



# Rhondda Cynon Taf Council Competency Framework: Compiling a Person Specification for e-Recruitment

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# Writing Person Specifications

## Background

Recent updates and improvements to the e-recruitment system mean that any vacancies being advertised will need the Person Specification to reflect the current competency framework. If existing Job Descriptions and Person Specifications have competencies from the old framework then these will need to be revised.

Please note, these updates only affect the content of the Person Specification, there is no requirement to change the Job Description. If there are any changes to Job Descriptions these would need to be verified through the correct channels – Line Manager / Head of Service / Human Resources / Job Evaluation / Change Control.

## Updating the Person Specification

### First Step – The Person / People

Before you start updating the Person Specification you will need to think about the type of person you require in the role, the skills, aptitudes and behaviours they will need to possess, demonstrate or develop to successfully fulfil the role requirements.

Once you have done this and have a clear picture in your head of what is required you are then ready to look at the Competency Framework.

### Second Step - Choosing the Job Family

To update the Person Specification you will need to decide which Job Family the role best falls in to - the decision tree will assist with this (page 3).

There are 9 job families:

- Administrator Framework
- Ancillary Framework
- Community & Social Care Framework including Social Care Professionals
- Frontline & Customer Care Framework
- Middle Manager Framework
- Strategic Manager Framework
- Skilled Manual Worker Framework
- Supervisory Framework
- Technical, Specialist, Professional Framework

Once you have identified the job family using the Decision Tree you will need to read through the statements to ensure they meet your requirements. This is a useful checking point as you need to be satisfied that the correct job family has been selected. There is no point in choosing a job family where the competencies have little or no relevance to the role.

### Third Step – Choosing the statements for the Person Specification

Each job family has a number of Competency Areas (main headings), some of these are reflected across all job families and some are more specific to job types. Under these main headings are the statements about behaviours, aptitudes and skills.

**It is recommended that a Person Specification has a minimum of 2 and a maximum of 8 Competency Areas (headings), and under each of these headings a maximum of 2 statements.**

### Fourth Step – Choosing the best statements to recruit against

Once you have chosen the headings and statements you feel are most applicable to the role you will then need to choose from these the competency statements you would like candidates to provide evidence against on the application form.

**When it comes to advertising a post via the e-recruitment system you are only able to choose up to 6 competency statements in total.** Anything not addressed on the application form can be addressed at interview.

Try to be selective and choose the statements that are most desired. Think about the types of examples and evidence you want people to provide and whether this will give you what you need to enable you to select an effective employee, it may also be worth thinking about what behaviours, skills and aptitudes are better assessed at interview stage rather than application form stage.

## General Guidance

When updating your old version Job Descriptions and Person Specifications you may be tempted to try to match 'like-for-like', that is try to find statements within the new framework that reflect the old framework statements. This is not recommended for the following reasons:

- **The Old Framework**

In 2007 the Council commenced a thorough review of the existing Competency Framework following feedback from Council staff raising concerns around areas including relevance and understanding / language. Consultation sessions were set up allowing staff to feedback their concerns, thoughts and suggestions as to what was needed. This took place through a range of mediums including Focus Groups, questionnaires and 1-2-1's, the whole process taking approximately 18 months to administer.

The review of the Competency Framework highlighted a range of recommendations for improvement. Employees wanted the competencies to be far more role specific and this resulted in the new Competency Framework which was launched in 2009.

Feedback of the new competency framework from managers and employees has been very positive, describing the frameworks as more relevant to individual roles, user friendly and written in a language that is easier to understand than the previous framework.

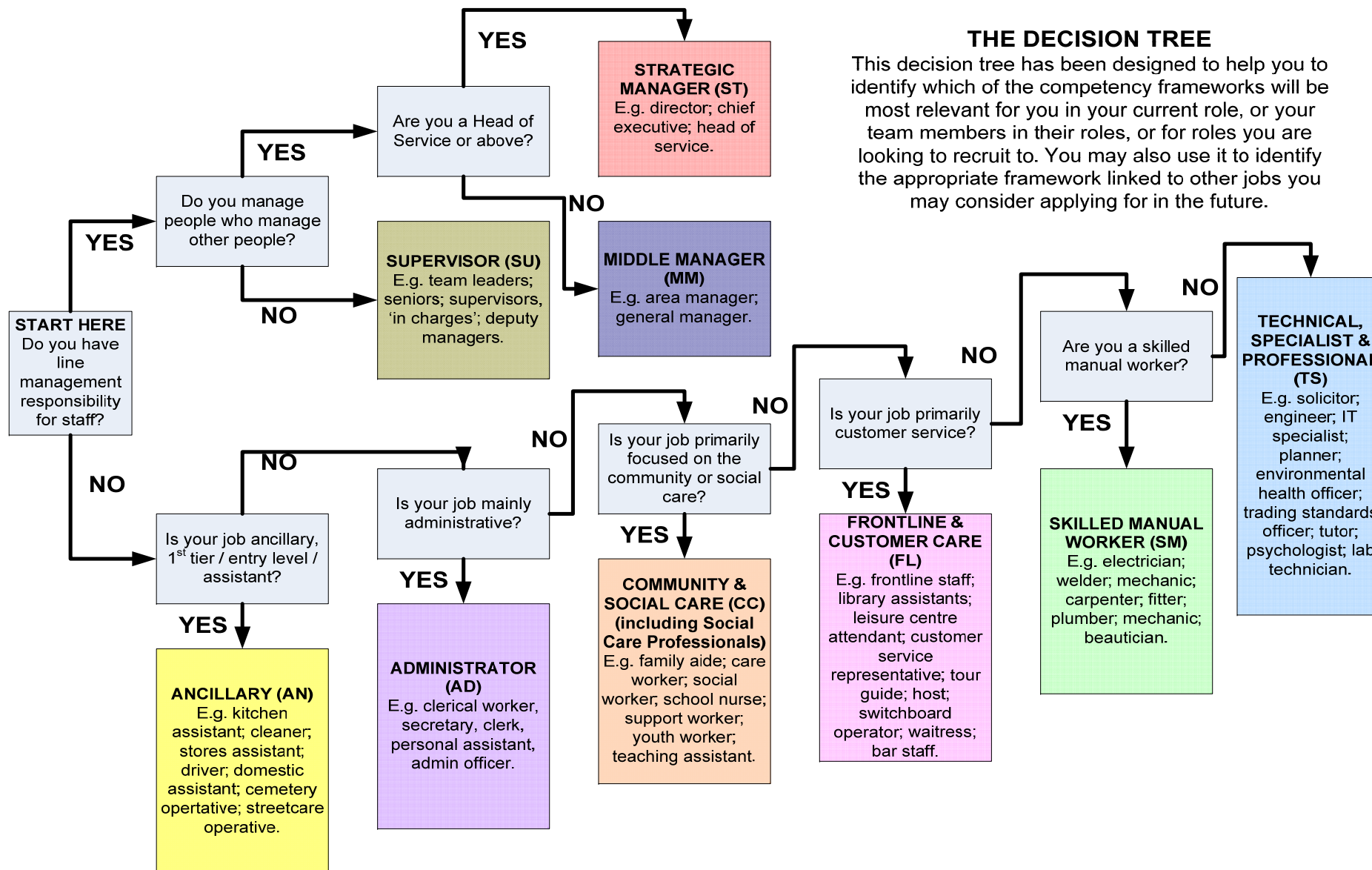
With this in mind it would seem pointless trying to replicate statements from a framework that managers and employees didn't feel were that relevant to the posts. You will find it more beneficial to ignore the competencies on your old Person Specification and choose what you feel is most applicable from the new framework – this will give you the opportunity to choose the statements you feel are most desirable for the role as it stands now. (This doesn't stop you from using your old JD/PS as a reference point.)

- **Time**

The new framework is very different to the previous framework and it can therefore be very time-consuming trying to find statements that 'match'.

## **Further Support**

Your Human Resources representatives will look over anything you put together. If you want advice or guidance on using the Competency Framework please contact your HR representative.



## Overview of All Competency Headings for All Job Families

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)	

