

## FARNHAM TOWN COUNCIL

### Competency Profile: Communication

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

**Post No:**

**Competency Level Required:**

**Date:**

<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>
<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>	<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>	<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>	<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>

### Applicants

Please note that on your application form you are asked to demonstrate that you meet the competency level as noted at the top of each page of this document.

## 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
<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>	<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>	<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>	<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>

### Applicants

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## 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
<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>• Is flexible and willing to help others when required.</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>	<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>	<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>	<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>

### Applicants

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## 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
<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>	<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>	<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>	<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>

### Applicants

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## 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
<ul style="list-style-type: none"> <li>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.</li> </ul>	<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>	<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>	<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>

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