

## Competency Profile: Communication

### Making sure the organisation consistently communicates its values and objectives

<p><b>Level 1</b></p> <ul style="list-style-type: none"> <li>• Treats others with dignity and respect.</li> <li>• Uses positive, inclusive language.</li> <li>• Communication style consistently demonstrates enthusiasm and commitment to the task.</li> <li>• Identifies and applies the most appropriate method of communication, e.g. e-mail, phone, face-to-face.</li> <li>• Listens to others and check understanding.</li> <li>• Communication is timely.</li> <li>• Uses plain English, correct grammar, spelling and punctuation.</li> <li>• Explains any technical terms.</li> <li>• Confident and self assured when speaking to others.</li> <li>• Uses appropriate body language.</li> <li>• Applies appropriate level of confidentiality.</li> </ul>	<p><b>Level 2</b></p> <ul style="list-style-type: none"> <li>• Chooses the most effective communication method for the situation and individual.</li> <li>• Uses active listening skills.</li> <li>• Is assertive.</li> <li>• Considers the needs of your audience when deciding how best to communicate.</li> <li>• Applies the appropriate level of emotional intelligence to communication style.</li> <li>• Consults others when appropriate.</li> <li>• Keeps relevant stakeholders informed.</li> <li>• Acknowledges the opinions of others.</li> </ul>	<p><b>Level 3</b></p> <ul style="list-style-type: none"> <li>• Cascades corporate information.</li> <li>• Encourages open discussion and feedback.</li> <li>• Supports others to contribute to discussions.</li> <li>• Keeps the team well informed.</li> <li>• Facilitates stakeholder communication.</li> <li>• Exhibits strong organisational insight and influence.</li> <li>• Negotiates with others to reach a mutually beneficial outcome.</li> <li>• Produces high quality written and verbal communication.</li> <li>• Is a confident and effective presenter.</li> <li>• Seeks to overcome any barriers in communication.</li> <li>• Is able to explain complex or technical information.</li> </ul>	<p><b>Level 4</b></p> <ul style="list-style-type: none"> <li>• Communicates corporate vision and values.</li> <li>• Facilitates cross-service area communication.</li> <li>• Coaches others on giving and receiving difficult messages.</li> <li>• Promotes a culture of open communication and consultation.</li> </ul>
<p><b>Someone who needs developing in this area might do the following:</b></p>			
<ul style="list-style-type: none"> <li>• Fails to recognise the negative effects of their communication style.</li> </ul>	<ul style="list-style-type: none"> <li>• Becomes defensive when view is questioned by others.</li> </ul>	<ul style="list-style-type: none"> <li>• Disregards the opinions of others.</li> </ul>	<ul style="list-style-type: none"> <li>• Appear intimidating or unprepared/uncertain.</li> </ul>

## Competency Profile: Customer Service

Addressing the needs of internal and external customers with consistency and appropriate sensitivity

<p><b>Level 1</b></p> <ul style="list-style-type: none"> <li>• Responds to customers in a prompt, friendly and helpful manner.</li> <li>• Applies policies and procedures when responding to queries, compliments or complaints.</li> <li>• Understands the impact of first impressions.</li> <li>• Is approachable and patient.</li> <li>• Listens to customers with interest, understanding and without judgement.</li> <li>• Records customers' requests accurately and concisely and takes appropriate action.</li> <li>• Deals with telephone calls effectively and responds promptly to messages.</li> <li>• Deals with customers fairly and equitably in accordance with the Equal Opportunities, Life Chances for all, Code of Conduct and Dignity and Respect at Work Policies.</li> </ul>	<p><b>Level 2</b></p> <ul style="list-style-type: none"> <li>• Understand the role and goals of the organisation and service in meeting customer expectations.</li> <li>• Is able to identify and meet customers' needs and expectations.</li> <li>• Takes ownership of customers' requests, manages expectations and achieves a high quality response.</li> <li>• Is able to manage the requirements of diverse customers in a timely and effective manner.</li> <li>• Contributes ideas to improve customer service.</li> </ul>	<p><b>Level 3</b></p> <ul style="list-style-type: none"> <li>• Develops appropriate equality and diversity standards for the service area.</li> <li>• Invites customer feedback.</li> <li>• Takes an active interest promoting and achieving high standards of customer service.</li> <li>• Works with others to actively improve customer service.</li> </ul>	<p><b>Level 4</b></p> <ul style="list-style-type: none"> <li>• Aligns Council priorities and customer service strategy.</li> <li>• Proactively develops long term initiatives to develop and improve customer services.</li> <li>• Provides opportunities for others to develop initiatives to improve customer services.</li> <li>• Analyses customer feedback and adopts continuous improvement approach within the service.</li> <li>• Identifies and develops strategies and processes needed to achieve and sustain long term customer satisfaction.</li> </ul>
<p><b>Someone who needs developing in this area might do the following:</b></p>			
<ul style="list-style-type: none"> <li>• Fails to demonstrate adequate customer service skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Makes little effort to contribute ideas for improved customer service.</li> </ul>	<ul style="list-style-type: none"> <li>• Takes little interest in promoting or achieving high standards of customer service.</li> </ul>	<ul style="list-style-type: none"> <li>• Fails to obtain feedback from customers.</li> </ul>

## Competency Profile: Team Working

**Making sure the organisation consistently focuses on achieving its values and objectives**

<p><b>Level 1</b></p> <ul style="list-style-type: none"> <li>• Understands and commits to achieving service goals and targets.</li> <li>• Understands the aims of the service and the roles of each team member.</li> <li>• Works with other team members towards a shared goal</li> <li>• Delivers own share of workload.</li> <li>• <b>Is flexible and willing to help others when required.</b></li> <li>• Contributes positively.</li> <li>• Asks for help when needed.</li> <li>• Builds trust and respect among fellow team members.</li> <li>• Treats others with dignity and respect.</li> <li>• Seeks, gives and accepts constructive feedback from others.</li> <li>• Willingly shares knowledge, experience and expertise with others.</li> <li>• Celebrates success.</li> </ul>	<p><b>Level 2</b></p> <ul style="list-style-type: none"> <li>• Uses resources in most efficient and effective way to achieve service goals and targets.</li> <li>• Values others' input and expertise.</li> <li>• Is willing to learn from others.</li> <li>• Positively influences the way the team works together.</li> </ul>	<p><b>Level 3</b></p> <ul style="list-style-type: none"> <li>• Demonstrates awareness of the political context and works effectively with Council Members.</li> <li>• Clarifies team goals.</li> <li>• Directs, inspires and empowers the team.</li> <li>• Builds constructive and productive internal and external relationships.</li> <li>• Is committed to continually improving team performance.</li> <li>• Delegates effectively.</li> <li>• Supports learning and development.</li> <li>• Encourages the team to succeed.</li> <li>• Recognise and celebrate success.</li> </ul>	<p><b>Level 4</b></p> <ul style="list-style-type: none"> <li>• Develops and encourages effective strategic partnerships across public, private and voluntary sectors.</li> <li>• Actively promotes networking, collaboration and joint working across organisational boundaries.</li> <li>• Creates and promotes a culture of performance management and continuous improvement</li> </ul>
<p><b>Someone who needs developing in this area might do the following:</b></p>			
<ul style="list-style-type: none"> <li>• Fail to deliver own share of workload.</li> </ul>	<ul style="list-style-type: none"> <li>• Fail to value input from others.</li> </ul>	<ul style="list-style-type: none"> <li>• Fail to build an effective team.</li> </ul>	<ul style="list-style-type: none"> <li>• Disregard opportunities for joint working across organisational boundaries.</li> </ul>

## Competency Profile: Managing Self and Others

**Making sure the organisation consistently works towards achieving its values and objectives**

<p><b>Level 1</b></p> <ul style="list-style-type: none"> <li>• Understands own role within the organisation.</li> <li>• Produces good quality, accurate records, data and information</li> <li>• Takes active steps to meet required standards of performance.</li> <li>• Manages own work to meet agreed targets.</li> <li>• Uses effective time management techniques.</li> <li>• Is reliable.</li> <li>• Regularly meets targets.</li> <li>• Understands the impact of not meeting agreed targets.</li> <li>• Recognises own strengths and weaknesses.</li> <li>• Maintains an appearance appropriate for the role.</li> <li>• Behaves in accordance with Council policies.</li> <li>• Applies an appropriate sense of humour.</li> <li>• Is adaptable and flexible.</li> </ul>	<p><b>Level 2</b></p> <ul style="list-style-type: none"> <li>• Achieves objectives with commitment to quality and accuracy.</li> <li>• Is aware of others workloads and priorities.</li> <li>• Seeks to improve personal and team efficiency.</li> </ul>	<p><b>Level 3</b></p> <ul style="list-style-type: none"> <li>• Manages and monitors performance against a variety of performance indicators.</li> <li>• Actively supports and promotes corporate initiatives.</li> <li>• Considers cost implications of actions.</li> <li>• Motivates others to succeed.</li> <li>• Gains commitment through clear communication, recognition and, where necessary, sanctions.</li> <li>• Effectively resolves conflict within the team.</li> <li>• Stays calm and focused under pressure.</li> <li>• Anticipates and diffuses potential conflict.</li> <li>• Encourages staff development and team work.</li> <li>• Is a skilled decision-maker.</li> <li>• Delegates appropriate authority for decision-making.</li> <li>• Manages team procedures to achieve good quality, timely, accurate and evidence supported data, information and records</li> </ul>	<p><b>Level 4</b></p> <ul style="list-style-type: none"> <li>• Role models positive leadership</li> <li>• Provides clear, measurable outcomes and keeps a rigorous focus on whether they are being achieved</li> <li>• Reviews data on performance and impact and acts decisively if performance does not meet expectations</li> <li>• Provides support and clarity, and holds individuals accountable for results and takes action if they aren't performing</li> <li>• Builds strong strategic alliances through partnerships and other professional networks.</li> <li>• Supports a culture that responds positively to change.</li> <li>• Sets strategic direction.</li> <li>• Evaluates financial implications.</li> </ul>
<p><b>Someone who needs developing in this area might do the following:</b></p>			
<ul style="list-style-type: none"> <li>• Consistently fails to meet agreed targets.</li> </ul>	<ul style="list-style-type: none"> <li>• Focuses more on the quality and detail of planning and processes, rather than the outputs.</li> </ul>	<ul style="list-style-type: none"> <li>• Doesn't provide or monitor sufficiently clear SMART objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Focuses on results from a Council-based/functional perspective rather than the best outcome for community.</li> </ul>

## Competency Profile: Can do approach / Results

### Making sure strategy and operational service delivery support corporate values and objectives

<p><b>Level 1</b></p> <ul style="list-style-type: none"> <li>• Constantly seeks opportunities to improve the service.</li> <li>• Has passion for, and pride in the service delivery</li> <li>• Is committed to delivering high quality results, to the best of ability.</li> <li>• Is flexible, adaptable and responsive to changing needs and circumstances.</li> <li>• Manages resources effectively and efficiently.</li> <li>• Is committed to delivering value for money.</li> <li>• Has drive to complete tasks.</li> <li>• Is willing to learn and develop.</li> </ul>	<p><b>Level 2</b></p> <ul style="list-style-type: none"> <li>• Shares good practice.</li> <li>• Uses initiative.</li> <li>• Prepared to constructively challenge existing practices and procedures to achieve better performance.</li> </ul>	<p><b>Level 3</b></p> <ul style="list-style-type: none"> <li>• Develops clear, SMART plans indicating performance targets and the resources, activities and time required to achieve those targets</li> <li>• Develops clear and relevant measures to monitor performance against targets and milestones</li> <li>• Uses data from a range of sources (including the customer) to drive improvement and cost-efficiency across the Service.</li> <li>• Understands associated risk.</li> <li>• Maximises resources to deliver services.</li> <li>• Supports others to adapt and change.</li> <li>• Encourages suggestions to improve the service.</li> <li>• Ensure employees are aware how they contribute to the delivery of corporate objectives.</li> <li>• Actively seeks and responds to customer feedback.</li> </ul>	<p><b>Level 4</b></p> <ul style="list-style-type: none"> <li>• Role models results-focus and accountability based on clear vision, direction, good quality planning and performance management</li> <li>• Translates strategic objectives and priorities into operational plans</li> <li>• Reviews data on performance and impact and acts decisively if performance does not meet expectations.</li> <li>• Champions new initiatives.</li> <li>• Mobilises necessary resources to achieve corporate objectives.</li> </ul>
<p><b>Someone who needs developing in this area might do the following:</b></p>			
<ul style="list-style-type: none"> <li>• Consistently fails to complete tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Does not use initiative.</li> </ul>	<ul style="list-style-type: none"> <li>• Moves into implementation and delivery without clear plan or milestones.</li> </ul>	<ul style="list-style-type: none"> <li>• Fails to review performance data.</li> </ul>