Competency Framework

Leaders:

Grade 13 and below Leaders (who line manage others)

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 line manager, you will focus on the 'Lead & Manage Others' 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.

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Lead and Manage Others

Below Expectations	Meets Expectations	Exceeds Expectations
• Takes little action when customer needs are not being met	• Makes clear, pragmatic and manageable plans for service delivery	• Develops proposals to improve the quality of service with involvement from a diverse range of stakeholders
• Focuses on delivering the task to the exclusion of meeting customer/ end user requirements and needs	• Delegates workloads and responsibilities effectively across the team, clearly communicating standards, outcomes and time-scales to be achieved	• Creates regular opportunities for employees and stakeholders to have a visible involvement inimproving service quality
• Fails to communicate or effectively implement service delivery plan for area of responsibility	• Encourages self and others to look for improvements in methods, approaches and ways of working	• Works collaboratively with service users and stakeholders to manage, monitor and deliver against service level agreement
• Allows service delivery to lose momentum and focus and have no contingencies in place	• Ensures adherence to legal, regulatory and security requirements in service delivery and builds diversity and equality considerations into plans	• Identifies and implements new, innovative ways of working to drive efficient and quality service delivery

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 Others

Below Expectations

- Fails to set standards for timeliness and quality in their own area of responsibility
- Allows workflow to lose momentum or drift away from priorities
- Keeps too tight control over performance at the expense of motivating and building capability to perform
- Allow performance to drop without challenging quickly and responsively - continually focus on the negatives

Meets Expectations

- Acts as a role model in supporting and energising teams to build confidence in their ability to deliver outcomes
- Takes responsibility for delivering expected outcomes on time and to standard, yet allows the team space and authority to deliver objectives / goals
- Regularly monitors own and team's work against milestones or targets and acts promptly to keep work on track and maintain performance
- Plans ahead but reassesses workloads and priorities if situations change or people are facing conflicting demands

Exceeds Expectations

- Makes the link between Council values and direction and current work
- Gets the best out of people by giving enthusiastic and encouraging messages about priorities, objectives and expectations
- Clarifies business priorities, roles and responsibilities and secures individual and team ownership
- Coaches and supports others to set and achieve challenging goals for themselves

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 Others

Below Expectations

- Does not see the bigger picture and is unable to articulate the bigger picture to the wider team
- Shows a lack of interest in developing self or the team
- Provides little or no performance related feedback to team and individual colleagues
- Fails to recognise or challenge poor individual, team or organisational performance

Meets Expectations

- Seeks opportunities to learn and develop individually and as a team
- Sets clear performance standards for self and team
- Agrees goals / objectives with colleagues, clearly defining quality standards and timescales for achievement
- Monitors progress against goals, offering support and taking appropriate actions to deliver results
-

Exceeds Expectations

- Identifies potential problems and develops contingency plans to prevent or mitigate them
- Role models and encourages colleagues to review and reflect on their own performance and encourages continuous personal development
- Reflects and on evidence of success and areas for improvement, identifying ways to improve future service delivery
- Seeks out new and innovative processes and systems of working, considering internal and external influences

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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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Lead and Manage Others

Below Expectations	Meets Expectations	Exceeds Expectations
• Holds onto information, does not explain decisions or update others • Does not reflect on and review their actions • Displays little appreciation of the value of different • contributions and perspectives • Demonstrates limited capability to get the best from people and creates barriers or negative feelings between and within teams	• Acts as a team player, investing time to generate a common focus and genuine team spirit • Actively builds and maintains a network of colleagues and • contacts to achieve progress on objectives and shared interests • Readily shares resources to support higher priority work, showing pragmatism and support for the shared goals of the organisation • Works collaboratively to gain buy-in and agreement towards common goals	• Establishes good relationships with relevant stakeholders • Facilitates collaborative working across internal and external boundaries • Develops and maintains a network across team and/or the organisation boundaries • Shares information and knowledge across departmental, political and organisational boundaries

Influencing and Engaging Across Our Networks

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Lead and Manage Others

Below Expectations	Meets Expectations	Exceeds Expectations
• Presents a 'silo' attitude or approach	• Proactively builds networks and links both internal and external	• Clarifies strategies and plans, communicating purpose and direction with clarity and enthusiasm
• Take the credit for others' achievements	• Engages with others by ensuring interactions with stakeholders are inclusive	• Achieves outcomes that satisfies a range of stakeholders, both internal and external
• Communicates information without consideration for the audience or with limited/low levels of enthusiasm and effort	• Factors in what is important to others to gain buy in	• Deals with conflict effectively
• Neglects to maintain relationships during difficult times	• Recognises and respects the contribution and	• Demonstrates genuine care for employees and others, is approachable and builds strong interpersonal relationships
	• achievements of others, valuing difference	

Politically Astute

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Lead and Manage Others

Below Expectations	Meets Expectations	Exceeds Expectations
• Takes a narrow personal or technical viewpoint • Lacks understanding of the Council's political mechanisms or how to engage effectively with elected members when appropriate • Ignores or undermines corporate priorities	• Understands local government political context and drivers, and the needs of different audiences. • Engages with external audiences appropriately, acting as an ambassador for the Council and county • Identifies key people within the Council and externally who can help achieve desired outcomes	• Understands the views of colleagues, senior management, and different political groups on key issues • Appreciates the experiences, perspectives and constraints of Cabinet members • Constructively challenges the understanding or perspective of stakeholders, including elected members, when appropriate to do so

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.

Below Expectations

Meets Expectations

Exceeds Expectations

Lead and Manage Others

Below Expectations

- Adopts a 'one size fits all' approach to work
- Takes a short-term view and is reactive rather than proactive
- Operates within own service area without sufficient regard to how it creates value and supports the delivery of Council's goals
- Lacks clarity of, or interest in gaining, perspectives of service users, partners and stakeholders
- Delays moving forwards until all details are known

Meets Expectations

- Translates and communicates corporate objectives in a practical way to their team to enhance overall performance
- Challenges the status quo in own and other service areas to drive organisational improvement
- Focuses on delivering the longer-term strategic priorities by aligning short term objectives to longer term plans
- Provides a clear direction for their team based on the vision/strategy
- Decide and acts without the total picture

Exceeds Expectations

- Contributes to the development of service plans by bringing customer and colleague insights and expectations
- Ensures relevant issues relating to their activity/policy area are effectively fed into strategy and considerations
- Passionately advocates the council vision and translates this into action in response to challenges and opportunities
- Keeps own service activity relevant through a good understanding of the external environment including benchmarking
- Makes significant progress and remains calm even when things are uncertain

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 Others

Below Expectations	Meets Expectations	Exceeds Expectations
• Involves only those in their peer group or direct reporting line in decision making • Takes decisions without regard for the context, organisation risk, alignment with wider agendas or impacts (economic, social, technological and environmental) • Gets confused by complexity and ambiguity and considers only simple or straightforward evidence • Shares decisions in a way that leads to frustration and increases workload for others	• Uses innovative and creative approaches to identify • solutions and address complex problems • Pushes decision making to the right level within their teams, not allowing unnecessary bureaucracy and structure to suppress innovation and delivery • Makes decisions when they are needed, even if they prove difficult or unpopular • Recognises scope of own authority for decision making and empowers team members to make decisions	• Identifies issues in complex problems and clarifies understanding or stakeholder expectations, to seek the best outcome • Presents reasonable conclusions from a wide range of incomplete and complex evidence and data – able to act or decide even when details are not clear • Recognises patterns and trends in a wide range of evidence/ data and draw key conclusions, outlining costs, benefits, risks and potential responses • Empowers employees to come up with proposals and recommendations whilst supporting / challenging them appropriately

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 Others

Below Expectations	Meets Expectations	Exceeds Expectations
• Does not consider the impact change may have on colleagues or service users • Fails to communicate need and benefits of change to team members • Repeats mistakes and overlooks lessons learned from what has not worked and what has worked in the past • Remains wedded to the course that they have set and unresponsive to the changing demands of the situation	• Demonstrates personal drive and resilience, recognises how colleagues may respond to change, including impact on their wellbeing, and supports them in building personal resilience • Promotes a culture in which change is managed effectively and sensitively, to increase the likelihood of buy-in and success • Regularly reviews procedures or systems with team, encouraging innovative and creative ideas to embed quality and value for money • Open to ideas and innovation from a wide range of sources and • stakeholders and uses these to inform own thinking	• Provides constructive challenge to senior management • on change proposals which will affect own delivery area • Prepared to take managed risks, ensuring these are planned and their impact assessed • Proactively responds when things go wrong, demonstrating personal drive and resilience, provides a decisive solution to get back on track • Challenges the status quo in own and related areas to achieve value-adding improvements and change