in their staff.	Does not show trust or confidence in staff.
MM14.3	Empowers staff by delegating appropriately with support. Gives responsibility.	Delegates appropriately but is sometimes quick to retake control.	Does not 'let go' of control, tends to interfere and tell staff what to do.
MM14.4	Actively demonstrates that they value their staff.	Generally shows their staff that they value them.	Does not demonstrate value or show appreciation of their staff.
MM14.5	Promotes and demonstrates consistency and fairness when dealing with staff or their issues.	Is generally fair and consistent when dealing with staff.	Has 'favourites', treats people unequally and unfairly.
MM14.6	Actively shares knowledge and experience with others to develop the service.	Generally share their knowledge and experience.	Uses knowledge as power, keeps knowledge or experience to themselves.
MM14.7	Sets clear, achievable goals and objectives for team members and reviews these regularly (Managing performance! / supervision / etc).	Sets clear, achievable goals and objectives and occasionally review's them.	Does not set clear, achievable goals and objectives, or 'moves the goal posts'.

MM14.8	Invests time to hold regular one-to-ones to support staff (Managing performance! / supervision / etc).	Holds occasional one-to-ones.	Doesn't hold or frequently cancels one-to-ones.
MM14.9	Identifies and makes the best use of the skills (including literacy and numeracy skills), knowledge and strengths of the team (Managing performance / supervision / etc).	Is aware of, the skills, knowledge and strengths of the team.	Does not acknowledge the skills, knowledge and strengths of the team.
MM14.10	Addresses poor performance through raising and resolving issues swiftly (Managing performance / supervision / etc).	Tackles poor performance when problems are raised.	Does not address or deal with poor performance.
MM14.11	Actively looks to develops people for both the immediate and the longer term, and provides opportunities for development according to need (Workforce Planning).	Identifies development areas for current needs.	Ignores the development needs of team members, or only considers it at time of review.
MM14.12	Ensures that team members are aware of the social and environmental impacts of their role through regular updates and meetings.	Provides some information to team members regarding the social and environmental impacts of their role.	Does not provide team members with information regarding the social and environmental aspects of their role.

MM2. Working in Partnerships and Teams

Consistently engages and involves others through their teams, networks and partnerships. Uses positive relationships with others to achieve goals.

An excellent Council Manager: An ineffective Council Manager:

MM2.1	Builds lasting, positive and constructive relationships with a wide variety of people.	Has some positive relationships, but others that are more reactive or less functional.	Does not form positive relationships with others, forms unconstructive relationships or takes a reactive approach.
MM2.2	Demonstrates respect for and trust in others.	Demonstrates respect for and trust in some people but not consistently.	Is disrespectful, rude and suspicious of others.
MM2.3	Has an excellent knowledge of and interest in local and national networks.	Has limited knowledge of, or interest in, local and national networks.	Has poor knowledge or no interest in local and national networks.
MM2.4	Always works towards understanding and resolving differences in agendas, objectives and expectations.	Has some understanding of the differences but puts their own needs and agendas first.	Does not attempt to overcome differences in agendas, objectives or expectations.
MM2.5	Understands and promotes the benefits of working with others towards achieving objectives.	Understands the benefits of working in partnerships but does not promote this to others.	Does not promote the benefits of working together e.g. prefers to work in isolation, promotes others to do the same, uses networking to gossip or meet old friends rather than achieve objectives.
MM2.6	Is happy to share information and resources and knows what information can be shared.	Does not always share information and resources with others.	Does not share information appropriately e.g. keeps information and resources to themselves or shares confidential information.
MM2.7	Promotes and demonstrates respect for equality and diversity.	Complies with, but doesn't fully embrace, equality and diversity issues.	Tolerates or demonstrates unethical or unequal behaviours.

MM2.8	Puts forward their own position but compromises when necessary in order to move forward.	Sometimes compromises.	Does not compromise in order to move forward e.g. Sticks strongly to 'fighting their own corner' or backs down too easily.

MM3. Communicating Effectively

Creates a culture of openness and honesty. Communicates information clearly and effectively and adapts their own style when necessary.

	An excellent Council Manager:		An ineffective Council Manager:
MM3.1	Is courteous and polite in all communication.	Is usually polite and courteous in communications but is occasionally abrupt or inappropriate.	Is not courteous or polite in all communication e.g is disrespectful impolite or uses inappropriate language.
MM3.2	Gets the right messages to the right people quickly and keeps people informed.	Shares information as events unfold.	Does not get the right messages to the right people at the right time e.g. keeps things to themselves or communicates too late.
MM3.3	Thinks about and consistently uses the most appropriate form of communication.	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.
MM3.4	Actively creates regular opportunities for open discussion and passing on information e.g. team meetings.	Waits for others to provide opportunities for open discussion or passing on information.	Passes on information haphazardly or unfairly via informal meetings e.g. cigarette breaks or relies on others to communicate important messages.
MM3.5	Makes communications clear, articulate and easy to understand.	Does not always ensure that communications are easy to understand.	Presents information in ways that people do not understand or waffles.
MM3.6	Listens to others, is receptive and actively checks they've understood the message.	Sometimes listens and/or checks understanding and sometimes makes assumptions.	Doesn't listen to others or check their own understanding of what's been said.
MM3.7	Adapts their style and language to suit different groups of people.	Adapts their style and language to suit some but not all different groups.	Expects everyone to understand their own preferred style and language.

MM3.8	Is aware of how others may interpret information and accounts for this including cultural / language differences.	Makes some allowances for differences in how people may understand or interpret information.	Assumes everyone will understand and interpret information the same way.

MM10. Managing Change

Creates a culture that is open to change and new ideas to improve services. Takes on new challenges and supports others through times of change.

An excellent Council Manager: An ineffective Council Manager:

MM10.1	Is positive in expressing the Council's vision for the future and promotes the Community Plan.	Mainly expresses themselves positively about the Council's vision for the future in promoting the Community Plan.	Expresses negativity about the Council's vision for the future and puts down the Council and the Community Plan to staff.
MM10.2	Understands and embraces the need for change in order to respond effectively to future challenges.	Embrace change fully, when there is a clear need to do so.	Doesn't see the need to adapt, change or move forward, is 'stuck in their ways'.
MM10.3	Takes on new challenges, processes and procedures; moves out of their comfort zone.	Accepts new processes and procedures but sometimes needs reminding to implement changes.	Resists change - new challenges, processes and procedures.
MM10.4	Shows that they understand how people feel during change and supports them through it.	Does not consistently seek to understand how people feel during change or support them through change.	Does not support others through change e.g. imposes change on others without considering how they may feel or uses others' feelings to avoid change.
MM10.5	Encourages others to be innovative and takes forward good ideas from their team.	Does not always encourage others to be innovative or move forward others' ideas.	Does not encourage others to be innovative e.g. is a barrier to innovative ideas, only uses own ideas, does not encourage or support innovation.
MM10.6	Is proactive about coming up with new ideas and looking for creative solutions.	Only reacts to other people's ideas rather than initiating change.	Doesn't come up with new ideas, lacks creativity or innovation.
MM10.7	Has a positive attitude towards trying new things.	Is willing to give things a try.	Sees change as extra work, doesn't want to make the effort.
MM10.8	Makes new ideas and initiatives work for them and their team practically.	Is inconsistent in supporting new ideas and initiatives with practical solutions.	Doesn't support new ideas and initiatives with practical solutions.

MM11. Implementing Strategy

Understands corporate strategy and is able to implement strategy in their service area. Translates strategy for others and ensures that everyone knows their role in achieving organisational goals.

An excellent Council Manager: An ineffective Council Manager:

MM11.1	Has a good and up to date knowledge of relevant statutory duties and legislation for their area.	Has adequate knowledge of relevant statutory duties and legislation for their area.	Has weak, incomplete, irrelevant and out of date knowledge of statutory duties and legislation.
MM11.2	Has a good knowledge and understanding of the 'bigger picture' issues and trends and their implications pays specific attention to the social and environmental impact that the Councils' business has on society.	Shows some awareness of broader issues and trends and their implications.	Only sees issues from a narrow perspective e.g. just their own role or team.
MM11.3	Demonstrates a good understanding of key strategic priorities by incorporating them into team objectives.	Demonstrates some understanding of strategic priorities.	Demonstrates little knowledge of strategic priorities and does not make the link to team objectives.
MM11.4	Ensures that staff understand how their role actively contributes to delivering the strategy.	Mainly ensures staff know how their roles are related to corporate strategy.	Does not ensure their staff understand how what they do contributes to the delivery of strategy.
MM11.5	Develops and promotes the use of good policies and procedures to ensure consistency and clarity in delivery.	Uses policies and procedures that are consistent.	Does not develop or use clear and consistent policies and procedures.
MM11.6	Contributes positively to the development of policy.	Has some influence in the development of policy.	Does not contribute or contributes negatively to development of policy.

MM11.7	Appreciates why decisions have been made and sees them in the wider context.	Questions decisions for clarity of purpose.	Accepts decisions unequivocally.
MM11.8	Promotes a sense of 'corporate identity'.	Focuses on their own area of work.	Undermines corporate decisions and 'goes their own way'.
MM11.9	Produces and promotes clear and well written policies, guidelines and other documentation.	Produces policies, guidelines and other documents that are mostly clear and well written.	Produces policies, guidelines and other documents that are unclear and poorly written.
MM11.10	Regularly challenges service delivery to ensure a more sustainable future to improve the quality of peoples' lives and the environment.	Occasionally challenges service delivery to ensure a more sustainable future to improve the quality of peoples' lives and the environment.	Never challenges service delivery to ensure a more sustainable future to improve the quality of peoples' lives and the environment.
MM11.11	Ensures that social and environmental concerns are included in the overall business strategy.	Shows regard for social and environmental concerns when preparing overall business strategy.	Does not ensure that social and environmental concerns are included in the overall business strategy.

MM13. Managing Resources

Aims to provide best value and quality services by utilising available resources efficiently and effectively.

An excellent Council Manager: An ineffective Council Manager:

MM13.1	Continually evaluates and responds to service needs to increase efficiency, quality and value of delivery (Workforce Planning).	Evaluates services to assess, quality and value of delivery.	Doesn't evaluate services, allows continuing inefficiencies, poor quality and value, does not address shortcomings.
MM13.2	Utilises existing resources effectively and positively (Workforce Planning).	Usually utilises resources effectively and positively.	Moans about lack of resources and uses this as an excuse not to try.
MM13.3	Ensures that resources are managed with consideration to the environment and strives to reduce wastage.	Shows some consideration to reducing wastage and damage to the environment.	Does not manage resources with sufficient consideration to the environment or wastage.
MM13.4	Shows that they have a good understanding of team's workload and takes this into consideration when planning.	Does not always show that they understand the team's workload or take this into consideration.	Does not take team workload into consideration when planning.
MM13.5	Produces robust business plans using sound commercial criteria e.g. costs, business cycles.	Produces basic business plans with some supporting basis.	Produces poor business plans not based on commercial criteria.
MM13.6	Seeks out and acts on opportunities for income generation.	Acts on opportunities for income generation.	Misses opportunities for income generation.
MM13.7	Projects or foresees changes to spending early and adapts business plans accordingly.	Adapts business plan once changes to spending have been identified.	Does not adapt business plan to react to changes.
MM13.8	Manages budgets within the fixed cash limits.	Identifies where overspend is inevitable and notifies finance or escalates this appropriately.	Ignores budgets or has poor understanding of managing budgets.

MM4. Achieving Results

Consistently aims to achieve the best possible results. Uses information to plan and prioritise effectively to meet deadlines and overcome problems. Ensures that results are achieved whilst considering the health and well-being of themselves and others. Takes responsibility for making decisions in order to achieve results.

An excellent Council Manager: An ineffective Council Manager:

MM4.1	Achieves and surpasses improvements in service delivery.	Achieves adequate standards in service delivery.	Does not achieve improvements in service delivery e.g. makes excuses for poor performance or blames others.
MM4.2	Seeks information from a range of sources to make decisions.	Makes decisions based on information that they already have or is easily available.	Doesn't use information to make decisions.
MM4.3	Knows when to stand by their decisions and when to be flexible.	Usually knows when to stand by decisions and when to be flexible.	Doesn't know when to stand by their decisions and when to be flexible e.g. changes decisions too easily, is too stubborn or avoids making decisions.
MM4.4	Is willing to 'go the extra mile' to complete important tasks.	Will 'go the extra mile' when necessary.	Only does what is absolutely necessary.
MM4.5	Anticipates issues that may arise and is proactive about tackling them.	Tackles issues when they arise or when they are told to.	Does not tackle issues that arise.
MM4.6	Is very organised and efficient.	Is reasonably organised and efficient.	Is disorganised and chaotic.
MM4.7	Remains focused on outcomes and meeting deadlines.	Is usually focused on outcomes and meeting deadlines.	Misses deadlines.
MM4.8	Follows through on agreed actions in implementing action plans.	Usually follows through on agreed actions in implementing action plans.	Does not follow through on agreed actions in implementing action plans.
MM4.9	Balances achieving results with care for their own health and well-being.	Can occasionally become stressed in the pursuit of achieving results but is usually able to manage.	Allows themselves to become stressed and overworked in order to achieve results.

MM4.10	Consistently shows consideration for and commitment to other people's health, safety and well-being including mental health.	Shows patchy and variable thought and commitment to other people's health, safety & well-being including mental health.	Avoids responsibility for or has an adverse impact on other people's health, safety and well-being including mental health.

MM7. Focusing on Service Users

Takes personal responsibility for service delivery that genuinely puts Service Users at the centre and truly consults. Aims to provide services that are accessible and make a difference to citizens.

An excellent Council Manager: An ineffective Council Manager:

MM7.1	Actively seeks to consults with Service Users to determine what they want from the Council and to understand what really matters.	Consults and usually uses this information to guide practice.	Does not consider Service Users to be relevant.
MM7.2	Genuinely and consistently aims to make a difference to the individual citizen.	Only sees good service delivery in terms of meeting basic outcomes.	Makes no link between everyday work and the impact on Service Users.
MM7.3	Effectively and diplomatically manages and exceeds customer expectations.	Manages customer expectations effectively.	Encourages customer to have unrealistic expectations of service delivery.
MM7.4	Proactively seeks, listens to and reacts positively to feedback from Service Users / customers.	Listens to and reacts to feedback from Service Users / customers.	Doesn't listen to feedback from Service Users / customers or responds negatively.
MM7.5	Has a good range of public material and consultation tools to maximise engagement.	Uses a range of public material and consultation tools.	Engagement with Service Users is blocked by poor public material and consultation tools.
MM7.6	Ensures services are accessible and are provided fairly.	Provides accessible and equitable services.	Does not consider whether services are fair or accessible.
MM7.7	Promotes a culture where all customers are valued and treated with respect.	Ensure that customers are valued and treated with respect.	Promotes a culture where customers are not valued and are treated with disrespect.
MM7.8	Empowers staff to deal with responses on the frontline and provides support where necessary.	Mainly empowers or supports staff to deal with responses on the frontline.	Does not empower or support staff to deal with responses on the frontline.

MM12. Political Knowledge & Awareness

Manages the political interface sensitively and effectively; has a good knowledge and understanding of political systems within and outside the Council.

An excellent Council Manager:			An ineffective Council Manager:
MM12.1	Makes clear, well-justified recommendations to elected Members.	Leaves elected Members to makes decisions by providing information only.	Provides inadequate or incorrect information to elected Members.
MM12.2	Gives politicians the full picture and educates them about service areas to aid their decision making.	Provides information about current issues rather than giving the broader picture.	Allows politicians to make decisions based only on ward issues rather than the bigger picture.
MM12.3	Is aware of political sensitivities but maintains non-political objectivity.	Has a limited awareness of political sensitivities, occasionally considering the wider impact of decisions and actions.	Is politically insensitive, decisions and actions have a potentially damaging impact.
MM12.4	Involves politicians at an early stage to gain support.	Could involve politicians earlier or more consistently.	Involves politicians at the last possible moment.
MM12.5	Works to maintain positive relationships with politicians and treats politicians as internal customers.	Maintains functional relationships with politicians.	Upsets or antagonises politicians and provides poor internal customer service.
MM12.6	Demonstrates a good understanding of the political process within the Council.	Demonstrates an adequate understanding of the political process within the Council.	Demonstrates little or no understanding or an incorrect understanding of the political process.
MM12.7	Has up-to-date local and national political knowledge and awareness.	Has a moderate understanding of local and national political issues.	Actively disengages from political issues.