Competency Profile: Communication

Making sure the organisation consistently communicates its values and objectives

Post No:　　　　　**Competency Level Required:**　　　　　**Date:**

Level 1	Level 2	Level 3	Level 4
• Treats others with dignity and respect. • Uses positive, inclusive language. • Communication style consistently demonstrates enthusiasm and commitment to the task. • Identifies and applies the most appropriate method of communication, e.g. e-mail, phone, face-to-face. • Listens to others and check understanding. • Communication is timely. • Uses plain English, correct grammar, spelling and punctuation. • Explains any technical terms. • Confident and self assured when speaking to others. • Uses appropriate body language. • Applies appropriate level of confidentiality.	• Chooses the most effective communication method for the situation and individual. • Uses active listening skills. • Is assertive. • Considers the needs of your audience when deciding how best to communicate. • Applies the appropriate level of emotional intelligence to communication style. • Consults others when appropriate. • Keeps relevant stakeholders informed. • Acknowledges the opinions of others.	• Cascades corporate information. • Encourages open discussion and feedback. • Supports others to contribute to discussions. • Keeps the team well informed. • Facilitates stakeholder communication. • Exhibits strong organisational insight and influence. • Negotiates with others to reach a mutually beneficial outcome. • Produces high quality written and verbal communication. • Is a confident and effective presenter. • Seeks to overcome any barriers in communication. • Is able to explain complex or technical information.	• Communicates corporate vision and values. • Facilitates cross-service area communication. • Coaches others on giving and receiving difficult messages. • Promotes a culture of open communication and consultation.
Someone who needs developing in this area might do the following:			
• Fails to recognise the negative effects of their communication style.	• Becomes defensive when view is questioned by others.	• Disregards the opinions of others.	• Appear intimidating or unprepared/uncertain.

Competency Profile: Customer Service

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

Post No: **Competency Level Required:**   **Date:**

Level 1	Level 2	Level 3	Level 4
• Responds to customers in a prompt, friendly and helpful manner. • Applies policies and procedures when responding to queries, compliments or complaints. • Understands the impact of first impressions. • Is approachable and patient. • Listens to customers with interest, understanding and without judgement. • Records customers' requests accurately and concisely and takes appropriate action. • Deals with telephone calls effectively and responds promptly to messages. • 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.	• Understand the role and goals of the organisation and service in meeting customer expectations. • Is able to identify and meet customers' needs and expectations. • Takes ownership of customers' requests, manages expectations and achieves a high quality response. • Is able to manage the requirements of diverse customers in a timely and effective manner. • Contributes ideas to improve customer service.	• Develops appropriate equality and diversity standards for the service area. • Invites customer feedback. • Takes an active interest promoting and achieving high standards of customer service. • Works with others to actively improve customer service.	• Aligns Council priorities and customer service strategy. • Proactively develops long term initiatives to develop and improve customer services. • Provides opportunities for others to develop initiatives to improve customer services. • Analyses customer feedback and adopts continuous improvement approach within the service. • Identifies and develops strategies and processes needed to achieve and sustain long term customer satisfaction.
Someone who needs developing in this area might do the following:			
• Fails to demonstrate adequate customer service skills.	• Makes little effort to contribute ideas for improved customer service.	• Takes little interest in promoting or achieving high standards of customer service.	• Fails to obtain feedback from customers.

Competency Profile: Team Working

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

Post No: **Competency Level Required:**   **Date:**

Level 1	Level 2	Level 3	Level 4
• Understands and commits to achieving service goals and targets. • Understands the aims of the service and the roles of each team member. • Works with other team members towards a shared goal • Delivers own share of workload. • **Is flexible and willing to help others when required.** • Contributes positively. • Asks for help when needed. • Builds trust and respect among fellow team members. • Treats others with dignity and respect. • Seeks, gives and accepts constructive feedback from others. • Willingly shares knowledge, experience and expertise with others. • Celebrates success.	• Uses resources in most efficient and effective way to achieve service goals and targets. • Values others' input and expertise. • Is willing to learn from others. • Positively influences the way the team works together.	• Demonstrates awareness of the political context and works effectively with Council Members. • Clarifies team goals. • Directs, inspires and empowers the team. • Builds constructive and productive internal and external relationships. • Is committed to continually improving team performance. • Delegates effectively. • Supports learning and development. • Encourages the team to succeed. • Recognise and celebrate success.	• Develops and encourages effective strategic partnerships across public, private and voluntary sectors. • Actively promotes networking, collaboration and joint working across organisational boundaries. • Creates and promotes a culture of performance management and continuous improvement

Someone who needs developing in this area might do the following:

• Fail to deliver own share of workload.	• Fail to value input from others.	• Fail to build an effective team.	• Disregard opportunities for joint working across organisational boundaries.

Competency Profile: Managing Self and Others

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

Post No: Competency Level Required: Date:

Level 1	Level 2	Level 3	Level 4
• Understands own role within the organisation. • Produces good quality, accurate records, data and information • Takes active steps to meet required standards of performance. • Manages own work to meet agreed targets. • Uses effective time management techniques. • Is reliable. • Regularly meets targets. • Understands the impact of not meeting agreed targets. • Recognises own strengths and weaknesses. • Maintains an appearance appropriate for the role. • Behaves in accordance with Council policies. • Applies an appropriate sense of humour. • Is adaptable and flexible.	• Achieves objectives with commitment to quality and accuracy. • Is aware of others workloads and priorities. • Seeks to improve personal and team efficiency. .	• Manages and monitors performance against a variety of performance indicators. • Actively supports and promotes corporate initiatives. • Considers cost implications of actions. • Motivates others to succeed. • Gains commitment through clear communication, recognition and, where necessary, sanctions. • Effectively resolves conflict within the team. • Stays calm and focused under pressure. • Anticipates and diffuses potential conflict. • Encourages staff development and team work. • Is a skilled decision-maker. • Delegates appropriate authority for decision-making. • Manages team procedures to achieve good quality, timely, accurate and evidence supported data, information and records	• Role models positive leadership • Provides clear, measurable outcomes and keeps a rigorous focus on whether they are being achieved • Reviews data on performance and impact and acts decisively if performance does not meet expectations • Provides support and clarity, and holds individuals accountable for results and takes action if they aren't performing • Builds strong strategic alliances through partnerships and other professional networks. • Supports a culture that responds positively to change. • Sets strategic direction. • Evaluates financial implications.
Someone who needs developing in this area might do the following:			
• Consistently fails to meet agreed targets.	• Focuses more on the quality and detail of planning and processes, rather than the outputs.	• Doesn't provide or monitor sufficiently clear SMART objectives.	• Focuses on results from a Council-based/ functional perspective rather than the best outcome for community.

Competency Profile: Can do approach / Results

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

Post No: **Competency Level Required:**   **Date:**

Level 1	Level 2	Level 3	Level 4
- Constantly seeks opportunities to improve the service. - Has passion for, and pride in the service delivery - Is committed to delivering high quality results, to the best of ability. - Is flexible, adaptable and responsive to changing needs and circumstances. - Manages resources effectively and efficiently. - Is committed to delivering value for money. - Has drive to complete tasks. - Is willing to learn and develop.	- Shares good practice. - Uses initiative. - Prepared to constructively challenge existing practices and procedures to achieve better performance.	- Develops clear, SMART plans indicating performance targets and the resources, activities and time required to achieve those targets - Develops clear and relevant measures to monitor performance against targets and milestones - Uses data from a range of sources (including the customer) to drive improvement and cost-efficiency across the Service. - Understands associated risk. - Maximises resources to deliver services. - Supports others to adapt and change. - Encourages suggestions to improve the service. - Ensure employees are aware how they contribute to the delivery of corporate objectives. - Actively seeks and responds to customer feedback.	- Role models results-focus and accountability based on clear vision, direction, good quality planning and performance management - Translates strategic objectives and priorities into operational plans - Reviews data on performance and impact and acts decisively if performance does not meet expectations. - Champions new initiatives. - Mobilises necessary resources to achieve corporate objectives.
Someone who needs developing in this area might do the following:			
Consistently fails to complete tasks.	Does not use initiative.	Moves into implementation and delivery without clear plan or milestones.	Fails to review performance data.