

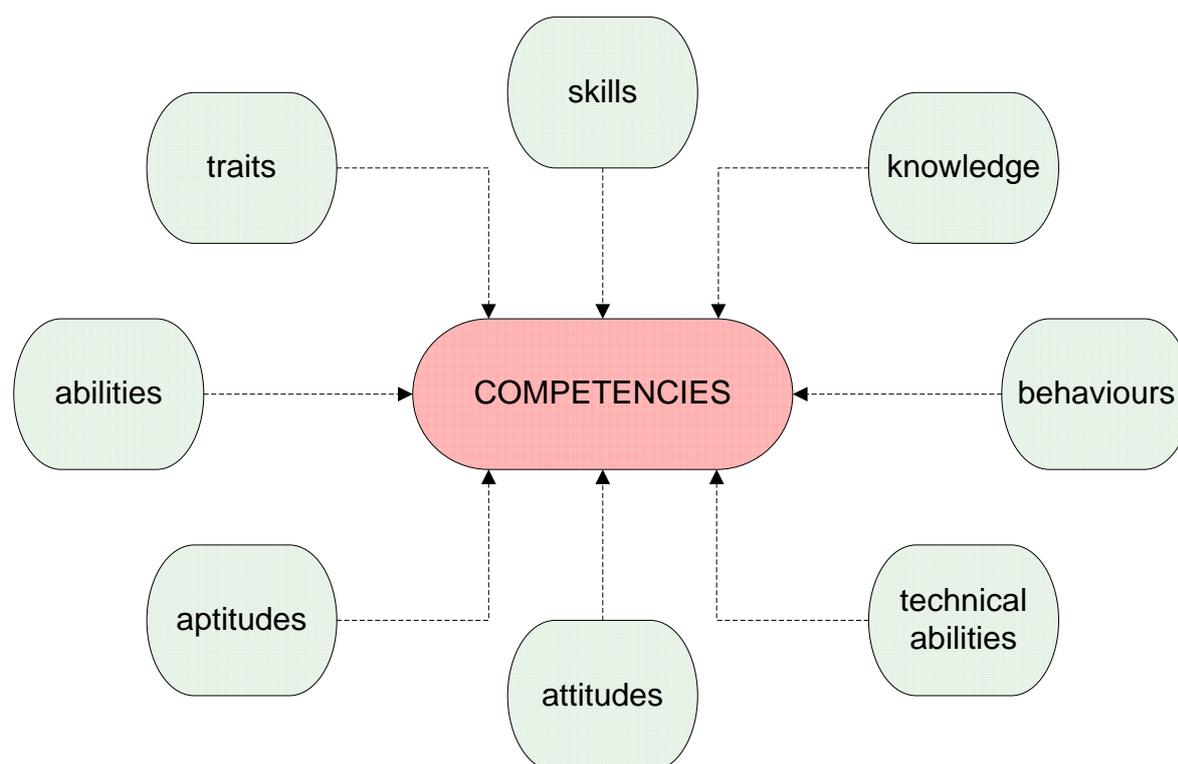


Rhondda Cynon Taf Council Competency Framework: Skilled Manual Worker Framework

Competencies – An Overview

What are ‘Competencies?’

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



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

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

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

What is a Job Family?

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

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

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

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

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

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

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

Understanding Your Competencies - What is a Competency Area?

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

Common Competency Areas

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

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

Role Specific Competency Areas

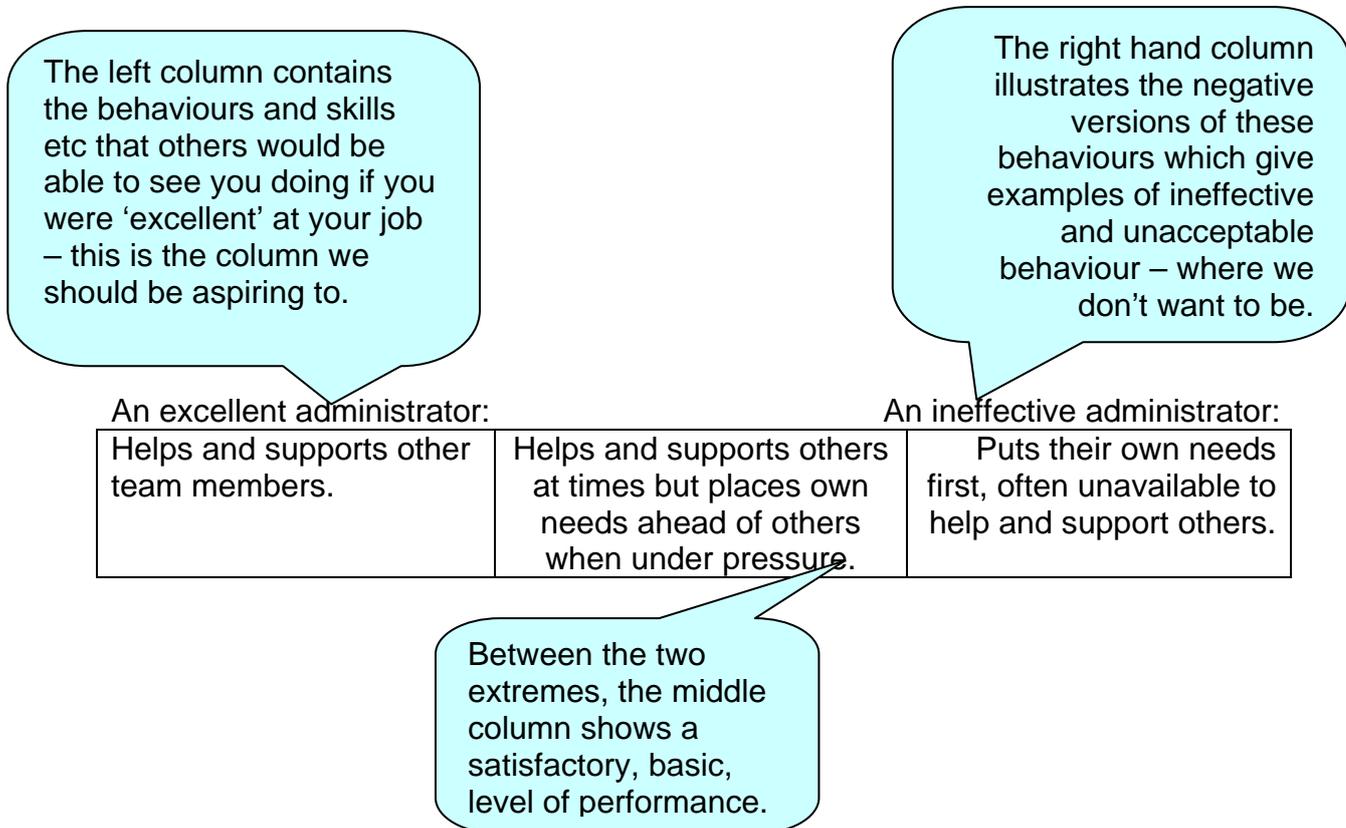
The remaining competency areas have been identified as being relevant depending upon your role and job family within the Council. These areas include:

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

Please see the overview summary grid on page 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)

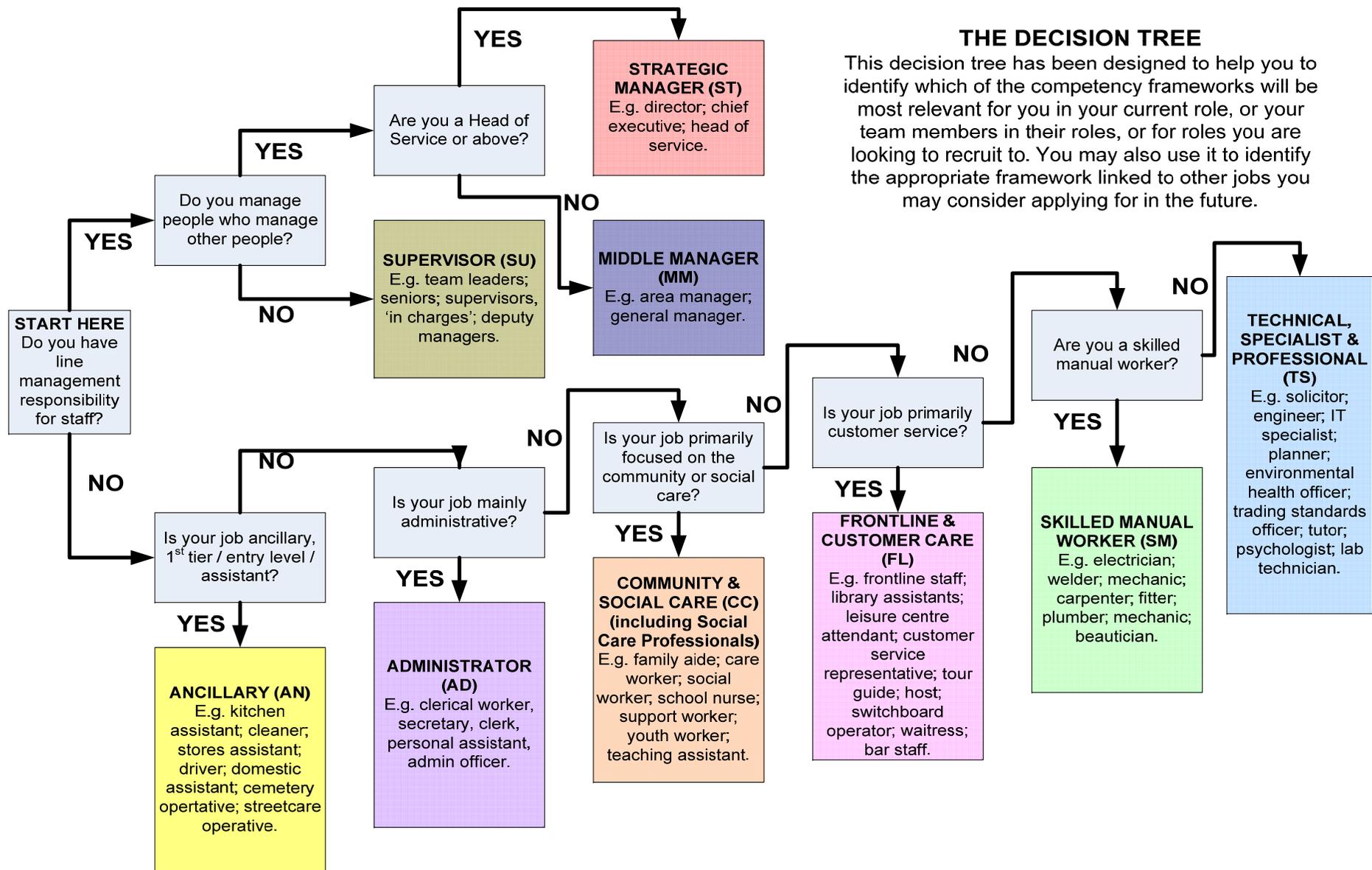
2 – Moderate Development Need - met some, but not all role requirements in this area

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



THE DECISION TREE

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

Overview of all the competency headings for all the job families RCT Competency Framework Page 8 of 16

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 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.