

Competency Framework

It's about how we work, putting the Council's values of Pride, Performance, People and Partnerships at the heart of everything we do...



What is the competency framework?

The competency framework is a set of core skills, behaviours and attitudes that define “how” we are expected to approach our work, and sits alongside “what” we do, as outlined in each of our job descriptions.

The framework details the behaviours and attitudes required by all employees, supporting the delivery of our business plan, values and culture, which leads to successful performance.

What is the purpose?

The framework is a useful tool to enable discussions around recruitment, performance, development and progression, which can then be actioned. It supports employees in identifying their current strengths and required needs. For example, the framework can help with developing training plans for staff and can play a key role in skill reviews, which can be used to provide relevant and beneficial training to the Council.

What are the competencies and how do they work??

There are eight sets of competencies for every member of staff regardless of their role and grade in the organisation. All eight are divided into three categories with individual descriptions which clarify how they relate to the way we work.

The three categories are:

- Expected** – Our required behaviours for all members of staff
- Desirable** – Staff should seek to demonstrate these behaviours
- Aspirational** – These behaviours are required by employees looking to develop and those in senior or managerial positions.

MDDC's Eight Core Competencies



Seeing the Big Picture
Changing & Improving
Leading by Example
Communicating & Influencing
Building Capability
Making Effective Decisions
Delivering Quality, Value & Pace
Collaborating & Partnering

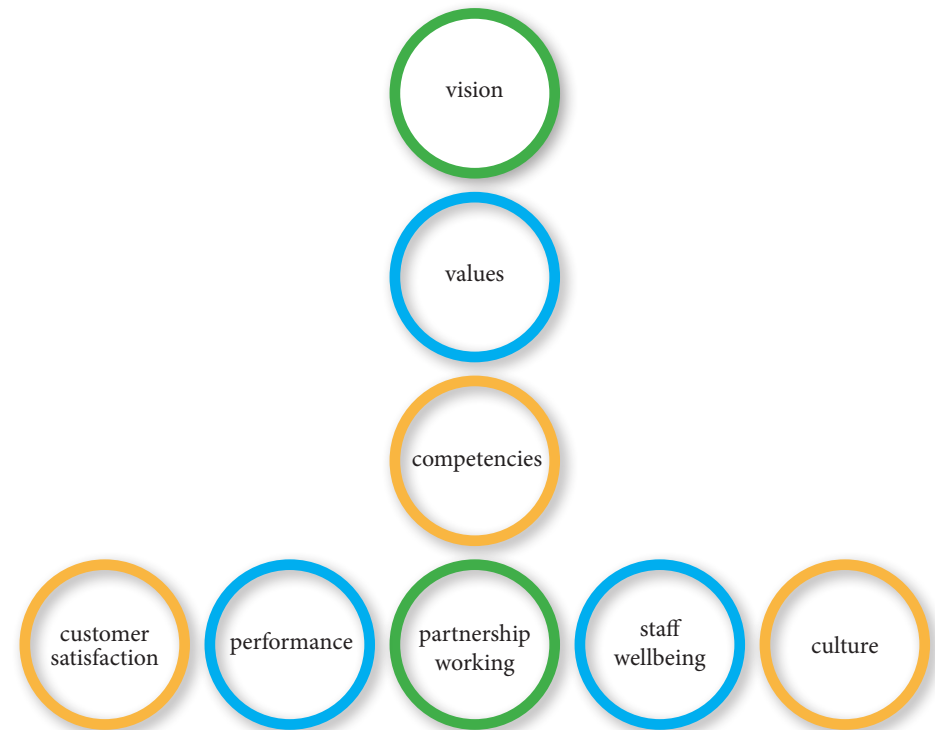


Central to the framework is our corporate vision and values

Our vision is “To be an energetic, confident and agile organisation with the ambition to change, the confidence to innovate, the compassion to care and the determination to succeed”.

Our values of Pride, Performance, People and Partnerships set out what we believe should be the basis for the type of culture the Council works towards.

Our core competencies link to these values to support the delivery of our vision together with building an effective, positive and collaborative place to work.



What exactly are our Values – The Four Ps?

Pride To be able to have pride in your role and take pride in what you do; linked to our motivation and morale – if we’re not proud of what we are doing, then why are we doing it?

Performance High performing and ambitious. We all come to work wanting to do the best job – refreshing our corporate performance framework will help us contextualise our ambition, attainment and achievement.

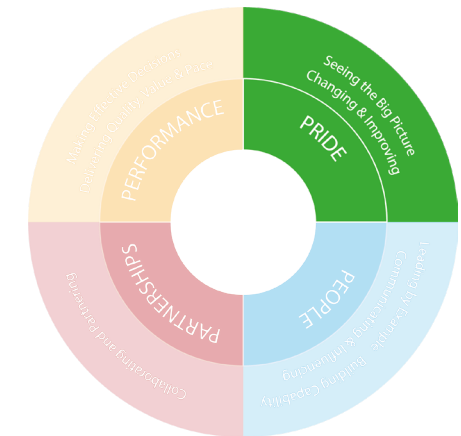
People Our business is all about people; our staff, our members, our public, our businesses – all our customers

Partnerships From strategic alliances to joint service delivery models, or better working with volunteers and the third sector to achieve mutual aims, we need to be open to, and explore partnership working in all its forms to secure the best possible outcomes.

The Competencies

Seeing the Big Picture

You understand how your role fits with and supports organisational objectives. You recognise the wider Council's priorities and ensure work is in the wider public needs



| Expected Examples of our required behaviours | Desirable Staff should seek to demonstrate these behaviours | Aspirational Examples of behaviours which are required by employees looking to develop and those in senior or managerial positions |
|--|--|---|
| You understand what your responsibilities are and how these contribute to the team | You align activities to contribute to the wider organisational priorities | You ensure teams understand their role within the wider business to maximise opportunities to add value to the community and support economic, sustainable growth |
| You understand how your work and the work of your team supports wider objectives and meets the needs of others | You seek out and share experiences to develop knowledge of the team's business area | You promote collaborative working with other departments/services to align priorities and outcomes to meet organisational objectives |
| You keep up to date with the issues which can affect your work | You are aware and alert to emerging issues and trends which might impact or benefit own and team's work | You develop an in-depth insight into the dynamics and issues surrounding the Council |
| You consider the impacts your work could have on individuals with different needs | You identify implications of service priorities and strategy and ensure plans are made to reflect these | You anticipate the long-term impact on economic, political, environmental, social and technological developments at all levels |
| You take a keen interest in expanding knowledge in areas related to your work | You seek to understand how services, activities and strategies in the area work together to create value for the customer/end user | You create clear long-term strategies focused on adding value to the community and making real, lasting change beyond the council |

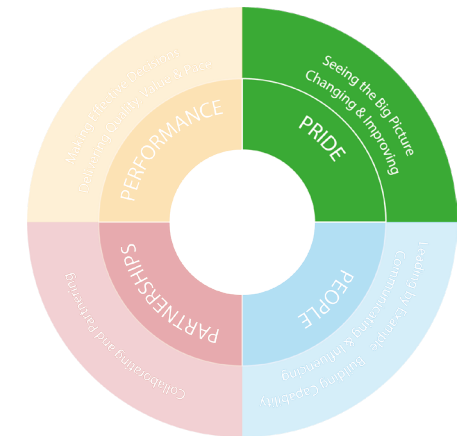
Examples of behaviours which fail to demonstrate "Seeing the Big Picture"

- Carrying out own tasks without considering how your work impacts or interacts with own and other teams
- Showing limited interest in or understanding the service priorities
- Failing to identify occasions when judgement and initiative are called for to deliver business objectives

The Competencies

Changing & Improving

You seek out opportunities to create effective change and suggest innovative ideas for improvement. You review ways of working, including seeking and providing feedback in a positive manner.



| Expected Examples of our required behaviours | Desirable Staff should seek to demonstrate these behaviours | Aspirational Examples of behaviours which are required by employees looking to develop and those in senior or managerial positions |
|--|---|---|
| You regularly review ways of working and use initiative to suggest improvements | You work with others to identify areas for improvement and simplify processes to use fewer resources | You implement changes that transform flexibility, responsiveness and quality of service ensuring value is added while expressing clearly how and why they are necessary |
| You take a positive and open approach to feedback and change and encourage others to do the same | You clearly explain the reasons for change to others and how to implement by supporting individuals with different needs to adapt | You manage change effectively including responding promptly to confusion while constructively challenging changes which are unhelpful |
| You learn new procedures and help colleagues to do the same | You encourage a culture of initiative and innovation while focusing on adding value | You create a culture of innovation, flexibility and responsiveness enabling services to swiftly respond to change, considering impacts |
| You are constructive in raising issues regarding implemented changes | You actively encourage ideas regarding change and use these in your own thinking | You establish an environment where all colleagues feel safe to challenge without fear |
| You identify and act on the effect changes are having on your role and that of the team | You spot warning signs of things going wrong and provide a decisive response to challenges | You have the confidence to take calculated risks to change how things are done to benefit the entire council |

Examples of behaviours which fail to demonstrate "Changing & Improving"

Being resistant to ideas/plans for change and show unwillingness to consider how change could help in own or others roles
 Avoiding considering different approaches, accepting the established way of doing things
 Implementing change in a thoughtless or unstructured way, not considering the possible effect it may have on others

The Competencies

Making Effective Decisions

You use evidence and knowledge to support accurate decisions and advice, carefully considering alternative options, implications and risks of decisions



| Expected Examples of our required behaviours | Desirable Staff should seek to demonstrate these behaviours | Aspirational Examples of behaviours which are required by employees looking to develop and those in senior or managerial positions |
|--|---|--|
| You take responsibility for making effective and fair decisions in a timely manner | You understand own level of responsibility and empower others to make decisions where appropriate | You develop strategies and priorities while considering a range of political, economic, market pressures and customer issues |
| You talk to relevant people to get advice and information when unsure how to proceed | You display confidence when making difficult decisions even if unpopular or prove difficult | You ensure early and continued engagement with the right stakeholders when making recommendations or decisions and emphasise the importance of considering the different needs of others |
| You think through the implications of decisions before confirming how to approach a problem or issue | You analyse and use a range of relevant, credible information from internal and external sources to support decisions | Demonstrate transparency around decisions and create a culture where others feel able to challenge decisions being made |
| You explain how decisions have been reached in a clear and concise way | You invite challenge and involve others in decision making to help build engagement | You clearly communicate the purpose and reasons for recommendations and decisions including the explanation of any risks or impacts |

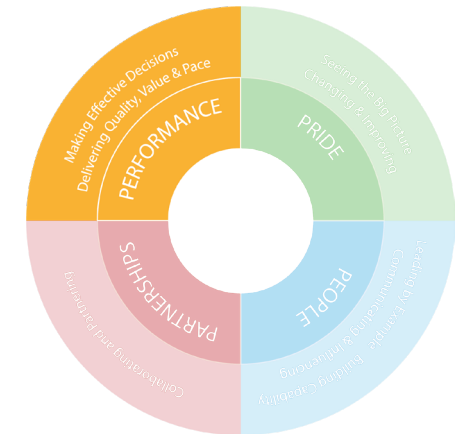
Examples of behaviours which fail to demonstrate “Making Effective Decisions”

Avoiding making decisions that lie within own remit and continually pushing decisions up
Missing opportunities to take part in conversations about decisions
Making decisions that offer less resistance or risk to themselves rather than decisions that are better for the organisation

The Competencies

Delivering Quality, Value & Pace

You deliver service objectives with professional excellence, expertise and efficiency, taking into account the diverse customer needs and requirements in a timely manner



| Expected Examples of our required behaviours | Desirable Staff should seek to demonstrate these behaviours | Aspirational Examples of behaviours which are required by employees looking to develop and those in senior or managerial positions |
|---|---|--|
| You always work with focus and pace to complete tasks on time and to a high standard consistently | You act promptly to reassess workloads and priorities when there are conflicting demands | You act as a role model for delivery by showing efficiency and focus, while being open to new ideas and honest about challenges |
| You plan, organise and manage your own time to deliver a high quality service which gives our customers a good return for their money | You develop, implement, maintain and review systems and services to ensure delivery of professional excellence | You set and maintain a clear direction with highly focused priorities and outcomes defining and integrating clear structures and systems which promotes efficient service delivery |
| You regularly check performance against objectives and take corrective action where necessary | You promote a culture of following the appropriate procedures to ensure results are achieved | You establish and maintain an inclusive culture which allows people space and authority to deliver their objectives whilst ensuring appropriate support is in place when needed |
| You take responsibility for the quality of work produced with a positive attitude to achieving outcomes | You work with the team to ensure they are clear about the impacts of poor service and communication on the customer | You manage resource requirements, risks and cost-drivers for areas of responsibility by interpreting a wide range of financial and management information |

Examples of behaviours which fail to demonstrate “Delivering Quality, Value & Pace”

Being careless and wasteful with resources
 Ignoring the organisation’s financial procedures and being unable to justify use of resources
 Avoiding responsibility when dealing with problems, blaming others for short comings

The Competencies

Leading by Example

You show pride and passion for public service, creating and engaging others in delivering a shared vision. You value difference, diversity and inclusion, ensuring fairness and opportunity for all



| Expected Examples of our required behaviours | Desirable Staff should seek to demonstrate these behaviours | Aspirational Examples of behaviours which are required by employees looking to develop and those in senior or managerial positions |
|--|--|--|
| You show pride and passion for your work and display positive, inclusive engagement with your team | You role-model commitment and satisfaction towards work, encouraging others to do the same | You act in ways that are highly visible, inspirational and credible across and outside of the organisation |
| You give praise and credit to others where appropriate | You promote the recognition and praise of the achievements of others | You continually ensure respect, positivity and fairness is displayed with recognition and praise given to staff for achieving outcomes |
| You act in a fair, inclusive and respectful way when dealing with others | You promote a working environment where everyone feels valued and supported while remaining visible and approachable | You embed a culture of inclusion and equal opportunity for all and effectively manage conflict, misconduct and non-inclusive behaviour |
| You are considerate and understanding of other people's points of view, ideas and ways of working | You are open and inviting to the views of others and respond despite pressure to ignore, revert or concede | You engage positively in debate and resolve ambiguities, gaining the best possible outcomes for the Council |

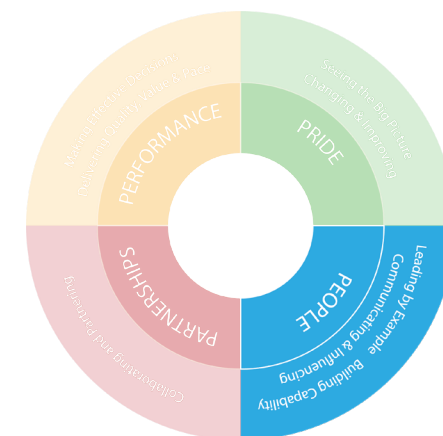
Examples of behaviours which fail to demonstrate "Leading By Example"

Demonstrating no awareness of the impact of your behaviour in regards to others and the organisation
 Showing inconsiderate actions and understanding regarding diversity and inclusion
 Lacking in positivity and satisfaction towards work
 Creating negativity within the working environment

The Competencies

Communicating & Influencing

You communicate purpose and direction with clarity, integrity and enthusiasm. You respect the needs, responses and opinions of others



| Expected Examples of our required behaviours | Desirable Staff should seek to demonstrate these behaviours | Aspirational Examples of behaviours which are required by employees looking to develop and those in senior or managerial positions |
|---|---|---|
| You put forward your views in a clear, constructive and considerate manner and with respect for others | You deliver difficult messages with clarity and sensitivity, being persuasive when required | You continually communicate with staff to ensure understanding of goals and activities and links between these and organisational strategies |
| You use an appropriate method of communication for each person taking into consideration their individual needs | You ensure communication has a clear purpose and takes into account people's individual needs | You develop a culture where colleagues consider individual needs when deciding how to communicate and understand the impacts of the chosen methods |
| You respond constructively to comments and questions and handle challenging conversations with confidence and sensitivity | You monitor the effectiveness of own and team communications and take action to improve where necessary | You demonstrate and promote communicating with honesty, integrity, impartiality and objectivity as well as conviction when needed |
| You listen to and value different ideas, views and ways of working | You inspire others to be open when discussing and listening to ideas to benefit the wider council | You use your influence to make a positive difference across the council and with the wider public and stakeholders taking into account views and opinions |

Examples of behaviours which fail to demonstrate "Communicating & Influencing"

- Making little or no effort to ensure effectiveness of communication
- Lack of understanding of others' views and opinions
- Missing opportunities to monitor, support, clarify and praise others
- Lack of consideration that can lead to a biased, exclusive or disrespectful manner when dealing with others

The Competencies

Building Capability

You focus on continuous learning and development for self, others and the organisation as a whole



| Expected Examples of our required behaviours | Desirable Staff should seek to demonstrate these behaviours | Aspirational Examples of behaviours which are required by employees looking to develop and those in senior or managerial positions |
|---|--|---|
| You identify gaps in your skills and knowledge and make plans of how to develop these | You identify and address team and individual requirements to ensure delivery of work | You develop and maintain an organisational commitment to empowering individuals to take responsibility for their own learning |
| You seek learning objectives to set and consistently meet development objectives | You proactively manage own career and carry out workplace learning opportunities | You role model continuous self-learning and development, evaluate effectiveness and plan next steps |
| You share knowledge and skills to contribute to the learning and development of the whole team | You devote time to train/coach/mentor to support the development of others and succession planning | You provide colleagues with opportunities to share their knowledge and skills with others to build organisational effectiveness |
| You encourage, support and listen to developmental feedback from colleagues | You continually seek and act on feedback to evaluate and improve own and others' performance | You actively seek opportunities for reverse mentoring to increase your knowledge and insights of challenges faced |
| You support all development plans, recognising how diversity/background can help to build an inclusive team culture | You promote inclusiveness by respecting different personal needs in the team and use these to develop others | You develop and deliver strategies to grow sustainable capability and ensure strategies value the diversity of all individuals |

Examples of behaviours which fail to demonstrate "Building Capability"

- Lacking in interest in personal development/development of others
- Not attempting to learn or apply lessons of feedback
- Unsupportive towards the development of others within the team
- Placing low priority on people management and allowing team capability needs to go unaddressed

The Competencies

Collaborating & Partnering

You form effective partnerships and relationships both internally and externally, from a range of diverse backgrounds, sharing information, resources and support



| Expected Examples of our required behaviours | Desirable Staff should seek to demonstrate these behaviours | Aspirational Examples of behaviours which are required by employees looking to develop and those in senior or managerial positions |
|---|---|--|
| You proactively contribute to the work of the whole team and remain open to taking on new and different tasks | You encourage joined up work within own team and across other groups to share information, resources and support | You build a strong diverse network of professional relationships across the highest levels of public service |
| You listen to alternative perspectives and needs, responding sensitively and check understanding when needed | You invest time to develop a common focus and genuine positive team spirit where colleagues feel valued and respected | You drive an inclusive and collaborative working culture which values diversity and encourages openness, approachability and sensitivity |
| You offer support to others when in need, including consideration of your own and their wellbeing | You demonstrate genuine care for staff and others by being approachable and building strong interpersonal relationships | You ensure the wellbeing of individuals is valued and is a priority across the council |
| You change ways of working to aid cooperation within and between teams in order to achieve results | You seek constructive outcomes in discussions, challenge assumptions but are willing to compromise when beneficial | You confront issues and challenge assumptions at the highest levels, no matter how uncomfortable, in an assertive yet constructive way |
| You understand that bullying, harassment and discrimination are unacceptable | You take responsibility for creating a working environment that encourages equality, diversity and inclusion | You create and maintain a culture where bullying, harassment and discrimination are unacceptable |

Examples of behaviours which fail to demonstrate "Collaborating & Partnering"

Showing a lack of concern and appreciation for other's perspectives
 Supporting individual or silo ways of working
 Neglecting to maintain relationships during difficult times
 Protecting resources and interests or own area/work at the expense of others priorities