



Rhondda Cynon Taf Council Competency Framework: The Complete Set

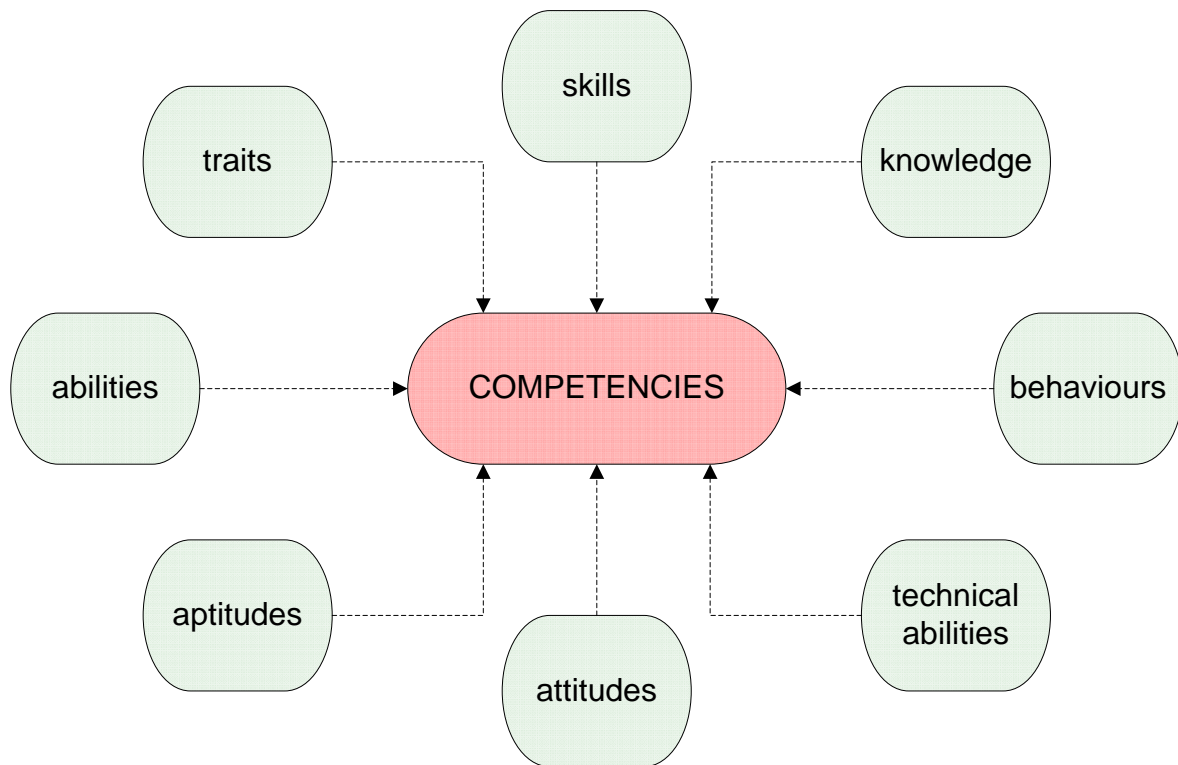
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Competencies – An Overview

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 8 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 9 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

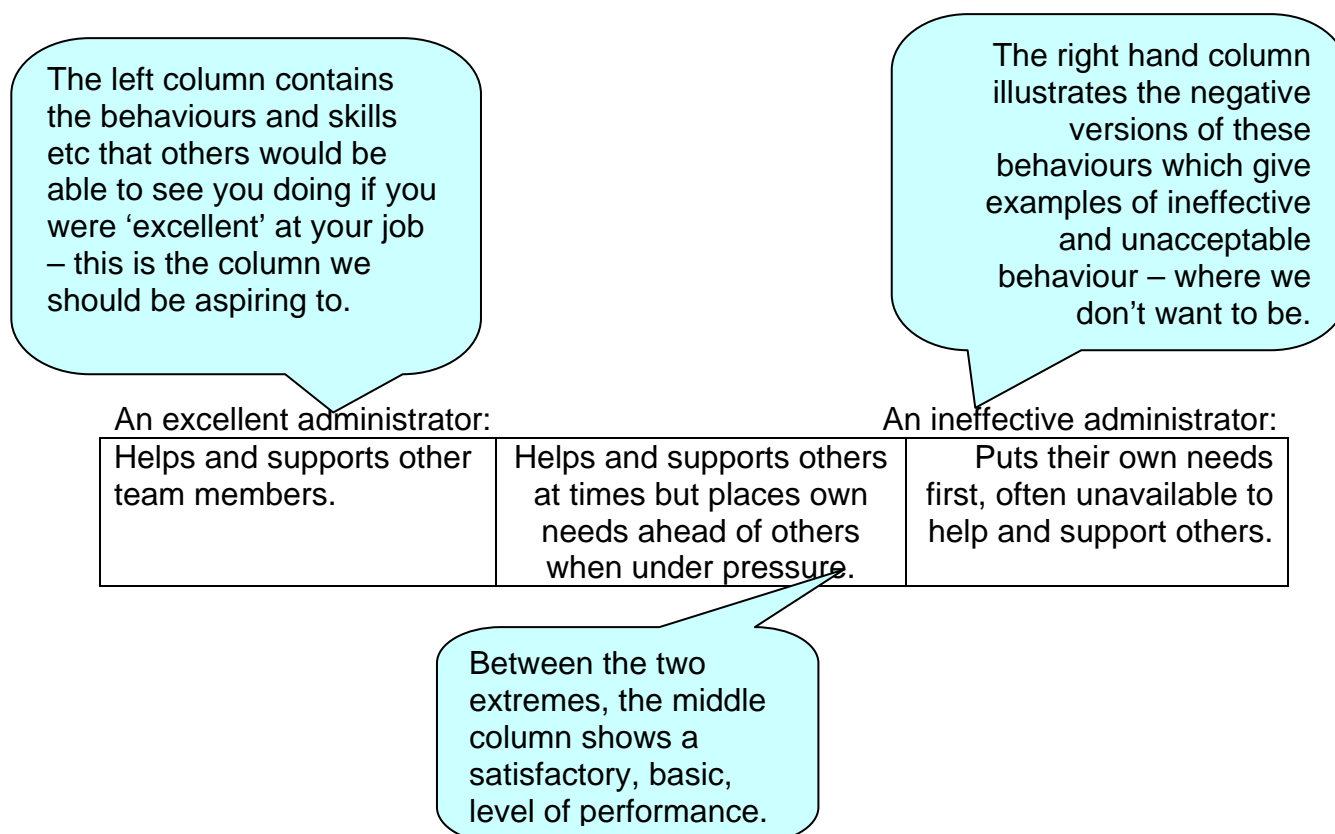
The remaining competency areas have been identified as being relevant depending upon your role and job family within the Council. These areas include:

- **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 9 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)

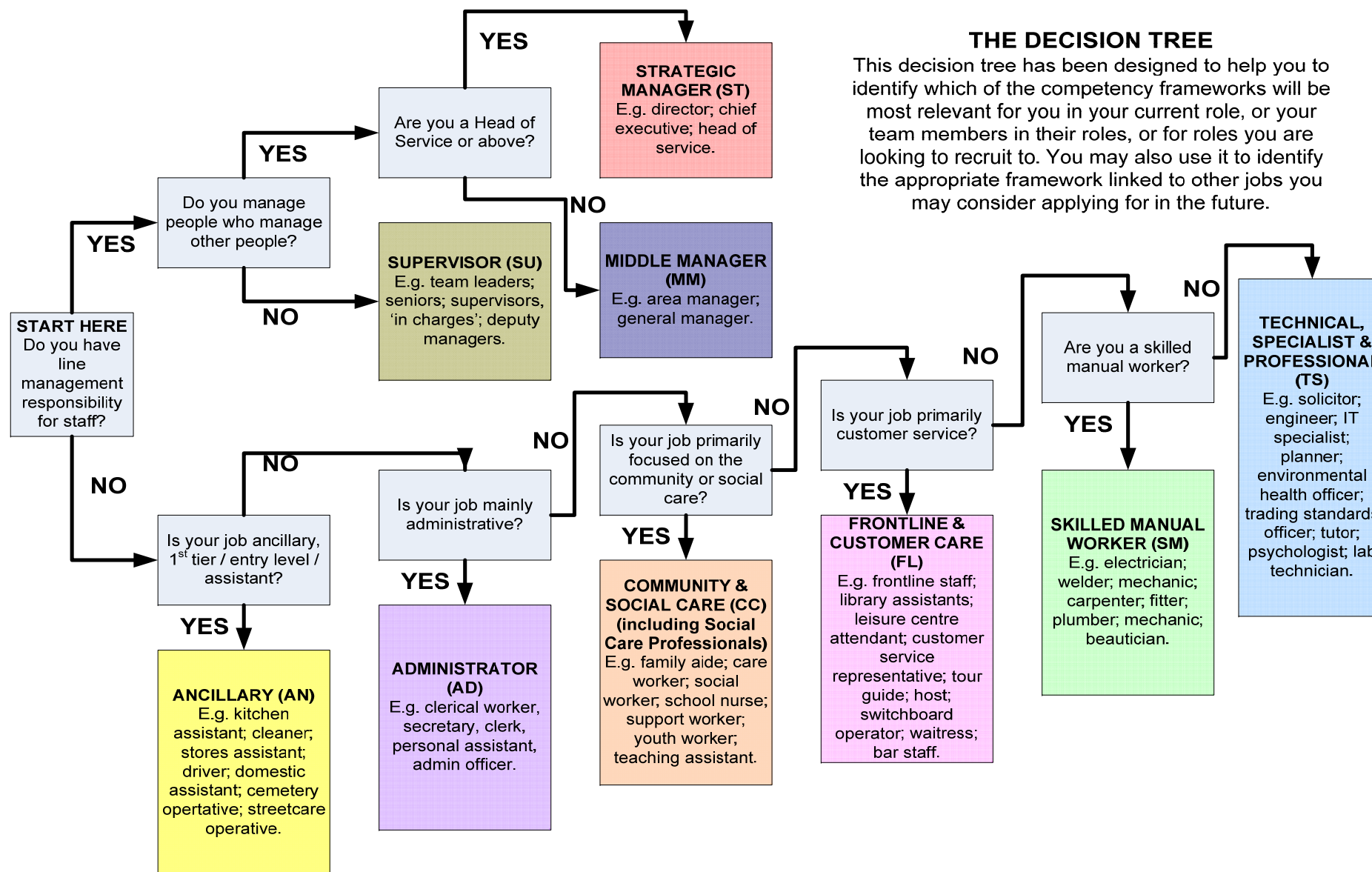
2 – Moderate Development Need - met some, but not all role requirements in this area

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



Overview of all the competency headings for all the job families RCT Competency Framework Page 9 of 110

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 Administrator Competency Framework (AD)



RCT Council Administrators (AD) - Competency Framework (Overview)

People

Working in a Team (AD1)

Sees self as part of a co-operative team, offering and asking for support when appropriate.

- Supportive of others, helpful
- Works well with different people
- Has a positive impact on others
- Shares ideas, team-focused

Communicating Effectively (AD3)

Communicates clearly with a range of individuals face-to-face, over the telephone and in writing.

- Listens, is receptive
- Shares with right person
- Clear, effective, timely
- Excellent written communication
- Correct grammar and spelling

Tasks

Achieving Results (AD4)

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

- Organised, informed, prioritises
- Follows procedures and policies
- High standards, efficient, thinks ahead
- Adaptable to change

Personal Effectiveness (AD5)

Reliable and dependable, has a positive attitude; keeps up-to-date with technology and is willing to learn new skills.

- Effective IT skills
- Focused on learning and development
- Dependable, trustworthy and committed
- Confident, action-focused attitude, problem-solver

Culture and Values – The RCT Council Context

Focusing on Service Users (AD7)

Genuinely puts needs of Service Users (internal or external customers where relevant) at the centre of decisions.

- Understanding
- Makes a difference
- Responsive
- Local knowledge

Complying with Health and Safety (AD8)

Has accurate knowledge of and complies with relevant health and safety procedures, takes responsibility for own health, safety and well-being and supports others to do the same.

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

AD1. Working in a Team

Sees themselves as part of a co-operative team, offering and asking for support when appropriate.

An excellent Council Administrator:

An ineffective Council Administrator:

AD1.1	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.
AD1.2	Is open about difficulties and asks for support when necessary.	Is sometimes open about problems and sometimes waits to be offered help.	Keeps problems to themselves, doesn't ask for support.
AD1.3	Shares new ideas or effective ways of working with the team.	Is prepared to share some ideas with others in the team.	Keeps effective ways of working to themselves rather than sharing them with the team.
AD1.4	Ensures that their way of working has a positive impact on others in the team.	Is usually aware of the impact their way of working has on other people.	Is unaware that their way of working has a negative effect on others in the team.
AD1.5	Will go 'over and above' what's normal to contribute to the team's effectiveness.	Will co-operate on critical pieces of work.	Has an 'it's not my job' attitude.
AD1.6	Encourages people to express opinions and actively challenges their preconceptions.	Works well with people with different opinions / views and from different backgrounds.	Only works well with people who have the same views or backgrounds.
AD1.7	Praises other team members and helps to motivate people and maintain morale.	Gives some praise to colleagues, but does not particularly focus on motivating people.	Is negative about others people's successes; lowers morale.

AD3. Communicating Effectively

Communicates clearly with a range of individuals, face-to-face, over the telephone and in writing.

An excellent Council Administrator:

An ineffective Council Administrator:

AD3.1	Sets out written communication clearly, accurately and in a well-structured way.	Produces written documents that are sometimes inaccurate or unclear.	Sets out information untidily or inaccurately.
AD3.2	Always uses the correct grammar and spelling.	Sometimes makes mistakes with grammar and spelling.	Makes frequent grammatical and spelling errors.
AD3.3	Communicates clearly and concisely.	Uses communication that requires some checking by others.	Is unfocused and unclear and leaves others unsure of what was said or meant.
AD3.4	Passes on correct information to the right person.	Generally communicates the right message to the right person, or asks who the right person is.	Misdirects information and makes mistakes in sharing information.
AD3.5	Listens to others and actively checks own understanding.	Sometimes checks understanding and sometimes makes assumptions on what people are saying.	Doesn't listen to others or check understanding.
AD3.6	Shares information with others, gives others the full picture.	Does not always give others the full picture; may withhold information unintentionally.	Keeps information to themselves and uses information as power.
AD3.7	Uses styles of language that others can clearly understand.	Adapts style and language to suit some but not all people.	Expects everyone to understand their own preferred style and language.
AD3.8	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 e.g. uses inappropriate forms of communication or overly relies on one format e.g. email.

AD4. Achieving Results

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

An excellent Council Administrator:

An ineffective Council Administrator:

AD4.1	Plans and prioritises in advance to meet deadlines.	Can rely on others to set deadlines and leave things to the last minute.	Leaves things to the last minute and misses deadlines.
AD4.2	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.
AD4.3	Is flexible, can switch tasks / roles / prioritises to accommodate changes or new information.	Prefers to finish their current job before starting the next.	Completes tasks in the order in which they have been received.
AD4.4	Consistently delivers high-quality outcomes.	Overall, standard of delivery is acceptable.	Work is repeatedly not up to standard.
AD4.5	Uses their initiative and works 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.
AD4.6	Follows relevant policies, procedures and legislation.	Uses procedures but not always consistently.	Does not follow relevant procedures and is unaware of the relevant policies and legislation.
AD4.7	Takes opportunities to do more for the Council, going the extra mile to exceed expectations.	Does what is expected of them and no more.	Consistently does less than expected, does not see how they can improve the Council's reputation.
AD4.8	Understands the Council's approach to the environment and demonstrates consideration of social and environmental factors in their day to day role.	Demonstrates some understanding of social and environmental factors relevant to their role.	Disregards social and environmental concerns in the execution of their role.

AD5. Personal Effectiveness

Reliable and dependable, has a positive attitude; keeps up-to-date with technology and is willing to learn new skills.

An excellent Council Administrator:

An ineffective Council Administrator:

AD5.1	Is highly dependable and trustworthy.	Is generally reliable.	Lets people down e.g. by not delivering on promises.
AD5.2	Has good attendance and timekeeping.	Is usually present and punctual.	Is consistently late or absent.
AD5.3	Shows personal confidence; is decisive.	Does not consistently believe in themselves or their decisions.	Lacks confidence and is indecisive.
AD5.4	Is eager and willing to learn new skills.	Is content to carry on as always, but uses development opportunities when they arise.	Has no interest in self-development; reverts to old habits after attending training.
AD5.5	Has an action-focused attitude to new challenges and change.	Is enthusiastic about some new opportunities.	Shows a lack of interest in new challenges; resistant to change.
AD5.6	Suggests solutions to problems.	Is prepared to put up with problems rather than find solutions.	Doesn't "own" problems. Gives up, waits for other people to sort out problems.
AD5.7	Has strong computer skills, effectively uses current computer systems.	Relies on others to help, doesn't keep computer skills up to date.	Has poor or ineffective computer skills.
AD5.8	Recognises their own limitations, and wants to raise their own standards.	Is content to work within their own limitations.	Has little or no awareness of their limitations or their need to change.

AD7. Focusing on Service Users

Genuinely puts needs of Service Users (internal or external customers where relevant) at the centre of decisions.

An excellent Council Administrator:

An ineffective Council Administrator:

AD7.1	Understands customers' actual needs.	Works with assumptions about what customers need, some right, some wrong.	Has little or no interest in customers' actual needs.
AD7.2	Ensures customers' needs are met by responding to them efficiently and effectively.	Meets most needs, but not always as quickly as could be possible.	Rarely meets need of customers.
AD7.3	Provides and promotes highest standards of customer care and service.	Provides acceptable, but unremarkable standards of customer care.	Sees poor standards of customer care as acceptable.
AD7.4	Has a positive attitude towards helping people, and is willing to go the extra mile.	Delivers a professional service, as defined by job role.	Is discourteous or ignores customers.
AD7.5	Leaves customers happy with the service they have received.	Leaves customers satisfied but indifferent about the service received.	Leaves customers frustrated or unsure about progress.
AD7.6	Genuinely and consistently aims to make a difference to the individual customer.	Sees good service delivery only in terms of meeting basic outcomes.	Makes no link between everyday work and the impact on Service Users.
AD7.7	Promotes service and Council positively.	Underestimates the value of creating a positive image externally.	Has a negative impact on the profile and image of the Council and service.
AD7.8	Has good local knowledge and awareness of community issues.	Has moderate local knowledge, and is aware of certain issues.	Has little interest in what's going on in the community.

AD8. Complying with Health and Safety (H&S)

Has accurate knowledge of and complies with relevant health and safety procedures, takes responsibility for own health, safety and well-being and supports others to do the same.

An excellent Council Administrator:

An ineffective Council Administrator:

AD8.1	Takes responsibility for complying with all relevant H&S procedures and legislation.	Is aware of what seem to be the most important H&S guidelines.	Has little or no working knowledge of relevant H&S policies.
AD8.2	Is aware of current and potential risks and hazards within the team's work area.	Makes sure own work station is tidy and not a danger to others.	Has careless work practices.
AD8.3	Anticipates and reports any risks and faults to the correct people.	Reports risks and faults as they occur to the correct people.	Never reports faults or risks.
AD8.4	Monitors and manages own stress levels and asks for support when necessary; is aware of own impact and causing others stress.	Appears to monitor and / or manage stress levels.	Allows stress levels to get out of control and doesn't ask for support.
AD8.5	Carries out regular inspections of equipment (where relevant).	Occasionally carries out inspection of equipment.	Assumes equipment is safe all the time.

RCT Council Ancillary Competency Framework (AN)



RCT Council Ancillary Staff (AN) - Competency Framework (Overview)

People

Working with Others (AN1)

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 (AN3)

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 (AN9)

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 RCT Council Context

Working Safely (AN8)

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 (AN5)

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

AN1. Working with Others

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

An excellent Council Ancillary Worker:

An ineffective Council Ancillary Worker:

AN1.1	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.
AN1.2	Is willing to help others.	Usually helps others but sometimes puts their own tasks first.	Lets others do their work for them.
AN1.3	Always treats other people with respect.	Is usually polite and respectful.	Can be discourteous and disrespectful to others.
AN1.4	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.
AN1.5	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'.
AN1.6	Is open and approachable at all times.	Is open and approachable with some members of the team.	Is unapproachable and can overstep the mark.
AN1.7	Listens to feedback and isn't easily offended by it.	Usually accepts constructive feedback appropriately.	Avoids or rejects feedback and becomes confrontational or defensive.

AN3. Communicating Effectively

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

An excellent Council Ancillary Worker:

An ineffective Council Ancillary Worker:

AN3.1	Tells people everything they need to know.	Doesn't always give others the full picture.	Keeps information to themselves.
AN3.2	Speaks clearly.	Is understood by most.	Is usually difficult to understand.
AN3.3	Checks that others have understood them.	Usually checks understanding.	Assumes that others understand what they've been told.
AN3.4	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.
AN3.5	Is always polite and courteous.	Can be inappropriately informal at times.	Is rude and discourteous to others.

AN9. 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 Council Ancillary Worker:

An ineffective Council Ancillary Worker:

AN9.1	Works to their best ability.	Only does what needs to be done.	Deliberately does not work to their best ability. Slows the team down.
AN9.2	Is willing to learn new tasks.	Will try new tasks if asked.	Won't try new tasks.
AN9.3	Keeps their equipment in good order ensuring that equipment is well maintained.	Usually keeps equipment in reasonable order.	Loses or breaks equipment.
AN9.4	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.
AN9.5	Knows how to use all of their equipment correctly.	Knows how to use most of their equipment correctly.	Uses equipment incorrectly.
AN9.6	Is enthusiastic about getting new training and qualifications.	Will go to training if asked.	Doesn't want to learn new skills or get qualifications.

AN8. Working Safely

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

An excellent Council Ancillary Worker:

An ineffective Council Ancillary Worker:

AN8.1	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.
AN8.2	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.
AN8.3	Remains aware of dangers / risks in the work environment.	Is usually alert to most obvious dangers and risks.	Is unaware or ignores potential risks.
AN8.4	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.
AN8.5	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.
AN8.6	Carries out daily inspection of equipment.	Occasionally carries out inspection of equipment.	Never carries out inspection of equipment.
AN8.7	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.
AN8.8	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.

AN5. Being Committed and Reliable

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

An excellent Council Ancillary Worker:

An ineffective Council Ancillary Worker:

AN5.1	Has a positive attitude towards completing any necessary tasks.	Is willing to do things they are requested to do.	Is unwilling to do tasks and moans about work.
AN5.2	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.
AN5.3	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.
AN5.4	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.
AN5.5	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.
AN5.6	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.
AN5.7	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.
AN5.8	Will own up when they make mistakes.	Sometimes tries to cover up mistakes.	Blames others for own mistakes.
AN5.9	Is honest and trustworthy.	Is generally trustworthy but may allow others to be misled.	Cannot always be trusted to do the right thing.

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

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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.

RCT Council Frontline Competency Framework (FL)



RCT Council Frontline Staff (FL) - Competency Framework (Overview)

People

Working with Others (FL1)

Has good relationships with members of their own and other teams based on trust and respect; works productively with other service areas to deliver the best results for Service Users.

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

Communicating Effectively (FL3)

Communicates clearly with a range of individuals, whether face-to-face, over the telephone or in writing.

- Informs, explains, openly shares
- Listens, receptive
- Clear, effective, accurate

Tasks

Meeting Customers' Needs (FL7)

Works towards resolving customer issues quickly and effectively; sets clear expectations to customers; gives correct information.

- Proactive, takes responsibility
- Understands, empathises
- Efficient, effective

Demonstrating Technical Ability (FL9)

Understands the skills that are important for performing the role proficiently; understands own skill level and where further development is needed.

- Accurate, proficient
- Open to development

Achieving Results (FL4)

Manages time effectively; meets deadlines; is planned and organised.

- Planned, organised, prioritises
- Thinks ahead, flexible
- Adds value, effective, strong work-ethic
- Takes responsibility, balance with well-being

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Maintaining Safety and Well-being (FL8)

Has accurate knowledge of and complies with health and safety procedures; takes responsibility for own health, safety and well-being; monitors own stress levels; supports others to do the same.

- Responsibility, awareness
- Compliance

Demonstrating Professionalism (FL5)

Demonstrates a professional and positive attitude; is open and enthusiastic about change; takes pride in representing the Council.

- Professional, positive
- Resilient, calm
- Flexible
- Pride

FL1. Working with Others

Has good relationships with members of their own and other teams based on trust and respect; works productively with other service areas to deliver the best results for Service Users.

An excellent Council Frontline Staff Member:

An ineffective Council Frontline Staff Member:

FL1.1	Supports other team members when required, particularly new team members.	Is supportive at times but tends to concentrate on completing own tasks.	Is unsupportive and won't help others; makes people feel 'in the way' or a 'nuisance'.
FL1.2	Makes use of other team members' strengths to resolve issues.	Is aware of others' strengths but doesn't make the most of them.	Tries to do everything themselves to the detriment of the team.
FL1.3	Is open about finding situations difficult and allows others to help.	Will only open up about difficulties when asked or waits for help to be offered.	Keeps problems to self, won't accept support.
FL1.4	Knows the role of other teams and individuals and uses this to help resolve Service Users' issues.	Does not know enough about what other teams and individuals do and how to use this information.	Doesn't know or show interest in what other teams and individuals do and how this can help.
FL1.5	Seeks to prevent or overcome conflict.	Can allow conflict to continue more than it should.	Is responsible for creating conflict.
FL1.6	Accepts constructive feedback from co-workers.	Usually accepts constructive feedback appropriately.	Avoids or rejects feedback or becomes confrontational or defensive.
FL1.7	Is tactful, polite and respectful.	Usually polite but can be inappropriately informal at times.	Is dismissive of colleagues or sounds bored to others.
FL1.8	Is proactive and persistent about chasing requests when necessary.	Waits too long before chasing requests or waits to be told before chasing.	Doesn't chase requests once passed on.

FL3. Communicating Effectively

Communicates clearly with a range of individuals, whether face-to-face, over the telephone or in writing.

An excellent Council Frontline Staff Member:

An ineffective Council Frontline Staff Member:

FL3.1	Listens to others and actively checks their understanding.	Sometimes listens and/or checks understanding, and sometimes makes assumptions.	Doesn't listen to others or check their own understanding.
FL3.2	Uses style of language that others can clearly understand.	Adapts their style and language to suit some but not all groups.	Expects everyone to understand their own preferred style and language.
FL3.3	Passes on accurate information to other service areas.	Usually passes on accurate information to other service areas.	Passes on inaccurate or incomplete information to other service areas.
FL3.4	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.
FL3.5	Sets out written communication clearly, accurately and in a well-structured way.	Produces written documents that are sometimes inaccurate or unclear.	Sets out information untidily or inaccurately so it can't be understood.
FL3.6	Shares information with others; gives others the full picture.	Does not always give others the full picture; may withhold information unintentionally.	Keeps information to themselves; uses information as power.
FL3.7	Always uses correct grammar and spelling.	Sometimes makes mistakes with grammar and spelling through lack of proofing.	Makes frequent grammatical and spelling errors.

FL7. Meeting Customers' Needs

Works towards resolving customer issues quickly and effectively; sets clear expectations to customers; gives correct information.

An excellent Council Frontline Staff Member:

An ineffective Council Frontline Staff Member:

FL7.1	Focuses on resolving customer queries quickly.	Resolves most customer queries within a reasonable timeframe.	Doesn't respond to customer queries within a suitable timeframe.
FL7.2	Always puts the Service Users' needs first.	Usually puts Service Users' needs first.	Ignores Service Users' needs in favour of own priorities.
FL7.3	Takes responsibility for resolving customer queries.	Takes responsibility when queries can be easily resolved, and passes others on.	Sees responsibility as only belonging to their line manager or to other people.
FL7.4	Knows what issues they can resolve themselves and when to refer upwards.	Is overly cautious and refers too much to their line manager.	Always refers issues to their line manager even when they know the answer.
FL7.5	Anticipates what else a customer might need, and provides them without being asked.	Competently provides customers with what they have requested.	Provides incorrect information or provides the bare minimum required.
FL7.6	Sets clear expectations to customers about what can be provided.	Usually sets clear expectations but can be vague at times.	Sets expectations that won't be met.
FL7.7	Goes and finds the correct information if they can't provide it personally.	Finds correct information for customers if it's easy to do so.	Makes no effort to find information if they can't provide it themselves.
FL7.8	Considers the needs of different groups e.g. children, senior citizens, disabled people.	Treats everyone the same, regardless of their needs.	Is impatient or inconsiderate of the needs of different groups.

FL9. Demonstrating Technical Ability

Understands the skills that are important for performing the role proficiently; understands own skill level and where further development is needed.

An excellent Council Frontline Staff Member:

An ineffective Council Frontline Staff Member:

FL9.1	Takes responsibility for keeping job-relevant knowledge up-to-date.	Updates knowledge when prompted by others.	Doesn't keep knowledge up-to-date, assumes that they know it all.
FL9.2	Takes responsibility for identifying their own development needs and is open to learning.	Accepts development when prompted by others.	Is closed or hostile to learning and development.
FL9.3	Has a high level of accuracy and pays attention to details.	Generally accurate with some attention to detail needed.	Does not always maintain a high level of accuracy - makes too many mistakes.
FL9.4	Ensures they have collected all the necessary information to move things forward.	Collects insufficient information and has to go back to the customer.	Collects insufficient information and makes assumptions rather than getting further clarification.
FL9.5	Understands data protection and doesn't disclose private information inappropriately.	Occasionally discloses private information inappropriately e.g. by gossiping or leaving information lying around.	Regularly breaches data protection or loses personal data.
FL9.6	Demonstrates excellent levels of computer skills.	Demonstrates adequate levels of computer skills but may need some development.	Has inadequate or poor levels of computer skills.
FL9.7	Demonstrates excellent levels of numeracy.	Has generally adequate levels numeracy but makes some errors.	Demonstrates poor levels of numeracy that are below the requirement for the role.

FL4. Achieving Results

Manages time effectively; meets deadlines; is planned and organised.

An excellent Council Frontline Staff Member:

An ineffective Council Frontline Staff Member:

FL4.1	Is always punctual and ready to start work on time.	Is usually punctual and ready to start work on time.	Has generally poor time keeping and doesn't come in prepared to start work.
FL4.2	Takes 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.
FL4.3	Deals with issues quickly.	Delays resolving issues until the last minute.	Delays resolving issues until too late.
FL4.4	Thinks ahead when planning work.	Only looks at immediate issues when planning work.	Doesn't take a planned approach to work.
FL4.5	Is flexible about re-arranging priorities to account for changes and new information.	Does not always re-arrange priorities to account for changes and new information.	Is inflexible about altering priorities.
FL4.6	Prioritises tasks according to importance for the Council.	Prioritises tasks according to their own views of importance.	Does not prioritise tasks.
FL4.7	Always completes tasks on time.	Usually gets work done on time.	Rarely finishes tasks on time.

FL8. Maintaining Safety and Well-being

Has accurate knowledge of and complies with health and safety (H&S) procedures; takes responsibility for own health, safety and well-being; monitors own stress levels; supports others to do the same.

An excellent Council Frontline Staff Member:

An ineffective Council Frontline Staff Member:

FL8.1	Takes responsibility for complying with all relevant H&S procedures and legislation.	Is aware of what seem to be the most important H&S guidelines.	Has little or no working knowledge of relevant H&S policies.
FL8.2	Is aware of current and potential risks and hazards within their team's work area.	Makes sure their own work area is tidy and not a danger to others.	Has careless work practices.
FL8.3	Carries out daily inspection of equipment (where relevant). Ensures that maintenance and/or disposal of equipment and resources is in line with Environmental best practice.	Occasionally carries out inspection of equipment. Has limited understanding of how equipment and resources should be disposed of in line with environmental best practice.	Never carries out inspection of equipment.
FL8.4	Anticipates and reports any risks and faults to the correct people quickly.	Reports risks and faults as they occur to the correct people.	Never reports faults or risks.
FL8.5	Monitors and manages own stress levels and asks for support when necessary; is aware of own impact in causing others stress.	Appears to monitor and / or manage stress levels.	Allows stress levels to get out of control and impact on others; doesn't ask for support.

FL5. Demonstrating Professionalism

Demonstrates a professional and positive attitude; is open and enthusiastic about change; takes pride in representing the Council.

An excellent Council Frontline Staff Member:

An ineffective Council Frontline Staff Member:

FL5.1	Is responsible, trustworthy and reliable and takes personal accountability for work.	Is generally trustworthy and reliable but does not always take personal responsibility.	Is unreliable and avoids taking appropriate responsibility.
FL5.2	Stays calm and tries to diffuse tense/aggressive situations.	Handle's some tense situations effectively.	Inflames situations or loses temper.
FL5.3	Demonstrates a positive and confident attitude.	Generally positive and confident in most situations.	Is generally negative and can lack confidence.
FL5.4	Is resilient and works effectively under pressure.	Generally capable but can react adversely to pressure.	Panics under pressure, over-reacts to situations, takes them personally.
FL5.5	Always demonstrates that they take pride in representing the Council.	Represents the Council well to Service Users but can on occasion be critical to other staff.	'Bad-mouths' the Council to other staff and to Service Users.
FL5.6	Is prepared to try new things.	Will try new things with reservations.	Prefers what they already know and is resistant to change.
FL5.7	Is willing to work in different locations and in different sections if required.	Prefers to work in their own location and area but is prepared to work in different locations when necessary.	Is only comfortable working in own location and area.
FL5.8	Understands the Council's approach to the environment and demonstrates consideration of social and environmental concerns in their day to day role.	Demonstrates some understanding of social and environmental factors relevant to their role.	Disregards social and environmental concerns in the execution of their role.

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 develop 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.
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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.
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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.
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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 make 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.

RCT Council Strategic Manager Competency Framework (ST)



RCT Council Strategic Managers - Competency Framework (Overview)

People

Developing and Motivating People (ST14)

Promotes staff development; values, motivates and empowers team members; maximises the team's performance by recognising and using skills and strengths; promotes a culture of open, honest, and constructive two-way feedback.

- Inspires, passionate, positive
- Celebrates, supports, develops, empowers, challenges
- Consistent, fair, values people
- Culture of learning

Working in Partnerships and Teams (ST2)

Works effectively with people both inside and outside the organisation; proactively builds strong relationships in order to achieve goals.

- Respect, trust, constructive relationships
- Involves and encourages, inclusive
- Interested, shares, team-focused, influences
- Across areas and beyond the Council, democratic accountability

Communicating Effectively (ST3)

Communicates key issues clearly and effectively; promotes a culture of open, honest and transparent communication; adapts their communication style and approach as necessary.

- Courteous, polite, listens, receptive
- Informs, explains, openly shares, creates opportunities
- Clear, effective, timely
- Assertive, willing to challenge

Leading Change (ST10)

Creates a culture of innovation and improvement; supports others to adapt to change and takes responsibility for responding to challenges creatively.

- Instigates, drives, embraces
- Innovative, creative, receptive
- Encourages, supports and understands
- Modernising agenda, responsibility

Tasks

Working Strategically (ST11)

Provides strategic direction for the Council and service area to improve service provision; considers future challenges when planning; uses a broad range of accurate information as a basis for setting strategy.

- Drives strategic priorities
- Wider strategic imperatives – breadth of vision
- Emerging issues, implications
- Wider corporate issues

Managing Resources (ST13)

Manages resources efficiently and effectively in order to provide best possible value and service delivery.

- Creative, radical, different
- Delegates responsibility, robust plans
- Positive, anticipates
- Partnerships, joint commissioning

Achieving Results (ST4)

Achieves results by setting informed, stretching but achievable targets; plans and prioritises in order to meet deadlines and works to overcome problems.

- Logical, organised, informed, prioritises
- Continuous improvements, focus, reviews
- Adds value, effective, strong work-ethic
- Takes responsibility, balance with well-being

Culture and Values – The RCT Council Context

Focusing on Service Users (ST7)

Genuinely puts Service Users at the centre by being consultative, visible and trusted; aims to provide services that are accessible and make a difference for citizens.

- Genuine, consults, understands
- Visible, available, profile
- Diplomatic, proactive, improves
- Fair and accessible

Political Knowledge and Awareness (ST12)

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, objective
- Knowledge and understanding
- Develops awareness, builds relationships

ST14. Developing and Motivating People

Promotes staff development; values, motivates and empowers team members; maximises the team's performance by recognising and using skills and strengths; promotes a culture of open, honest and constructive two-way feedback.

An excellent Council Strategic Manager:

An ineffective Council Strategic Manager:

ST14.1	Inspires others by being passionate and enthusiastic and having a positive 'action-focused' attitude.	Is mainly positive and enthusiastic.	Always sees the problem or the negative, moans or looks troubled, does not inspire people.
ST14.2	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 knowledge and strengths in the team.	Does not acknowledge the skills, knowledge and strengths in the team.
ST14.3	Shares and celebrates all successes and openly recognises other people's contributions. Values people.	Usually celebrates successes.	Ignores successes and others' contributions; takes the credit for other people's work, does not show they value people.
ST14.4	Develops people for both the immediate and the longer term, and promotes a culture of continuous learning (Workforce Planning).	Develops a team for current needs.	Ignores the development needs of team members, or only considers it at appraisal time.
ST14.5	Empowers people by giving space, freedom, flexibility and trust, where appropriate.	Delegates single tasks or responsibilities within fairly rigid boundaries.	Does not 'let go' of control, believes only they have the right answers.
ST14.6	Is able to deliver difficult messages sensitively.	Shows some awareness of the emotional impact of communication.	Is insensitive when delivering difficult messages or overlooks the emotional impact of conversations.

ST14.7	Gives constructive, timely feedback (managing performance / supervision / etc).	Tackles issues when they become serious problems.	Avoids giving honest feedback, undermines other people's efforts, makes them feel incompetent.
ST14.8	Promotes proactive health messages and supports rehabilitation.	Promotes proactive health messages and supports rehabilitation inconsistently.	Does not promote proactive health messages or support rehabilitation.
ST14.9	Genuinely aims for their own 'personal best' performance by asking for and acting on feedback from others.	Occasionally asks for or acts on feedback.	Doesn't ask for feedback and/or receives feedback defensively.
ST14.10	Ensures that team members are made actively aware of the social and environmental impact of their role.	Provides some information to team members on the social and environmental impact of their role.	Does not provide team members with any information on the social and environmental impact of their role.

ST2. Working in Partnerships and Teams

Works effectively with people both inside and outside the organisation; proactively builds strong relationships in order to achieve goals.

An excellent Council Strategic Manager:

An ineffective Council Strategic Manager:

ST2.1	Builds lasting, positive & constructive relationships with a wide variety of people.	Has some positive relationships, but others that are more reactive or less functional.	Forms unconstructive relationships with people or prefers working in isolation. Takes a reactive approach to relationship building.
ST2.2	Constantly looks for opportunities to improve service provision through working with other service areas and beyond the Council.	Works with other service areas and external partners in a sporadic manner.	Is overly protective of own area to the detriment of the Council and Service Users.
ST2.3	Creates an environment where a free and open exchange of ideas and appropriate challenge is accepted and valued.	Contributes to an environment where there is some open exchange of views or challenge of others.	Creates a culture of little challenge or little open sharing of ideas.
ST2.4	Has a strong positive influence on joint decisions.	Has more impact in some situations than others.	Struggles to successfully influence joint decisions.
ST2.5	Always strives to understand and work through differences in agendas, needs and points of view.	Has some understanding of differences but can at times put their own agenda first.	Neither understands or attempts to overcome differences in agendas, needs and points of view.
ST2.6	Promotes and demonstrates an ethos of equality and diversity.	Complies with, but doesn't always fully embrace, equality and diversity issues.	Tolerates or demonstrates unethical and unequal behaviours.
ST2.7	Seeks to prevent or overcome conflict.	Avoids or doesn't seek to overcome conflict.	Exacerbates or produces conflict.
ST2.8	Advocates their own position but compromises when appropriate to move forward.	Wavers between being stubborn and working more constructively.	Sticks strongly to 'fighting their own corner' or always backs down.
ST2.9	Maintains the democratic accountability of the Council when making decisions with external partners.	Generally makes decisions with external partners considering the democratic accountability of the Council.	Makes decisions with external partners that run counter to the democratic aims of the Council.

ST3. Communicating Effectively

Communicates key issues clearly and effectively; promotes a culture of open, honest and transparent communication; adapts their communication style and approach as necessary.

An excellent Council Strategic Manager:

An ineffective Council Strategic Manager:

ST3.1	Demonstrates open, honest and regular communication with all those who might need it.	Communicates information when asked or when essential.	Retains information for 'power' or uses propaganda to achieve 'false' impressions.
ST3.2	Tailors their style and language to different groups of people e.g. customers, Councillors, staff.	Tailors their style and language to suit most groups.	Expects everyone to understand their own preferred style and language.
ST3.3	Communicates clearly and concisely.	Communicates reasonably clearly and succinctly.	Is unfocused and unclear and leaves others unsure of what was said or meant.
ST3.4	Thinks about and consistently uses the most appropriate form of communication e.g. Posters, questionnaires, forums.	Uses the quickest, or their own preferred (tried and tested) method of communication.	Uses inappropriate or limited forms of communication; or overly relies on one format e.g. email.
ST3.5	Listens to others and actively checks their understanding.	Usually listens and/or checks understanding.	Doesn't listen to others or check their own understanding.
ST3.6	Actively creates regular opportunities for open discussion.	Takes part in open discussions, when necessary.	Has to be prompted to share information and participate in open forums.
ST3.7	Communicates early to flag up potential 'surprises' in advance.	Shares relevant information as events unfold.	Withholds relevant communication or communicates too late.

ST10. Leading Change

Creates a culture of innovation and improvement; supports others to adapt to change and takes responsibility for responding to challenges creatively.

An excellent Council Strategic Manager:

An ineffective Council Strategic Manager:

ST10.1	Understands and embraces the need for change and responds positively to a modernising agenda.	Embrace change, when there is a clear need to do so.	Doesn't see the need to adapt, change or move forward.
ST10.2	Instigates and drives change.	Implements rather than initiates change.	Resists change.
ST10.3	Develops a creative approach to service delivery.	Builds on existing methods rather than showing innovation.	Is protective or overly attached to old ideas which are no longer useful.
ST10.4	Encourages and supports others, including staff & middle managers, to be innovative.	Generally uses ideas from staff and middle managers, or encourages and supports others to be innovative.	Is a barrier to innovative ideas. Only uses own ideas. Does not encourage or support innovation.
ST10.5	Understands others' barriers to change and supports people through change.	Seeks to understand peoples' barriers to change.	Imposes change on others without accounting for likely reactions.
ST10.6	Supports innovation with appropriate structures and frameworks.	Endeavours to balance innovation with appropriate structures and frameworks.	Does not implement structure to support innovative ideas.
ST10.7	Accepts responsibility and takes on the role of 'team captain'.	Manages through consensus and joint decision-making.	Lets others take responsibility and avoids personal accountability.

ST11. Working Strategically

Provides strategic direction for the Council and service area to improve service provision; considers future challenges when planning; uses a broad range of accurate information as a basis for setting strategy.

An excellent Council Strategic Manager:

An ineffective Council Strategic Manager:

ST11.1	Drives strategic priorities based on real need, grounded on well-informed evaluation of data.	Takes a limited range of information into account when considering strategy.	Does not understand or use information in the most appropriate way to inform strategy.
ST11.2	Sets a strategy that combines departmental strategy, the corporate vision and wider strategic imperatives (e.g. Welsh Government).	Sets strategy led by service imperatives.	Makes arbitrary strategic decisions.
ST11.3	Is aware of, and acts on, emerging issues, trends and implications for their service and the Council.	Shows awareness of emerging issues and trends and their implications.	Is led by what seems most important for their own department.
ST11.4	Contributes positively to the development of policy.	Has some influence in the development of policy.	Does not contribute to policy or contributes negatively to development of policy.
ST11.5	Has clear knowledge of the connections between services and wider corporate issues.	Sees the connection between their area and some other service areas, or some corporate issues.	Only sees issues from the point of view of their own department/section.
ST11.6	Appreciates why decisions have been made and sees them in the wider context.	Questions decisions and usually appreciate wider considerations.	Accepts decisions unequivocally.
ST11.7	Ensures that staff understand their role in delivering the strategy.	Ensures that immediate staff understand, but this might not be consistent throughout their whole area.	Does not ensure their staff understand how what they do contributes.

ST11.8	Challenges service delivery to ensure a more sustainable future to improve peoples' quality of life and the quality of the environment.	Occasionally challenges service delivery and pays some regard to a more sustainable future to improve peoples quality of life and the quality of the environment.	Does not challenge service delivery.
ST11.9	Ensures that social and environmental concerns are included in the overall business strategy.	Demonstrates some 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.
ST11.10	Understands the broader context in which the Council operates in particular the social and environmental impacts that Council has on society.	Demonstrates a some understanding of the broader context in which the Council operates.	Does not demonstrate an understanding of the broader context in which the Council operates.

ST13. Managing Resources

Manages resources efficiently and effectively in order to provide best possible value and service delivery.

An excellent Council Strategic Manager:

An ineffective Council Strategic Manager:

ST13.1	Develops creative and radically different approaches to maintain high quality delivery with fewer resources (Workforce Planning).	Works hard to maximise available resources.	Sees limitations in ability to deliver due to perceived lack of resources.
ST13.2	Finds efficiency savings without compromising service delivery (Workforce Planning).	Has found some efficiency savings, with a limited impact on service delivery.	Makes no attempt to make savings or cuts corners and makes savings that damage service delivery.
ST13.3	Is positive about what can be achieved with existing resources (Workforce Planning).	Usually attempts to resolve resource issues in a positive way.	Moans about lack of resources and uses this as an excuse not to try.
ST13.4	Anticipates future budget trends early and seeks to make necessary adjustments (Workforce Planning).	Considers short to medium term budget trends.	Does not anticipate future budget trends until it is too late.
ST13.5	Delegates budgetary responsibility to business units and provides appropriate support.	Provides some support for some budget delegation.	Maintains close control of budgets.
ST13.6	Produces robust business plans using sound commercial criteria.	Produces basic business plans with some supporting commercial criteria.	Produces poor business plans not based on commercial criteria.
ST13.7	Constantly looks for ways to attract money through partnerships and joint commissioning.	Works well within existing joint commissioning frameworks.	Sees Council budgets as only source of funding.
ST13.8	Successfully manages budgets, understands, uses and analyses numerically presented information.	Manages budgets reasonably well and knows who to turn to for help with data.	Avoids working through budgets or data unless pressed to, or does it with errors or omissions.
ST13.9	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.

ST4. Achieving Results

Achieves results by setting informed, stretching but achievable targets; plans and prioritises in order to meet deadlines and works to overcome problems.

An excellent Council Strategic Manager:

An ineffective Council Strategic Manager:

ST4.1	Understands the implications of performance metrics in a broader context.	Understands some of the implications or context of performance metrics.	Does not understand what performance metrics mean and their broader implications.
ST4.2	Has a logical, organised and informed approach to planning.	Shows reasonable levels of planning.	Takes an ad hoc or reactive approach to planning.
ST4.3	Prioritises to get the best out of the available time.	Prioritises reasonably well.	Is overwhelmed by demands or does just enough to achieve deadlines.
ST4.4	Is able to make tough decisions.	Can sometimes avoid difficult decisions.	Is indecisive or avoids difficult decisions.
ST4.5	Stays tightly focused on timescales and meets deadlines.	Is usually focused on timescales and normally meets deadlines.	Often misses deadlines or allows things to drift.
ST4.6	Focuses on stretching targets that can be achieved.	Focuses most on what is readily achievable.	Loses interest and focus in achieving outcomes.
ST4.7	Understands how all parties are contributing to outcomes.	Has some awareness of how others are contributing.	Assumes other people are contributing but does not actively check or manage delivery.
ST4.8	Reviews outcomes in order to make improvements and learn from mistakes.	Reviews outcomes but does not always fully implement improvements.	Reports the same mistakes. Does not act on lessons learnt.
ST4.9	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.	Allows themselves to become stressed and overworked in order to achieve results.
ST4.10	Consistently shows consideration for and commitment to other people's health, safety and well-being including mental health.	Shows some / 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.

ST7. Focusing on Service Users

Genuinely puts Service Users at the centre by being consultative, visible and trusted; aims to provide services that are accessible and make a difference for citizens.

An excellent Council Strategic Manager:

An ineffective Council Strategic Manager:

ST7.1	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 or makes assumptions about Service Users' needs.
ST7.2	Is a visible presence and make themselves available to Service Users.	Could be more approachable and available to Service Users.	Does not actively seek interactions with Service Users.
ST7.3	Has well developed policies and processes for engaging Service Users.	Engages with Service Users in an adhoc way.	Doesn't engage Service Users in a systematic way.
ST7.4	Ensures services are accessible and are provided equitably.	Could do more to provide truly accessible and equitable services.	Does not consider whether services are fair or accessible.
ST7.5	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.
ST7.6	Raises the profile and image of the Council and service by publicising successes to the wider community.	Underestimates the value of publicising successes.	Has a negative impact on the profile and image of the Council and service.
ST7.7	Actively seeks and utilises information from front-line staff to improve services.	Does not fully utilise information from people 'on the ground'.	Ignores information from people 'on the ground'.
ST7.8	Uses a wide range of innovative consultation tools in order to maximise engagement.	Would benefit from using a wider range of consultation tools.	Engagement with Service Users is blocked by the consultation tools used.

ST12. 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 Strategic Manager:

An ineffective Council Strategic Manager:

ST12.1	Understands how political decisions are made.	Has a basic understanding of how political decisions are made.	Lacks interest in political processes or does not fully understand how political decisions are made.
ST12.2	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.
ST12.3	Helps politicians to see the wider strategic picture when making decisions.	Helps politicians to see just the immediate connections and consequences of their decisions.	Allows politicians to make decisions based only on ward issues.
ST12.4	Take opportunities to build stronger relationships with politicians and share information.	Focuses on just the task in hand when dealing with politicians.	Allows interactions with politicians to become sidetracked by other issues and does not try to make good use of the time with them.
ST12.5	Involves politicians at an early stage to gain support.	Could involve politicians earlier or more consistently.	Involves politicians at the last possible moment.
ST12.6	Makes clear, well - justified recommendations.	Leaves elected Members to make decisions by supplying information only.	Provides inadequate or impenetrable information to elected Members.
ST12.7	Makes other people aware of political sensitivities and develops others' political understanding.	Provides advice for specific interventions, but doesn't raise awareness of wider issues.	Ignores the potential for naïve mistakes.
ST12.8	Works to maintain positive relationships with politicians.	Maintains functional relationships with politicians.	Upsets or antagonises politicians.
ST12.9	Has a local and national political knowledge and awareness.	Has a moderate understanding of local and national political issues.	Actively disengages from political issues.

RCT Council Skilled Manual Workers Competency Framework (SM)



RCT Council Skilled Manual Workers - Competency Framework (Overview)

People

Working with Others (SM1)

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 (SM3)

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

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

Working with Service Users (SM7)

Is sensitive, respectful and friendly when working with Service Users; takes the needs of different Service Users into account.

- Proactive, takes responsibility
- Understands, empathises
- Efficient, effective

Tasks

Demonstrating Technical Ability (SM9)

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 RCT Council Context

Working Safely (SM8)

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 (SM5)

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

- Dependable, trustworthy and committed
- Confident, positive attitude, problem-solver

SM1. Working with Others

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

An excellent Council Manual Worker:

An ineffective Council Manual Worker:

SM1.1	Is a 'team player'.	Works well with some people but not others.	Is not willing to work with others. Prefers to do things their own way.
SM1.2	Is willing to help others.	Usually helps others but sometimes puts their own tasks first.	Lets others do their work for them.
SM1.3	Always treats other people with respect.	Is usually polite and respectful.	Can be discourteous and disrespectful to others.
SM1.4	Always makes an effort to get on with other people.	Has good relationships with most members of the team.	Lets personal relationships get in the way of the job which can cause friction within the team or stirs up problems.
SM1.5	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. Tends to make people feel 'in the way' or a 'nuisance'.
SM1.6	Is open and approachable at all times.	Is open and approachable with some members of the team.	Is unapproachable and can over step the mark.
SM1.7	Listens to feedback and isn't easily offended by it.	Usually accepts constructive feedback appropriately.	Avoids or rejects feedback and becomes confrontational or defensive.

SM3. Communicating Effectively

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

An excellent Council Manual Worker:

An ineffective Council Manual Worker:

SM3.1	Tells people everything they need to know.	Doesn't always give others the full picture.	Keeps information to themselves.
SM3.2	Speaks clearly.	Is understood by most.	Is usually difficult to understand.
SM3.3	Checks that others have understood them.	Usually checks understanding.	Assumes that others understand what they've been told.
SM3.4	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.
SM3.5	Is always polite and courteous.	Can be inappropriately informal at times.	Is rude and discourteous to others.

SM7. Working with Service Users

Is sensitive, respectful and friendly when working with Service Users; takes their needs into account.

An excellent Council Manual Worker:

An ineffective Council Manual Worker:

SM7.1	Is a good representative of the Council at all times.	Is usually positive about the Council.	'Bad-mouths' the Council to Service Users and other staff members.
SM7.2	Is friendly and polite towards Service Users.	Is willing to talk to Service Users when necessary.	Ignores Service Users.
SM7.3	Stays calm and tries to diffuse tense/aggressive situations.	Doesn't always handle tense situations effectively.	Upsets Service Users, loses their temper or makes the situation worse.
SM7.4	Shows patience and sensitivity when working with Service Users.	Shows patience with most Service Users.	Is impatient and can make Service Users feel uncomfortable.
SM7.5	Always keeps sensitive information confidential.	Sometimes doesn't know what information should be kept confidential.	Is a 'blabber mouth'. Tends to spread rumours and make silly comments about what they've seen.
SM7.6	Is respectful of Service Users' privacy and their property.	Can 'cross the line' with Service Users if not careful.	Is disrespectful by being careless with Service Users' property or invading their privacy.
SM7.7	Considers the needs of different groups e.g. children, senior citizens, disabled people.	Treats everyone the same, regardless of their needs.	Is inconsiderate of the needs of different groups.
SM7.8	Helps Service Users as much as possible if they need extra information.	Only helps Service Users when they know the answer.	Won't help Service Users if asked.

SM9. 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 Council Manual Worker:

An ineffective Council Manual Worker:

SM9.1	Works to their best ability.	Only does what needs to be done.	Deliberately does not work to their best ability; slows the team down.
SM9.2	Is willing to learn new tasks.	Will try new tasks if asked.	Won't try new tasks.
SM9.3	Keeps their equipment in good order ensuring that equipment is well maintained.	Usually keeps equipment in reasonable order.	Loses or breaks equipment.
SM9.4	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.
SM9.5	Knows how to use all of their equipment correctly.	Knows how to use most of their equipment correctly.	Uses equipment incorrectly.
SM9.6	Is enthusiastic about getting new training and qualifications.	Will go to training if asked.	Doesn't want to learn new skills or get qualifications.
SM9.7	Has levels of literacy and numeracy needed for the job.	Has generally adequate levels of literacy and numeracy but makes some errors.	Demonstrates poor levels of literacy and numeracy that are below the requirement for the role.

SM8. Working Safely

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

An excellent Council Manual Worker:

An ineffective Council Manual Worker:

SM8.1	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.
SM8.2	Anticipates and reports any risks or incidents to the correct people quickly.	Reports risks, faults or incidents as they occur to the correct people.	Lets other people take responsibility for reporting faults or risks.
SM8.3	Remains aware of dangers / risks in the work environment.	Is usually alert to most obvious dangers and risks.	Is unaware or ignores potential risks.
SM8.4	Always wears the correct protective clothing and ensures that this is kept in good order.	Wears correct protective clothing.	Fails to adequately protect self.
SM8.5	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.
SM8.6	Carries out daily inspection of equipment.	Occasionally carries out inspection of equipment.	Never carries out inspection of equipment.
SM8.7	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 and doesn't ask for support.
SM8.8	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.

SM5. Being Committed and Reliable

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

An excellent Council Manual Worker:

An ineffective Council Manual Worker:

SM5.1	Has a positive attitude towards completing any necessary tasks.	Is willing to do things they are required to do.	Is unwilling to do tasks and moans about work.
SM5.2	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.
SM5.3	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. Doesn't learn from others to improve performance.	Always thinks they know best. Won't ask if they are not sure.
SM5.4	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.
SM5.5	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 day/shift.
SM5.6	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.
SM5.7	Will own up when they make mistakes.	Sometimes tries to cover up mistakes.	Blames others for own mistakes.
SM5.8	Is honest and trustworthy.	Is generally trustworthy but may allow others to be misled.	Cannot always be trusted to do the right thing.

RCT Council Supervisor Competency Framework (SU)



RCT Council Supervisor - Competency Framework (Overview)

People

Leading and Motivating (SU14)

Values, motivates and empowers team members by setting a positive example and by recognising skills, strengths and achievements.

- Inspires, passionate, positive
- Celebrates, supports, develops, empowers, challenges
- Consistent, fair, values people
- Culture of open feedback

Working as a Team Member (SU2)

Works effectively with others, building strong relationships in order to achieve goals.

- Respect, trust, constructive relationships
- Involves and encourages, inclusive
- Interested, shares, team-focused, influences
- Across areas and beyond the Council, democratic accountability

Communicating Effectively (SU3)

Communicates key issues clearly and effectively; promotes a culture of open and honest communication; adapts their communication style and approach as necessary.

- Courteous, polite, listens, receptive
- Informs, explains, openly shares, creates opportunities
- Clear, effective, timely

Tasks

Incorporating Change (SU10)

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

- Instigates, drives, embraces
- Innovative, creative, receptive
- Encourages, supports and understands
- Modernising agenda, responsibility

Managing Time (SU5)

Plans and prioritises tasks efficiently and effectively in order to provide best possible value and service delivery.

- Creative, radical, different
- Delegates responsibility, robust plans
- Positive, anticipates
- Partnerships, joint commissioning

Being Accountable (SU6)

Takes personal responsibility for making decisions and acting on them, without necessarily passing them up to the next level.

- Decisive, empowered
- Confident
- Well-informed

Achieving Results (SU4)

Delivers high-quality outcomes on time by setting clear targets that relate to the bigger picture while focusing closely on what's important.

- Logical, organised, informed
- Motivated
- Clear aims
- Balanced with well-being

Culture and Values – The RCT Council Context

Focusing on Service Users (SU7)

Genuinely puts needs of Service Users (internal or external customers) at the centre of decisions.

- Understanding
- Makes a difference
- Responsive
- Local knowledge

Encouraging Professional Development (SU9)

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

- Willing to learn
- Supportive
- Assessing capability

Complying with Health and Safety (SU8)

Takes responsibility for ensuring the health, safety and well-being of the team through understanding and correctly applying the appropriate Council H&S policies.

- Vigilant
- Duty of Care
- Accessibility of Information

SU14. Leading and Motivating

Values, motivates and empowers team members by setting a positive example and by recognising skills, strengths and achievements.

An excellent Council Supervisor:

An ineffective Council Supervisor:

SU14.1	Has an inspiring, positive 'action-focused' attitude.	Can be positive and enthusiastic, but can be visibly affected by challenges.	Always sees the problem or the negative, moans, does not inspire people.
SU14.2	Creates a shared attitude that is positive and enthusiastic about work.	Can be personally committed, but does not consistently transmit this to others.	Undermines others' enthusiasm, commitment or belief in the value of work that is being done.
SU14.3	Shares and celebrates all successes.	Is either low key or inconsistent about celebrating successes.	Ignores successes and others' contributions; only focuses on drawing attention to failures and mistakes.
SU14.4	Openly values the skills and contributions of individual team members.	Can take skills, knowledge and strengths for granted.	Undervalues the skills, knowledge and strengths of their people.
SU14.5	Trusts others to take responsibility for important tasks and gives them the necessary space, freedom and flexibility.	Delegates single tasks or responsibilities within fairly rigid boundaries.	Does not 'let go' of control, believes only they have the right answers.
SU14.6	Gives constructive, timely feedback (managing performance / supervision / etc).	Tackles issues half-heartedly or only when they become serious problems.	Avoids giving honest feedback, undermines other people's efforts, makes them feel incompetent.
SU14.7	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, leaving people feeling worried or undermined.

SU14.8	Treats staff fairly and equally.	Shows some preference for working more closely with certain people over the others.	Treats one or more groups or individuals significantly worse than the others.
SU14.9	Ensures that team members are aware of the social and environmental impact of their role.	Provides limited information to team members on the social and environmental impact of their role.	Does not provide team members with any information on the social and environmental impact of their role.

SU2. Working as a Team Member

Works effectively with others, building strong relationships in order to achieve goals.

An excellent Council Supervisor:

An ineffective Council Supervisor:

SU2.1	Builds lasting, positive & constructive relationships based on trust.	Has some good relationships, but others that are more formal or distant.	Prefers to remain detached from others. Is unapproachable.
SU2.2	Promotes a strong team spirit of co-operation and shared responsibility.	Team members co-operate, but only when necessary.	Allows team members to work as individuals, in cliques or in competition.
SU2.3	Builds a culture where free and open exchange of ideas and appropriate challenge is accepted and valued.	Is responsible for maintaining a culture where certain people's views are heard and accepted, but not everyone's.	Contributes to a culture where it is difficult to express ideas and views.
SU2.4	Has a strong positive influence on joint decisions.	Has more impact in some situations than others.	Struggles to successfully influence joint decisions.
SU2.5	Is always helpful and supportive in helping colleagues to achieve their goals.	Helps with demanding situations, after completing own priorities.	Is reluctant to give assistance.
SU2.6	Promotes and demonstrates an ethos of equality and diversity.	Complies with, but doesn't fully embrace, equality and diversity issues.	Tolerates or demonstrates discriminatory behaviour.
SU2.7	Seeks to prevent or overcome conflict.	Can allow conflict to continue more than it should.	Exacerbates or produces conflict.
SU2.8	Asserts their own position but is willing to modify these after understanding those of other people.	Can be stubborn in holding on to their own views before compromising.	Sticks strongly to 'fighting their own corner'.

SU3. Communicating Effectively

Communicates key issues clearly and effectively; promotes a culture of open and honest communication; adapts own communication style and approach as necessary.

An excellent Council Supervisor:

An ineffective Council Supervisor:

SU3.1	Proactively shares ideas and knowledge with people to keep them up to date with developments.	Provides information only when asked or when essential.	Keeps people in the dark about issues that affect them.
SU3.2	Uses styles of language that others can clearly understand.	Adapts their style and language to suit some but not all groups.	Expects everyone to understand their own preferred style and language.
SU3.3	Communicates clearly and concisely.	Communication requires some checking by others.	Is unfocused and unclear and leaves others unsure of what was said or meant.
SU3.4	Communicates confidently and with credibility, even when messages are difficult.	Is less confident with some forms of communication.	Lacks confidence or credibility.
SU3.5	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.	Uses inappropriate forms of communication for the messages being conveyed.
SU3.6	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.
SU3.7	Genuinely listens to others views, openly considering what they are saying.	Gives people attention, although can show signs of impatience or inattention.	Tends to disregard what people are saying.
SU3.8	Actively creates regular opportunities for open discussions.	Holds regular formal meetings according to fixed schedules.	Keeps meetings to a bare minimum.

SU3.9	Actively promotes a good flow of communication to allow quick resolution of issues or queries.	Relies on natural communication flow for sharing of information.	Is a barrier to communication flow.
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SU10. Incorporating Change

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

An excellent Council Supervisor:

An ineffective Council Supervisor:

SU10.1	Understands the need for change and responds positively to improvements.	Doesn't always appreciate the need to change fully, only changes when easily able to do so.	Doesn't see the need to move forward. Sees the old ways as the best.
SU10.2	Is willing to critique proposals to ensure they are viable and so that they will work.	Takes proposals at face value.	Challenges proposals with assumptions that they are of little value.
SU10.3	Has good ideas about how to move things forward in their own area.	Implements rather than initiates change.	Does not volunteer suggestions for improvements.
SU10.4	Is able to 'sell' positive aspects of change to others.	Assumes that others will appreciate the value of changes.	Points out the negative aspects of change.
SU10.5	Promotes a shared, open and positive team attitude towards change and flexibility.	Lets team members keep their own attitudes towards change, whatever these are.	Encourages people to ignore or resist proposed changes for as long as possible.
SU10.6	Encourages and supports team members to put forward their suggestions and new ideas.	Accepts others' suggestions, without explicitly encouraging contributions.	Is a barrier to others' innovative ideas, highlighting potential issues.
SU10.7	Ensures that proposals and ideas become operational realities.	Agrees in principle to the need to change, but is slow to put measures into place.	Makes little genuine attempt to alter the current ways of doing things, even when changes are agreed.
SU10.8	Understands others' personal barriers to change and supports them accordingly.	Assumes that people are as accepting of change as everyone else, working with resistance only when it becomes apparent.	Imposes change on people without accounting for likely reactions.

SU5. Managing Time

Plans and prioritises tasks efficiently and effectively in order to provide best possible value and service delivery.

An excellent Council Supervisor:

An ineffective Council Supervisor:

SU5.1	Has a logical and organised approach to planning.	Shows reasonable levels of planning; doesn't always stick to the plan.	Takes an ad hoc or reactive approach to planning.
SU5.2	Looks ahead to anticipate future issues and changing demands (Workforce Planning).	Appreciates the need for long-term plans but can get caught up in the 'here and now'.	Seems to be constantly fire-fighting and dealing with the unexpected.
SU5.3	Finds efficiency and resource savings without compromising service delivery (Workforce Planning).	Has found some efficiency savings, with a limited impact on service delivery.	Makes no attempt to make savings or cuts corners and makes savings that damage service delivery.
SU5.4	Is positive about what can be achieved with existing resources (Workforce Planning).	Usually attempts to resolve resource issues in a positive way.	Moans about lack of resources and uses this as an excuse not to try.
SU5.5	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.
SU5.6	Uses the departmental business plan to set priorities.	Prioritises according to sometimes informed, sometimes inaccurate feelings about what seems to be important.	Shows no interest or appreciation of the bigger picture or key priorities.
SU5.7	Works with others to plan the best ways forward.	Only consults others on plans when absolutely necessary.	Sets deadlines with poor assumptions about others' workloads or opinions.
SU5.8	Sets up and adheres to useful processes for managing work efficiently.	Uses processes, but not always effectively.	Takes an unstructured approach to reaching objectives, encounters the same kinds of issues again and again.

SU6. Being Accountable

Takes personal responsibility for making decisions and acting on them, without necessarily passing them up to the next level.

An excellent Council Supervisor:

An ineffective Council Supervisor:

SU6.1	Has confidence to make decisions without guidance, asks advice from line manager only when necessary.	Is generally able to make the right decisions, but seeks reassurance from line manager.	Is nervous of committing to decisions; constantly seeks advice from their own line manager before making decisions.
SU6.2	Uses consultation as a means to inform important decisions.	Uses consultation to achieve consensus and agreement.	Uses consultation to spread responsibility for difficult decisions.
SU6.3	Makes well-informed decisions, and thinks ahead.	Makes decisions that can be less 'sound', and may require modification as circumstances change.	Makes decisions quickly, reacting to the 'here and now.'
SU6.4	Is willing to think about possible solutions in different ways to what is commonly accepted.	Makes decisions informed by what has gone before, but shows some innovation.	Sees thinking differently as risky; is unwilling to step outside of the 'tried and tested'.
SU6.5	Is willing to be decisive when necessary.	Can identify valid reasons why decisions need to be put off.	Fails to make everyday decisions, procrastinates.
SU6.6	Makes decisions that benefit the team, department or Council as a whole.	Makes generally reasonable decisions, some lacking in effectiveness.	Reaches conclusions that have an adverse effect on team / department / Council.
SU6.7	Understands the Council's approach to the environment and demonstrates consideration of social and environmental concerns in their day to day role.	Demonstrates some understanding of social and environmental factors relevant to their role.	Disregards social and environmental concerns in the execution of their role.

SU4. Achieving Results

Delivers high-quality outcomes on time by setting clear targets that relate to the bigger picture while focusing closely on what's important.

An excellent Council Supervisor:

An ineffective Council Supervisor:

SU4.1	Is motivated to improve on performance; identifies objectives that can stretch the team (managing performance / supervision / etc).	Focuses on achieving 'business as usual' goals.	Does not have a strong drive to achieve results.
SU4.2	Is willing to go 'above and beyond' when necessary.	Can be complacent, believing that the work will get done without need for extra effort.	Is rigid about job roles and unwilling to step outside of these constraints to get things done.
SU4.3	Is able to work effectively under pressure.	Can temporarily lose focus when under pressure.	Can lose control when under pressure.
SU4.4	Reviews outcomes in order to make improvements and learn from mistakes.	Reviews outcomes but does not always fully implement improvements.	Repeats the same mistakes. Does not act on lessons learnt.
SU4.5	Consistently delivers high-quality outcomes.	Overall, standard of delivery is acceptable.	Delivers too many substandard outcomes.
SU4.6	Has clear aims and objectives.	Has goals that can lack clarity at times.	Is not clear about goals or objectives.
SU4.7	Balances achieving results with care for 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.
SU4.8	Sees Key Performance Indicators (KPIs) as providing clear expectations of goals for the team.	Is aware of Key Performance Indicators (KPIs), but doesn't always see the team's success as being linked to them.	Is unaware of the importance of Key Performance Indicators (KPIs).
SU4.9	Keeps tightly focused on timescales and meets all key deadlines.	Can allow lower priority deadlines to slip.	Often misses deadlines and allows things to drift.

SU7. Focusing on Service Users

Genuinely puts needs of Service Users (internal or external customers) at the centre of decisions.

An excellent Council Supervisor:

An ineffective Council Supervisor:

SU7.1	Understands customers' actual needs.	Works with assumptions about what customers need, some right, some wrong.	Has little or no interest in customers' actual needs.
SU7.2	Ensures customers' needs are met by responding to them efficiently and effectively.	Meets most needs, but not always as quickly as could be possible.	Rarely meets need of customers.
SU7.3	Provides and promotes highest standards of customer care and service.	Provides acceptable, but unremarkable standards of customer care.	Sees poor standards of customer care as acceptable.
SU7.4	Has a positive attitude towards helping people, and is willing to go the extra mile.	Delivers a professional service, as defined by their job role.	Is discourteous or disregards customers.
SU7.5	Leaves customers happy with the service they have received.	Leaves customers satisfied but indifferent about the service received.	Leaves customers frustrated or unsure about progress.
SU7.6	Genuinely and consistently aims to make a difference to the individual citizen.	Sees good service delivery only in terms of meeting basic outcomes.	Makes no link between everyday work and the impact on Service Users.
SU7.7	Promotes service and Council positively.	Underestimates the value of creating a positive image externally.	Has a negative impact on the profile and image of the Council and service.
SU7.8	Has good local knowledge and awareness of community issues.	Has moderate local knowledge, and is aware of certain issues.	Has little interest in what's going on in the community.

SU9. Encouraging Professional Development

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

An excellent Council Supervisor:

An ineffective Council Supervisor:

SU9.1	Is eager or willing to learn new things.	Is content to carry on as always, but uses training opportunities when they arise.	Has no interest in self-development. Tends to revert to old habits after attending training.
SU9.2	Recognises their own limitations, and adapts accordingly.	Is content to work within their own limitations.	Has little or no awareness of their own limitations or the need to adapt accordingly.
SU9.3	Works towards increasing the capability of their team/staff (Workforce Planning / managing performance / supervision / etc).	Lets people continue to operate with adequate levels of capability.	Allows people to operate at lower levels of capability.
SU9.4	Looks for areas for potential growth in individuals (managing performance / supervision / etc).	Assumes that those who wish to progress will develop themselves.	Assumes that others have no inclination or room to develop.
SU9.5	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, but doesn't make the most of, the skills, knowledge and strengths in the team.	Does not acknowledge the skills, knowledge and strengths in the team.
SU9.6	Links learning and development to business plans/service goals (Workforce Planning / managing performance / supervision / etc).	Sees learning and development only in terms of addressing personal needs.	Has no clear strategy for assigning training or development resources.
SU9.7	Holds regular reviews with staff to identify their goals and areas for development (managing performance / supervision / etc).	Meetings with staff do not explicitly target areas of capability gaps unless gaps are obvious.	Only addresses development issues with staff when performance issues arise.

SU9.8	Is personally supportive in enabling individuals to meet their development goals (managing performance / supervision etc).	Broadly supports training and development initiatives, and could do more to appreciate how each individual will benefit specifically.	Sees responsibility for development and training as sitting with HR.
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SU8. Complying with Health and Safety

Takes responsibility for ensuring the health, safety and well-being of the team through understanding and correctly applying the appropriate Council H&S policies.

An excellent Council Supervisor:

An ineffective Council Supervisor:

SU8.1	Is aware of all H&S procedures relevant to team, its responsibilities and potential risks.	Is aware of what seem to be the most important H&S guidelines.	Has little or no working knowledge of relevant H&S policies.
SU8.2	Ensures that H&S manuals are up-to date, accessible and that their team is aware of them.	Is inconsistent and diligence in updating staff about H&S information.	Takes little or no personal responsibility for ensuring accessibility to up-to-date H&S policy information.
SU8.3	Genuinely accepts personal duty of care for team's health, safety and well-being.	Sees self as responsible for implementing Council H&S policies only as formal part of job role.	Takes little or no personal or formal responsibility for others' health, safety or well-being.
SU8.4	Ensures that staff are aware of current and potential risks, hazards and H&S issues that might affect them.	Shows some awareness of key hazards but has to be reminded to address H&S issues with their staff.	Encourages risky behaviour, disregard for H&S guidelines or assumes the working environment is safe and risk free.
SU8.5	Encourages staff to be vigilant for risks and hazards and acts on their observations.	Takes notice of issues when brought to attention.	Takes little or no notice of H&S issues that are raised by others.
SU8.6	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.
SU8.7	Ensures up-to-date reporting and recording of all incidents.	Omits what are deemed to be less important incidents from reports.	Has no provision to record or report incidents.
SU8.8	Consistently shows consideration for and commitment to other people's health, safety and well-being.	Is committed to other people's health, safety & well-being.	Has an adverse impact on other people's health, safety and well-being.

RCT Council Technical, Specialist and Professional Competency Framework (TS)



RCT Council Technical, Specialist and Professional Competency Framework (Overview)

People

Working in Partnerships and Teams (TS1)

Works positively and effectively with members of their own team as well as partners within the Council and from external organisations as appropriate for their role.

- Respect, trust, constructive relationships
- Contributes, shares
- Interested, motivates, team-focused

Communicating Effectively (TS3)

Communicates clearly and comprehensively using a wide range of communication tools; adapts communication style to suit different audiences.

- Informs, explains, openly shares
- Listens, receptive
- Clear and effective
- Accurate, shares

Tasks

Professional Expertise and Development (TS9)

Keeps technical knowledge and expertise up to date, shares it willingly, and provides a great technical service.

- Good understanding, knowledge
- Up-to-date, personal development
- Analysing, evaluating
- Supports others

Managing Resources (TS13)

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

- Best solutions
- Anticipates, plans, evaluates

Achieving Results (TS4)

Manages own projects and tasks effectively to achieve organisational targets; is aware of own targets, prioritises tasks well and meets deadlines.

- Planned, organised, prioritises
- Flexible
- Decisive

Culture and Values – The RCT Council Context

Focusing on Service Users (TS7)

Uses their technical and professional knowledge to provide the best possible solutions for both internal and external customers.

- Approachable, non-judgemental
- Confidentiality
- Responds to needs

Creating and responding to change (TS10)

Is open to new ways of working; uses technical expertise to introduce and review changes.

- Responsive, engaged
- Innovative, creative, receptive
- Continuous improvements, focus

Being accountable (TS6)

Taking personal accountability for their role in the effectiveness of Council.

- Positive
- Open, honest, transparent
- Takes responsibility

TS1. Working in Partnerships and Teams

Works positively and effectively with members of their own team, as well as partners within the Council and from external organisations as appropriate for their role.

An excellent Council technician, specialist or professional

An ineffective Council technician, specialist or professional

TS1.1	Builds lasting, positive & supportive relationships with a wide variety of people.	Has some good relationships with team members, but others that are more formal or distant.	Prefers to remain detached from others. Is unapproachable.
TS1.2	Draws upon the best ideas of the team to provide the best service.	Prefers to use their own ideas in preference to others'.	Is openly dismissive of others' ideas and opinions.
TS1.3	Is proactive and positive about giving support, advice, guidance and sharing best practice with colleagues.	Helps and supports others at times but places own needs ahead of others when under pressure.	Always puts their own needs first; sets people up to fail by not supporting them.
TS1.4	Prevents or overcomes conflict.	Can allow conflict to continue more than it should.	Exacerbates or produces conflict.
TS1.5	Demonstrates respect for colleagues at all levels.	Can be inappropriately informal or unguarded at times.	Is overbearing and doesn't treat people with respect.
TS1.6	Knows when it will be most effective to work as a team and when to work alone; works well in both.	Is willing to work alone or as part of a team but lets others make the decisions.	Only works effectively alone.
TS1.7	Praises other team members and helps to motivate people and maintain morale.	Will give some praise to others, does not particularly focus on motivating others.	Is negative about other people's successes; lowers morale.
TS1.8	Will go 'over and above' what's normal to contribute to the team's effectiveness.	Adequately pulls their weight in the team.	Does the minimum of work.

TS3. Communicating Effectively

Communicates clearly and comprehensively using a range of communication tools; adapts communication style to suit different audiences.

An excellent Council technician, specialist or professional

An ineffective Council technician, specialist or professional

TS3.1	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.
TS3.2	Has a pleasant and friendly communication style.	Is polite but may be a bit distant at times.	Has an inappropriate (e.g. aggressive or patronising) communication style.
TS3.3	Communicates clearly and concisely.	Uses communication that is not always clear to others.	Is unfocused and unclear and leaves others unsure of what was said or meant.
TS3.4	Adapts their style of communication to suit their audience including 'translating' technical language.	Adapts style and language to suit some but not all groups.	Expects everyone to understand their own preferred style and language; uses technical jargon.
TS3.5	Listens to others, is receptive and actively checks they've understood the message.	Sometimes listens and/or checks understanding and sometimes assumes others have understood.	Doesn't listen to others or check their own understanding of what's been said.
TS3.6	Produces excellent and accessible written information.	Produces written documents that are sometimes inaccurate or unclear.	Produces poorly structured, inaccessible written information with weak spelling and grammar.
TS3.7	Cascades and shares information appropriately – on time and to the right people.	Does not always fully share information; may withhold information unintentionally.	Does not share information appropriately e.g. keeps information and resources to themselves or shares confidential information.
TS3.8	Has excellent presentation skills.	Has moderately good presentation skills.	Has weak or poor presentation skills.

TS9. Professional Expertise and Development

Keeps technical knowledge and expertise up to date, shares it willingly, and provides a great technical service.

An excellent Council technician, specialist or professional

An ineffective Council technician, specialist or professional

TS9.1	Demonstrates excellent practice and an extensive knowledge base in their own professional area.	Has adequate level of professional knowledge.	Demonstrates inadequate skills and knowledge to function properly and meet expectations.
TS9.2	Proactively keeps up-to-date with changes to legislation, policy, procedure and best practice within Council and in other organisations.	Keeps up-to-date with a narrow range of information.	Relies on existing knowledge without checking current relevance.
TS9.3	Understands and complies with external requirements, standards and benchmarks.	Meets limited technical or professional standards.	Does not understand or meet external quality standards and benchmarks.
TS9.4	Analyses and evaluates information and data accurately.	Analyses and evaluates information reasonably well, but makes some important errors.	Makes errors or misunderstands information and data.
TS9.5	Is always up-to-date with new IT and technology, promotes use of IT to support their work.	Updates IT and technology knowledge when prompted by others.	Refuses to, or avoids progress with new IT / technology.
TS9.6	Is positive about continuous professional development (CPD) and seeks opportunities to improve own knowledge.	Attends continuous professional development (CPD) activities to 'tick the boxes'.	Is negative about continuous professional development (CPD) or thinks they 'know it all'.
TS9.7	Coaches and mentors less experienced staff, passing knowledge on willingly.	Passes on some knowledge to other staff.	Does not support other staff.
TS9.8	Takes feedback positively and uses it to develop; learns from mistakes.	Is sometimes receptive to feedback.	Is defensive about feedback.

TS13. Managing Resources

Provides best value and quality services by utilising available resources efficiently and effectively.

An excellent Council technician, specialist or professional

An ineffective Council technician, specialist or professional

TS13.1	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.
TS13.2	Plans well in advance to meet deadlines.	Can leave things to the last minute; risks missing deadlines.	Leaves things to the last minute; misses deadlines.
TS13.3	Prioritises workloads according to needs and risk; uses the business plan as reference point.	Prioritises according to sometimes informed, sometimes inaccurate, feelings about what seems to be important.	Cannot rank importance of tasks. Gives priority to non-core work and can be influenced by pressures from interested parties.
TS13.4	Reviews resources regularly to meet changing demands. Looks at the bigger picture in terms of resources.	Only looks at the immediate impact of resources on their own work.	Doesn't review resources. Sticks to original plans regardless of changes.
TS13.5	Seeks out alternative solutions to achieve outcomes within available budgets.	Makes efficiency savings but allows them to impact on quality of outcomes.	Disregards budgetary constraints.
TS13.6	Demonstrates a good understanding of financial issues and procedures.	Demonstrates an adequate understanding of financial issues and procedures, but can make some important errors.	Demonstrates a poor financial understanding and/or doesn't follow correct financial procedures.
TS13.7	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.

TS4. Achieving Results

Manages own projects and tasks effectively to achieve organisational targets; is aware of own targets, prioritises tasks well and meets deadlines.

An excellent Council technician, specialist or professional

An ineffective Council technician, specialist or professional

TS4.1	Takes pride in delivering high quality work for the benefit of Service Users. Meets or exceeds targets.	Delivers work of an adequate standard.	Cuts corners and delivers poor quality work. Does not meet targets or standards.
TS4.2	Sets objectives and targets based on team, division and Council's strategy and business plans.	Sets objectives and targets based on own sense of what needs to be achieved.	Doesn't have clear aims and objectives.
TS4.3	Makes the best possible use of time.	Makes adequate use of time.	Doesn't make the best use of time e.g. by prioritising poorly or wasting time.
TS4.4	Is proactive and flexible to changing demands and knows when to compromise.	Responds reactively rather than proactively to changing demands.	Works to a plan or process and ignores changing demands.
TS4.5	Creates effective action plans identifying the relevant stages required to complete a project.	Creates basic action plans.	Does not develop action plans. Completes one task at a time rather than looking at the project as a whole.
TS4.6	Consistently meets deadlines.	Usually meets deadlines but may compromise the quality of delivery.	Consistently misses deadlines.
TS4.7	Anticipates potential problems and resolves them early.	Tackles problems as soon as they arise.	Avoids issues until they reach crisis stage.
TS4.8	Makes decisions based on a wide range of information.	Makes decisions based on information that they already have or is easily available.	Avoids making decisions or uses incorrect information.

TS7. Focusing on Service Users

Uses technical and professional knowledge to provide the best possible solutions for both internal and external customers.

An excellent Council technician, specialist or professional

An ineffective Council technician, specialist or professional

TS7.1	Acts in order to understand the needs of internal customers and Service Users.	Makes some attempt to understand Service User needs.	Makes poor assumptions about the needs of internal customers and Service Users.
TS7.2	Identifies and responds to all needs, not just those presented to them.	Only solves immediate problems without looking at broader issues.	Doesn't identify or respond to customer needs. Works to their own agenda.
TS7.3	Uses professional knowledge and expertise to raise standards of service for customers.	Provides competent service, but does not use skills to improve performance.	Provides inaccurate advice or guidance to customers.
TS7.4	Understands and actively addresses diversity issues and treats all customers according to individual needs.	Tries to be fair in their allocation of time or resources.	Does not treat customers equally or fairly or take diversity needs into consideration.
TS7.5	Treats customers in a non-judgemental, polite and respectful way.	Is reasonably polite and considerate, but can let this slip on occasion.	Treats customers disrespectfully and with a lack of tolerance and understanding.
TS7.6	Is very approachable and encouraging to customers, whilst remaining professional and unbiased.	Is reasonably accessible and approachable, but can be overly 'professional' or distant with some customers.	Is unapproachable and dismissive of customers.
TS7.7	Maintains appropriate customer confidentiality.	Is generally discreet.	Doesn't keep customer information confidential.
TS7.8	Sets clear and realistic expectations for customers.	Tries to moderate unrealistic customer expectations.	Sets expectations for customers that will not be met.

TS10. Creating and Responding to Change

Is open to new ways of working; uses technical expertise to introduce and review changes.

An excellent Council technician, specialist or professional

An ineffective Council technician, specialist or professional

TS10.1	Engages with new ideas and looks for ways to make them work.	Is willing to consider new ideas that are introduced by others.	Keeps to old working practices.
TS10.2	Responds quickly and effectively to both internal and external changes.	May take time to respond positively to internal and external changes.	Responds poorly and negatively to changing work environment.
TS10.3	Contributes ideas to better manage systems, processes or practices.	Occasionally contributes ideas to improve systems, processes and practices.	Never contributes ways to improve current systems, processes or practices.
TS10.4	Revisits changes to see what is working and makes appropriate changes.	Accepts feedback on changes and sometimes makes appropriate changes.	Doesn't review or adjust changes.
TS10.5	Uses own creative and innovative skills to achieve best results.	Uses best practice to achieve results.	Applies 'off the shelf' ideas that do not achieve the best results.
TS10.6	Finds ways to use new learning.	Sometimes uses new learning.	Does not use new learning, always reverts to type.

TS6. Being Accountable

Taking personal accountability for their role in the effectiveness of Council.

An excellent Council technician, specialist or professional

An ineffective Council technician, specialist or professional

TS6.1	Demonstrates good knowledge and understanding of how their role fits in to the bigger Council picture.	Understands how their role fits into their team or department.	Only looks at their role from a narrow or individual perspective.
TS6.2	Takes a positive attitude towards delivering work.	Is usually positive and enthusiastic about delivering work, but can show reluctance about certain tasks.	Is continually negative regarding work and practice; offers excuses and sees barriers for not delivering.
TS6.3	Makes decisions that align positively with delivering for Council e.g. public sector ethos, political implications, Council structure and hierarchy.	Understands the impact of the issues related to delivering for Council but doesn't always act on them.	Demonstrates lack of understanding of the context of delivery of the Council.
TS6.4	Takes full responsibility for delivery of tasks.	Prefers to share responsibility for the delivery of important tasks.	Avoids taking responsibility. Relies on others to take primary responsibility.
TS6.5	Is always open, honest and transparent.	Usually honest but occasionally hides the complete truth.	Says one thing but really means another.
TS6.6	Understands the Council's approach to the environment and demonstrates consideration of social and environmental concerns in their day to day role.	Demonstrates some understanding of social and environmental factors relevant to their role.	Disregards social and environmental concerns in the execution of their role.