

Core Competencies



Communication

Leading & Developing

Service Delivery

Working with Others

*Workplace coaching

COMMUNICATION

This is Mid Devon District Council's expectations of someone proficient in this competency:

- Adapts effective means of communication
 - Polite and friendly at all times
- Communicates organisational aims, objectives and values

Level	Effective behaviour
1	<p>COMMUNICATES APPROPRIATELY</p> <ul style="list-style-type: none"> ➤ Communicates confidently and concisely using appropriate method ➤ Creates a good first impression by being approachable, polite and genuinely helpful ➤ Adapts approach and style according to different types of customers and situations ➤ Actively listens to others and checks understanding ➤ Shows respect and treats people fairly
2	<p>COMMUNICATES EFFECTIVELY INTERNALLY AND EXTERNALLY</p> <ul style="list-style-type: none"> ➤ Presents information concisely in an appropriate format using MDDC standards ➤ Shows awareness of the potential impact of communication styles on customers and aims to improve the customer experience at all times ➤ Uses a range of communication styles, methods and techniques appropriate to the issues, audience and context ➤ Listens actively, asking questions and clarifying points in order to check mutual understanding and then acting appropriately ➤ Communicates with knowledge and confidence and knows when to ask for help ➤ Accepts feedback in a positive way and acts on it
3	<p>COMMUNICATES CONFIDENTLY ENSURING DELIVERY OF ORGANISATIONAL MESSAGES</p> <ul style="list-style-type: none"> ➤ Cascades information in a timely, consistent and sensitive manner ➤ Uses assertive communication to persuade and engage with others when delivering difficult messages ➤ Produces accurate written and oral communications tailored to audience ➤ Able to relate to, communicate and negotiate effectively with a wide range of people ➤ Consults with others and encourages honest and open exchange of views to achieve an agreeable outcome
4	<p>COMMUNICATES VISION AND STRATEGIC MESSAGES</p> <ul style="list-style-type: none"> ➤ Communicates an inspiring, compelling vision that generates commitment, enthusiasm and excitement, especially during change ➤ Communicates a positive corporate image of MDDC to a diverse range of stakeholders ➤ Successfully engages with staff of all levels to disseminate organisational direction ➤ Demonstrates highly developed presentation skills appropriate to large/executive groups

LEADING AND DEVELOPING

This is Mid Devon District Council's expectations of someone proficient in this competency:

- Leads by example
- Manages change and continuous improvement
- Develop self and others

Level	Effective behaviour
1	<p>ADDRESSES OWN DEVELOPMENT NEEDS</p> <ul style="list-style-type: none"> ➤ Takes responsibility for developing self and makes the most of learning opportunities ➤ Works on own initiative and seeks guidance when required ➤ Seeks and responds positively to feedback ➤ Shares knowledge and skills with other team members
2	<p>MANAGES AND PROMOTES SELF DEVELOPMENT</p> <ul style="list-style-type: none"> ➤ Encourages other team members to develop by acting as a mentor/buddy ➤ Tracks own performance and proactively develops ➤ Seeks opportunities to take further responsibility in order to develop
3	<p>COACHES AND DEVELOPS</p> <ul style="list-style-type: none"> ➤ Coaches and develops individuals to achieve targets and objectives ➤ Provides timely and constructive feedback by using formal and informal effective reviews, setting clear and agreed objectives ➤ Enables change by encouraging others in a positive way ➤ Creates opportunities for individuals based on their development needs ➤ Knows how to develop others by using a process of delegation ➤ Encourages independent thinking and innovation and involves others in the decision making process ➤ Is aware of own leadership style and adapts appropriately to given situations ➤ Ensures teams have the skills and knowledge to deliver and develop Mid Devon District Council
4	<p>LEADS BY EXAMPLE AND FOCUSES ON FUTURE DEVELOPMENT NEEDS</p> <ul style="list-style-type: none"> ➤ Leads by example to translate Mid Devon District Council's vision internally and externally ➤ Creates a culture of continuous improvement, providing opportunities and encouraging development ➤ Leads a culture of flexibility ensuring managers are adaptable and responsive to the changing environment ➤ Takes ownership of learning and development by ensuring that appropriate resources are in place

SERVICE DELIVERY

This is Mid Devon District Council's expectations of someone proficient in this competency:

- Plans and organises work to meet objectives
- Drives to achieve results
- Takes responsibility & focuses on priorities

Level	Effective behaviour
1	<p>POSITIVELY UNDERTAKES AND PRIORITISES TASKS</p> <ul style="list-style-type: none"> ➤ Understands the importance of customers and represents Mid Devon District Council in a positive way ➤ Takes account of the diverse range of customers and acts to ensure that all customers are treated fairly ➤ Responds appropriately to customer feedback ➤ Undertakes their role and performs tasks accurately to the agreed standard ➤ Accepts that there may be new or different methods or types of work and is flexible and adaptable to change ➤ Shows ability to organise and prioritise own workload
2	<p>EFFECTIVELY CONTRIBUTES TO TEAM PERFORMANCE</p> <ul style="list-style-type: none"> ➤ Is committed to service improvements and offers ideas and suggestions. ➤ Takes responsibility for contributing to achieving individual and team targets ➤ Adopts a flexible, responsive approach and encourages others to do the same
3	<p>MANAGES THE TEAM AND WORKS TO IMPROVE SERVICE DELIVERY</p> <ul style="list-style-type: none"> ➤ Takes responsibility for identifying and implementing processes and policies to ensure targets are met ➤ Challenges the way things are done and seeks to continually improve team performance ➤ Demonstrates strong commitment to achieving results ➤ Is resourceful and thinks creatively in approach to service delivery ➤ Takes responsibility for compliance with legislation within their area
4	<p>MANAGES HIGH QUALITY SERVICE DELIVERY</p> <ul style="list-style-type: none"> ➤ Shapes long term direction for organisation taking into account the impact of the external environment, partners and stakeholders ➤ Monitors and celebrates the progress of achievements and takes action to address any problems or setbacks ➤ Develops clear direction for the service and contributes to the corporate vision ➤ Creates robust strategy, culture and plan to reflect the vision in service delivery

WORKING WITH OTHERS

This is Mid Devon District Council's expectations for someone proficient in this competency:

- Builds and manages effective relationships
- Works collaboratively to maintain internal and external partnerships
 - Understands and appreciates difference
- Displays appropriate and professional behaviour

Level	Effective behaviour
1	<p>MANAGES EFFECTIVE RELATIONSHIPS WITH COLLEAGUES AND CUSTOMERS</p> <ul style="list-style-type: none"> ➤ Shows respect for customers and colleagues ➤ Works to team goals, supports and appreciates the contribution of others ➤ Manages own behaviour and is aware of the impact on others ➤ Relates to others in an open and friendly manner ➤ Actively demonstrates a commitment to diversity
2	<p>DEVELOPS RELATIONSHIPS AND PARTNERSHIPS</p> <ul style="list-style-type: none"> ➤ Recognises the needs of colleagues and offers appropriate support ➤ Shares ideas and relevant information which enables team effectiveness ➤ Works collaboratively with internal and external customers ➤ Challenges inappropriate behaviour and escalates when necessary ➤ Demonstrates empathy and builds good rapport with others
3	<p>DEVELOPS TEAM AND RELATIONSHIPS INTERNALLY AND EXTERNALLY</p> <ul style="list-style-type: none"> ➤ Acts as a fair and equitable role model ➤ Develops the skills and abilities of the team and promotes pride in achievement ➤ Monitors performance of individuals and teams, raising issues or concerns about performance and addresses behaviour accordingly ➤ Shares resources across teams to motivate and achieve results ➤ Encourages and promotes a commitment to diversity
4	<p>GETS THE BEST FROM PEOPLE TO BUILD RELATIONSHIPS AND DELIVER RESULTS</p> <ul style="list-style-type: none"> ➤ Provides constant focus and reinforcement on the direction of Mid Devon District Council ➤ Inspires continuous commitment through consistent and influential actions and by providing feedback and encouragement ➤ Develops external partnerships irrespective of political barriers ➤ Is accessible and approachable to staff at all levels

WORKPLACE COACHING * for internal coaches only

This is Mid Devon District Council's expectations employees, managers and workplace coaches proficient in this competency:

- Champions workplace coaching
- Supports employees with provision of a professional and supportive coaching service
 - Undertake coaching supervision and continuous professional development

Level	Effective behaviour
1	<ul style="list-style-type: none"> ➤ Understands and can explain the nature and role of coaching in the workplace ➤ Is clear on how the coaching at work scheme works and how to use it ➤ Understands the role of the workplace coach
2	<p>SUPPORTS AND CHAMPIONS COACHING WITHIN THE WORKPLACE</p> <ul style="list-style-type: none"> ➤ Demonstrates support and commitment to the coaching programme by ensuring your employees are aware of how to benefit and given equal and fair opportunity to participate. ➤ Ensures new employees are advised on how the service works and how they can benefit from the coaching programme ➤ Support workplace coaches and training coaches to develop
3	<p>PORTRAYS PROFESSIONAL COACHING SKILLS, STANDARDS AND ETHICS</p> <ul style="list-style-type: none"> ➤ Adheres to and advises client of the Standards and Ethics set out by the EMCC including client care, personal professional conduct, professional boundaries and confidentiality ➤ Creates and environment in which both the coach and client build trust and respect for the coaching relationship ➤ Develops good rapport with client, including active listening and empathy and uses appropriate language during the session. ➤ Demonstrates effective use of an effective coaching model (eg GROW); encouraging the client to stretch and challenge themselves to a level that is appropriate for them at any given time. ➤ Is able to use effective open questions that benefit the client, evoking commitment to action and challenging where appropriate. ➤ Clarifies follow up arrangements, reviews/ reflects upon the effectiveness of the session inviting feedback from the client. ➤ Asks questions that demonstrate active listening and an understanding of the coachee's perspective, beliefs and personal strengths. ➤ Demonstrates respect for the clients learning style, ideas, actions, perceptions, beliefs and fears.
4	<p>CONTINUES TO DEVELOP AND OFFERS A HIGH QUALITY EXPERIENCE TO THE CLIENT</p> <ul style="list-style-type: none"> ➤ Understands and accurately evaluates information, and reflects back metaphors that help the client to gain a deeper awareness. ➤ Ability to reframe situations to gain a different perspective ➤ Facilitates growth by helping the client to discover their values, beliefs and personal strengths ➤ Ability to supervise and develop other coaches to improve performance and confidence ➤ Ability to coach at strategic executive level and coach or facilitate teams. ➤ Demonstrates continuous professional development, including attending supervision with a professional coach.