COMPETENCY FRAMEWORK FOR SENIOR MANAGERS

Competency 1 (Self)

Understands the impact of own behaviour and displays a positive and flexible approach

SELF	*Understands the impact of own behaviour and displays a positive and flexible approach*			
Key Indicators	(1) Behaviour not demonstrated	(2) Area for development	(3) Meets standard	(4) Exceeds standard
a) Does the manager understand the impact of their own performance, behaviour and actions on others?	*Unaware of behaviour and its impact on others*	*Recognises difficulty in some situations*	*Able to demonstrate appropriate behaviours in routine situations*	*Able to respond to non-routine situations by adapting behaviour to circumstances*
b) Does the manager seek feedback and is he/she receptive to it?	*Doesn't react positively to feedback*	*Accepts feedback but rarely seeks it and does not always act on it*	*Actively and positively receives feedback*	*Seeks peer review of performance, acts on feedback and can demonstrate improvement as result*
c) Does the manager recognise his/her own strengths and limitations and do they proactively work on areas of self development	*Ignores the need for change and continuous improvement*	*Understands the need to develop but does not take active steps towards achieving this*	*Acts as a positive role model and active mentor. Seeks advice about self learning*	*Constantly improving behaviour and attitude to others*

Competency 2 (Team)

Gives the team direction and motivates and supports people to achieve a common goal. Gives people the ability to act independently, with responsibility, to deliver agreed targets

TEAM	*Gives the team direction and motivates and supports people to achieve a common goal. Gives people the ability to act independently, with responsibility, to deliver agreed targets*			
Key Indicators	(1) Behaviour not demonstrated	(2) Area for development	(3) Meets standard	(4) Exceeds standard
a) Does the manager promote good team dynamics? Do they build trust, inspire and motivate others	*Does not delegate and actively discourages input from team*	*Finds it difficult to give consistent and constructive feedback*	*Enables people to take decisions*	*Enables the team to become innovative, self managing and self directing in service delivery*
b) Can the manager persuade, convince and influence and do they have the confidence to challenge others?	*Causes alienation and fragmentation of the team; does not deal with conflict*	*Has limited persuading and influencing skills; lacks skills to motivate team*	*Gives clear direction and promotes benefits to team*	*Acts as coach or mentor to others*
c) Does the manager value diversity and do they promote a continuous improvement and quality culture?	*Not supportive of the team and their developmental needs*	*Struggles to appreciate the range and value of the skills within the team*	*Encourages people to contribute to the continuous improvement of the service*	*The team is aware of long term strategy and understands how they contribute to corporate priorities*

Competency 3 (Performance)

Sets clear standards for performance to make sure organisational goals are met or exceeded

PERFORMANCE	*Sets clear standards for performance to make sure organisational goals are met or exceeded*			
Key Indicators	(1) Behaviour not demonstrated	(2) Area for development	(3) Meets standard	(4) Exceeds standard
a) Does the manager drive and champion continuous service improvement?	*Does not deliver required outcomes*	*Identifies the need to review practices but is not always clear how*	*Reviews working practices, recommends and implements change*	*Maximises the full use of all available resources and secures new ones where possible*
b) Can the manager set specific and bold objectives and do they establish goals in collaboration with others	*Resists change to established practices*	*Sometimes finds it difficult to set clear objectives for the team*	*Ensures team delivers and is accountable for the outcomes*	*Delivers outcomes as agreed while looking to maximise citizen involvement or enrichment*
c) Does the manager effectively manage organisational change and can they address multiple demands without losing focus and/or drive	*Does not manage or is unwilling to change*	*Sometimes struggles to manage conflicting priorities*	*Effectively manages budget, resources, staff, and current workload*	*Displays excellent project management skills and challenges team to outperform targets*

Competency 4 (Communication)

Effectively communicates to achieve organisational vision and goals

COMMUNICATION	Effectively communicates to achieve organisational vision and goals			
Key Indicators	(1) Behaviour not demonstrated	(2) Area for development	(3) Meets standard	(4) Exceeds standard
a) Does the manager effectively communicate vision, strategy and direction?	*Does not or is unable to communicate*	*Understands the need for communication but finds it difficult to improve skills*	*Is able to effectively use different or appropriate methods of communication*	*Actively promotes the Council priorities through a variety of media and by positive role modelling*
b) Does the manager demonstrate good presentation, public speaking and listening skills?	*Does not display a businesslike approach when communicating with others*	*Understands the importance of a polished presentation but finds it difficult to deliver*	*Well prepared and delivers to a high standard*	*Takes every opportunity to improve communication skills and promotes Council priorities using modern media*
c) Does the manager take personal responsibility for staying informed and keeping their team informed	*Does not understand how they contribute to corporate priorities*	*Has some understanding of corporate issues but does not link to operational duties*	*Is aware of council priorities and their duty to keep others informed*	*Demonstrates excellent communication skills and encourages others to do the same*

Competency 5 (Problem Solving)

Analyses issues, identifies priorities, creates and implements solutions

PROBLEM SOLVING	*Analyses issues, identifies priorities, creates and implements solutions*			
Key Indicators	(1) Behaviour not demonstrated	(2) Area for development	(3) Meets standard	(4) Exceeds standard
a) Does the manager listen, evaluate and respond to complex information	*Does not make decisions or makes them without understanding the consequences*	*Sometimes lacks skill and confidence in making decisions*	*Consults relevant people in order to make informed decisions*	*Thinks creatively and uses lateral thinking engaging stakeholders, as appropriate*
b) Can the manager identify, manage and resolve conflicting priorities and multiple demands	*Does not identify and resolve conflicting priorities and problems*	*Has an inconsistent approach to solving problems and dealing with conflicting priorities*	*Tries to anticipate problems before they arise*	*Plans effectively and manages conflicting priorities taking into account risk and the implications of this*
c) Does the manager demonstrate a methodical approach and do they effectively deal with and resolve poor performance	*Does not accept accountability nor deals with poor performance*	*Struggles to adopt a logical approach and finds it difficult to deal with poor performance*	*Usually explains difficult decisions openly and clearly and actively monitors and deals with poor performance*	*Identifies problem solving initiatives which are clearly demonstrated with clear and transparent decision making*