Competency Framework

Senior Leaders:

Grade 14 and above (or equivalent)

Please use this document to assist your PDR conversations, it should be used as a guide to assess if colleagues are demonstrating the competencies and behaviours expected.

March 2023

Purpose

The Competency Framework describes which behaviours are required, valued, and recognised within the Council and is a typical feature in many organisations. It ensures colleagues have a common understanding of the expected behaviours.

The competency framework identifies 3 behaviours, Delivering results, Leading and working through others and Shaping the future. **Nine competencies have been developed aligned to these behaviours** and have been incorporated into the PDR process

As a senior leader, you will focus on the 'Lead & Manage the Organisation' competencies. The descriptions provide an indication of the typical behaviours that might be 'Below Expectations', 'Meets Expectations' or 'Exceed Expectations'. The descriptions are a tool to support development conversations. They are not designed to rate levels of competence but behaviours should be considered when rating performance.

Some leaders are members of professional bodies and therefore have professional competencies they must adhere to. In many cases, they must demonstrate they meet the requirements annually. Professional competency frameworks are about demonstrating technical competence, whereas the Competency Framework launched in the new performance management process is about behavioural competencies which are required in all roles. **Leaders will use elements of both, where appropriate, when completing their PDR**.

The Competency Framework aligns with, and supports, the Council's values

Our Values

We work with colleagues, partners and local communities, because we know that we cannot tackle complex problems on our own.

We are open minded, honest and accountable, ensuring the decisions we make are fair and transparent and we are respectful of the opinions of others.

We spend money wisely, making the best use of the resources that we have.

We listen to, engage and involve colleagues and local people, ensuring we are responsive and take account of the things that matter most to them, enabling our communities and our organisation to thrive.

We are aspirational about our vision for the future, encouraging everyone to be the best they can be and to achieve the full potential of Derbyshire.

Our Behaviours

Behaviours

Competencies

DELIVERING RESULTS

Seeking to deliver Council priorities in a timely and effective manner, we ensure that the needs of local people, communities and the public are at the centre of our decision making and service delivery. We will achieve high performance whilst driving progress at pace, both for ourselves and by leading and influencing those around us. Through self-awareness, feedback and reflection, we will review our personal performance, identifying opportunities to continuously improve.

Resident and Outcome Focused

Delivering High Performance

Learning through Delivery

LEADING AND WORKING THROUGH OTHERS

We understand the political context of our own service area and how this impacts on the complex, diverse organisation in which we work. We collaborate and engage with stakeholders, both internally and externally, to build strong, trusting, relationships to achieve effective delivery. Enabling a learning culture, we lead and engage with others to establish and maintain high performance for ourselves and our colleagues.

Collaborative Leadership

Influencing and Engaging Across Our Networks

Politically Astute

SHAPING THE FUTURE

As Inspiring Leaders, we are credible and impactful, bringing people with us. We drive transformation by providing clear strategic direction and plans that are aligned to Council ambitions. Effective service improvement will be enabled by applying evidence-based decision making and facilitating change sensitively. We are resilient, we embrace change and adapt and support others to do this.

Strategic Perspective

Intelligent Decision Making

Changing and Improving

Delivering Results

Seeking to deliver Council priorities in a timely and effective manner, we ensure that the needs of local people, communities and the public are at the centre of our decision making and service delivery. We will achieve high performance whilst driving progress at pace, both for ourselves and by leading and influencing those around us. Through self-awareness, feedback and reflection, we will review our personal performance, identifying opportunities to continuously improve.

Associated Competencies:

Resident & outcome focused: With a continual focus on the outcomes required by our service users and communities, we effectively plan, organise and manage our time and activities to deliver a cost effective, high-quality service. We engage in conversation with local people, communities and the public, empowering them to make choices, and focus on how to best translate their needs into solutions. We strive to continuously improve the quality of service provided.

Delivering high performance: We take responsibility and are accountable for personal performance with a focus on delivering agreed goals and activities in a timely, methodical manner and to the required quality standards. Delivering at pace, we respond to challenges constructively using our experience, innovation and creativity to find the most effective and efficient solutions.

Learning through delivery: We reflect upon the quality of our performance, recognising where high performance is achieved and challenging areas where we could improve. Welcoming feedback from others, we take responsibility for our own learning. We make evidenced based decisions on what, and how, we can develop our individual performance and drive continuous improvement in service delivery. We share lessons learned with colleagues to support a learning culture and enhance organisational effectiveness.

Resident & Outcome Focused

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Lead and Manage the Organisation

Below Expectations	Meets Expectations	Exceeds Expectations
• Does not empower teams to work within boundaries to deliver the best solutions • Works independently to find solutions and fails to consult more broadly • Does not consistently seek feedback from service users and stakeholders on the service delivery • Does not seek solutions that support the wider council strategy	• Establishes service user and stakeholder needs by consulting broadly • Develops and delivers services in line with the established needs of the service user and stakeholders • Seeks feedback on the delivery of services • Achieves high performance through driving continuous improvement within area of responsibility • Prioritises service delivery with clearly managed plans, delivered on time, high quality and cost effective	• Manages any conflict between the Council strategy and needs of service users and stakeholders • Involves service users and stakeholders in developing council strategies and budgets • Works corporately and cross service / agency to ensure that the services provided meet the needs of service users and stakeholders • Leads and prioritises service delivery, working collaboratively with key stakeholders to strive to deliver the plan, on time, high quality and cost effective

Delivering High Performance

We take responsibility and are accountable for personal performance with a focus on delivering agreed goals and activities in a timely, methodical manner and to the required quality standards. Delivering at pace, we respond to challenges constructively using our experience, innovation and creativity to find the most effective and efficient solutions.

Lead and Manage the Organisation

Below Expectations	Meets Expectations	Exceeds Expectations
• Expects people to perform with enthusiasm without giving support and encouragement • Sets unrealistic or uninspiring goals which lack clarity around expected outcomes • Puts an overly strong focus on achieving tasks without efforts to motivate and energise people to perform • Overlooks the impact of challenges on team and organisational resilience	• Demonstrates commitment to deliver a prompt and timely service, whilst also maintaining focus on quality of service • Drives a high-performance culture within own area, allowing people space and authority to deliver their objectives • Takes ownership of delivery against outcomes and give credit for others' delivery • Promotes resilience and responsiveness in the organisation by being open and honest about challenges, and the actions required to address unexpected developments	• Tolerates mistakes and encourages people to learn from them • Translates strategic priorities into clear outcome-focused objectives / goals and provides the energy and drive in achievement of these • Maintains a strong focus on priorities, holding others to account whilst retaining overall accountability for achieving strategic objectives / goals • Considers new and innovative approaches to service delivery, including use of digital platforms, to expedite service delivery

Learning Through Delivery

We reflect upon the quality of our performance, recognising where high performance is achieved and challenging areas where we could improve. Welcoming feedback from others, we take responsibility for our own learning. We make evidenced based decisions on what, and how, we can develop our individual performance and drive continuous improvement in service delivery. We share lessons learned with colleagues to support a learning culture and enhance organisational effectiveness.

Lead and Manage the Organisation

Below Expectations	Meets Expectations	Exceeds Expectations
• Makes decisions without analysing performance and results • Continues to deliver services in the usual approach and not reflect on individual or organisational performance • Resists personal feedback and does not recognise the value of personal development to their own role. • Does not take personal responsibility for improving own or supporting continuous development for own service area / teams	• Takes personal responsibility for, and role models, continuous learning and self-development. Evaluating own effectiveness and growth and planning next learning steps accordingly • Encourages and advocates workplace based learning, ensures colleagues take responsibility for their own learning and share it to build • Creates an environment where continuous review and reflection of performance is valued, and suggestions for improving service delivery are encouraged • organisational capability	• Develops and maintains commitment to problem solving, empowering people to take risks and achieve organisational goals • Champions the strategic importance of people, talent management and development, building a strong culture of continuous improvement • Identifies mid to long term capability requirements and grows sustainable capability across all groups, including those identified as having high potential

Leading and Working Through Others

We understand the political context of our own service area and how this impacts on the complex, diverse organisation in which we work. We collaborate and engage with stakeholders, both internally and externally, to build strong, trusting, relationships to achieve effective delivery. Enabling a learning culture, we lead and engage with others to establish and maintain high performance for ourselves and our colleagues.

Associated Competencies:

Collaborative leadership: We recognise who our key stakeholders are, both internally and externally. Working collaboratively, we share information appropriately and create supportive, trusting, and professional relationships with a wide range of stakeholders. With the confidence to constructively challenge where necessary, we build rapport and influence, so that through strong partnerships we can meet shared objectives.

Influencing and engaging across our networks: We are ethical and 'visible', leading from the front with integrity. Communicating our pride in public service, our work and that of the wider Council with clarity, conviction, and enthusiasm. Valuing and championing inclusivity and diversity, we build relationships and influence by engaging with a wide range of people including individuals, communities, and stakeholders over whom we may have no direct authority.

Politically astute: We understand and respect the political and operational context in which we operate. We also understand and respect the political and operational context of our stakeholders and partners. Our understanding enables us to influence agendas, build support for the Council ambition and remove obstacles to delivery.

Collaborative Leadership

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Below Expectations

- Has limited network of relationships with key stakeholders and can work in isolation to deliver plans
- Struggles to influence at different levels, limited ability to build rapport and relationships
- Rarely available, communicates infrequently with wider teams, does little to paint compelling picture of key Council ambitions and vision
- Fails to engage effectively or manage expectations with employees or other stakeholders
- Encourages own service area to focus on its pressures and agenda at the expense of wider collaboration
- Does not role model partnership /

Meets Expectations

- Builds and develops strong relationships across key stakeholders built on trust and openness
- Influences at all levels, both internally and externally, building rapport and recognises importance of shared goals
- Seeks constructive outcomes in discussions, challenges assumptions but remains willing to compromise when it is beneficial to progress
- Works as an effective team player, managing team dynamics when working across departmental & other boundaries
- Promotes cooperation, coordination, collaboration, sharing goals to bring alignment and focus to shared priorities

Exceeds Expectations

- Establishes strong relationships across a wide range of stakeholders, working together to deliver council and service plans
- Influences at all levels, both internally and externally, building rapport and collaborating together for best outcomes
- Resolves issues effectively, and is supportive of challenge however uncomfortable
- Considers the political and reputational impact of actions
- Works collaboratively across departments with employees, service users and stakeholders to manage, monitor and deliver against

Lead and Manage the Organisation

Influencing and Engaging Across Our Networks

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Manage and Lead the Organisation

Below Expectations	Meets Expectations	Exceeds Expectations
• Sends out conflicting messages • Is rarely available to employees and others, communicates infrequently • Has a limited range of leadership styles and tools and is not able to flex and adapt as the situation requires • Limited knowledge and understanding of inclusivity and diversity • Lacks insight into the different motivations and agendas of the variety of stakeholders	• Visible to all colleagues, confidently driving engagement • Leads from the front with pride in public service and the wider council, demonstrating credibility and visibility and communicating in a straightforward, truthful and candid way • Recognises and champions inclusivity and diversity • Confidently engages with stakeholders and colleagues at all levels to generate commitment to shared goals • Engages others in development and change, shaping services to meet service user needs	• Establishes a common vision to motivate others to work collaboratively • Identifies mutual benefits to working together • Leads and champions the importance and impact of inclusivity and diversity • Leads and role models Council values and behaviours with all stakeholders and external organisations • Demonstrates a strategic awareness of the challenges faced by key partners and how they inter-relate

Politically Astute

We understand and respect the political and operational context in which we operate. We also understand and respect the political and operational context of our stakeholders and partners. Our understanding enables us to influence agendas, build support for the Council ambition and remove obstacles to delivery.

Lead and Manage the Organisation

Below Expectations	Meets Expectations	Exceeds Expectations
• Relies too heavily on formal networks and structures and misses subtle messages • Fails to keep elected members informed in a timely and proactive manner • Lacks understanding of the priorities of the Cabinet or how to translate these into action in the organisation • Has not developed an understanding of the context and challenges faced by partners or how to support these	• Understands the key political decision-making processes and engages with them appropriately • Acknowledges political sensitivities whilst retaining non-political objectivity • Recognises diverse interest groups, power bases, networks and committees, both internally and externally and uses these effectively to achieve goals and improvements • Engages audiences, understanding different and wide-ranging agendas	• Understands and makes sense of local, regional and national political agendas • Keeps stakeholders, such as elected members, appropriately briefed, informed and involved in decision making • Appreciates and acts on differences between Cabinet members' strategic and policy setting role and Executives' day to day management and operational responsibilities • Offers clear and accurate advice to elected members, highlighting the benefits, risks and implications of key strategic choices

Shaping The Future

As Inspiring Leaders, we are credible and impactful, bringing people with us. We drive transformation by providing clear strategic direction and plans that are aligned to Council ambitions. Effective service improvement will be enabled by applying evidence-based decision making and facilitating change sensitively. We are resilient, we embrace change and adapt and support others to do this.

Associated Competencies:

Strategic perspective: We understand how our role contributes to, and supports, the achievement of organisational objectives and wider public needs. We scan the external environment and use our strategic perspective and understanding to inform our plans, personal goals, development and prioritisation of workload. Comfortable with complexity and ambiguity, we embrace new ways of doing things and have the confidence and ambition to make bold decisions.

Intelligent decision making: Informed by objectivity and experience, we make decisions based on analysis of evidence. We apply creativity and innovation whilst managing risk. We clearly communicate decisions to stakeholders, effectively delegating tasks and monitoring progress against these.

Changing and Improving: We seek to work in 'smarter', more innovative ways, embedding quality and best value for money in the improvements we implement. Learning from what has worked as well as what has not, we facilitate change assertively but sensitively, recognising the impact of change on all stakeholders. Demonstrating personal resilience, we embrace change and adapt, supporting others with this.

Strategic Perspective

We understand how our role contributes to, and supports, the achievement of organisational objectives and wider public needs. We scan the external environment and use our strategic perspective and understanding to inform our plans, personal goals, development, and prioritisation of workload. Comfortable with complexity and ambiguity, we embrace new ways of doing things and have the confidence and ambition to make bold decisions.

Lead and Manage the Organisation

Below Expectations	Meets Expectations	Exceeds Expectations
• Unable to articulate council vision in a compelling and engaging way, teams do not understand or engage, minimal reference to outcomes for colleagues, residents and key stakeholders	• Communicates the council vision clearly linked to outcomes for colleagues, residents and key stakeholders, everyone understands and can engage with	• Communicates an inspiring and clear council vision linked to outcomes for colleagues, residents and key stakeholders which others want to be part of
• Limited consideration for external environment impact with some awareness of public sector wider issues	• Good understanding of the external environment so understands wider issues impacting on public sector which shapes thinking for future organisation	• In depth understanding of the external environment, strong awareness of impacts on public sector which shapes thinking for new ways of operating to support future organisation
• Department/services plans not created or lacks clarity and does not link to council plan	• Clear department/service plans, aligned to council plan to achieve delivery of strategy	• Robust department/service plans, aligned to both council plan and synergies utilised across other departments
• Plan exists, not cascaded to team plans, goals and development	• Clear strategic plans used to share team goals and development planning	• Clear strategic plans influence team performance with clear goals and develop planning to drive a high performance team
• Struggles to make progress when facing ambiguous or uncertain situations	• Deals constructively with problems that do not have clear solution	• Manages the risks that come with moving forward when the outcome isn't certain and adapts quickly to changing conditions

Intelligent Decision Making

Informed by objectivity and experience, we make decisions based on analysis of evidence. We apply creativity and innovation whilst managing risk. We clearly communicate decisions to stakeholders, effectively delegating tasks and monitoring progress against these.

Lead and Manage the Organisation

Below Expectations

- Constantly changes decision based on new information or challenge, struggles to with complex decision making
- Seeks extensive clarity when faced with complex and ambiguous data
- Relies on others to take responsibility
- Takes decisions without following council protocols or process
- Fails to take responsibility for decisions made or makes expedient decisions that offer less resistance or risk to themselves rather than decisions that are best for the Council

Meets Expectations

- Makes sound organisation strategic decisions in a confident and considered manner
- Interprets a wide range of political and national pressures and influences to develop strategies
- Accounts for long-term development in strategy, evidencing consideration of social, environmental, or economic factors in analysis
- Articulates options and reputational risks and impacts, including economic, environmental, political, and social, and recommends plans to manage and mitigate
- Takes timely and confident decisions strategically to move things forward

Exceeds Expectations

- Makes bold, confident decisions at a strategic level across a broad range of complex areas
- Navigates and balances a wide range of political and national pressures, sharing strategic insights and knowledge to help others make decisions which shape the strategy and priorities
- Involves the right stakeholders and partners early on, continues to engage them through decision making processes and successfully delegates work
- Effectively identifies and evaluates risks and options, driving Council wide strategies to manage and mitigate risks
- Identifies strategic planning / policy gaps and works effectively with internal and external stakeholders to ensure plans and decisions reflect service user needs and resource availability

Changing and Improving

We seek to work in 'smarter', more innovative ways, embedding quality and best value for money in the improvements we implement. Learning from what has worked as well as what has not, we facilitate change assertively but sensitively, recognising the impact of change on all stakeholders. Demonstrating personal resilience, we embrace change and adapt, supporting others with this.

Lead and Manage the Organisation

Below Expectations	Meets Expectations	Exceeds Expectations
• Tolerates bureaucracies and inefficient ways of working which hinder effectiveness • Adopts a piecemeal approach to change management, focusing on tasks at the expense of culture and morale • Creates a controlled or punitive environment for risk taking and responsive decision making – shows intolerance of mistakes, a blame culture • Tackles strategic issues without regard for emerging technology and/or best practice / Improved ways of working • Limited personal resilience which impacts on leadership	• Seeks out opportunities for innovation and has the courage to take risks and make step changes to how things are done • Empowers others to put forward creative and innovative approaches and take appropriate risks • Ensuring that structures and resources are in place to effectively lead and manage change programmes • Follows through on change to ensure it is fully embedded in the organisation, the benefits are realised, and lessons learnt for future change • Demonstrates high levels of personal drive and resilience with a commitment to support others	• Creates a culture of innovation, flexibility and responsiveness • Empowers others to put forward creative and innovative approaches and take appropriate risks • Challenges the status quo and accepted assumptions at the highest levels, both across the Council and partnerships • Considers fully the impact of change on organisation culture, wider Council structures and service delivery • Demonstrates high levels of personal drive and resilience, leading an approach to supporting and developing others to be empowered to make a difference