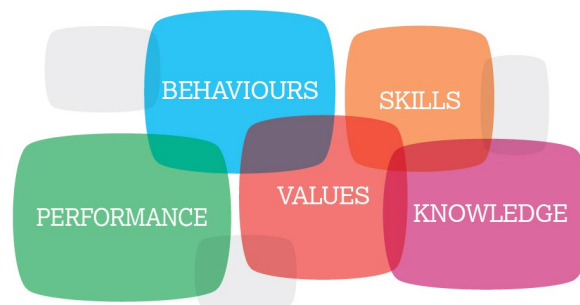


LEADERSHIP COMPETENCY FRAMEWORK



Mansfield
District Council



**COMPETENCY
FRAMEWORK**

1.0 ABOUT THIS FRAMEWORK

The Competency Framework supports the delivery of the council's Corporate Plan and People Strategy and forms a key element of the Corporate Performance Management Framework (PMF). The competency framework sets out how we want people to behave at work and puts the corporate values at the heart of everything we do.

1.1 Ashfield District Council's Values

- **People focused**
- **Honest**
- **Proud**
- **Ambitious.**

1.2 Mansfield District Council's Values

- **Excellence**
- **Integrity**
- **Teamwork**
- **Empower and Involve**
- **Passion and Pride.**

2.0 WHAT ARE COMPETENCIES?

Competencies are the skills, knowledge and behaviours that lead to successful performance. The framework outlines ten competencies and for each competency there is a description of what it means in practice with examples of effective behaviours at all levels. These indicators of behaviour are not designed to be comprehensive, but provide a clear and consistent sense of what is expected.

The competency framework will depend on your role in the organisation and your personal development needs. The levels are:

Level 1 Chief Executives, Directors and Heads of Service

Level 2 Service Managers

Level 3 Officers/Team Leaders/Supervisors

3.0 WHAT DOES IT MEAN FOR ME?

The framework is used for recruitment, performance management and development discussions and for decisions about career progression. Your Personal Development Review (PDR) sets out what you need to achieve over the year and the competency framework sets out how you will do it.

A number of competencies will be identified and agreed as being essential to your role and/or have a higher level of importance and need based on your job role and work programme. Typically this will be approximately six which are selected across the key themes, and in cases where you are new to your post these will be decided by your manager at the point of recruitment and you will be assessed against these during the recruitment process.

Depending on the changes to your role or developments to your work programme the competencies that are essential may change. In this case changes will be agreed with your manager and captured within your PDR.

4.0 THE COMPETENCY FRAMEWORK

The framework is made up of three themes and ten competencies. The three themes are:

Strategic – Setting direction

Seeing the big picture
Changing and improving
Making effective decisions

People – Engaging people

Leading and communicating
Collaborating and partnering
Building capacity for all

Performance – Delivering results

Achieving commercial outcomes
Delivering value for money
Managing a quality service
Delivering at pace

Summary of each competency

Strategic – Setting direction

1. Seeing the big picture

Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with and supports organisational objectives and wider public needs.

For all employees, it is about focusing your contribution on the activities which will meet the council's goals and deliver the greatest value.

For leaders, it is about scanning the political context and taking account of wider impacts to develop long term implementation strategies that maximise opportunities to add value to the customer experiences of service users; facilitate continuous improvement; transform services and support the delivery of the corporate priorities.

2. Changing and improving

People who are effective in this area take initiative, are innovative and seek out opportunities to create effective change.

For all employees, it's about learning from what has worked well as well as what has not, being open to change and improvement, and working in smarter, more focused ways.

For leaders, this is about creating and encouraging a culture of innovation and allowing people to consider and take informed decisions. Doing this well means continuously seeking out ways to improve policy implementation and build a leaner, more flexible and responsive council. It also means making use of alternative delivery models.

3. Making effective decisions

Effectiveness in this area is about using sound judgement, evidence and knowledge to arrive at accurate, expert and professional decisions and advice.

For leaders it's about reaching evidence based strategies, evaluating options, impacts, risks and solutions.

People – Engaging people

4. Leading and communicating

At all levels effectiveness in this area is about showing our pride and passion for public service, communicating purpose and direction with clarity, integrity, and enthusiasm. It's about championing difference and external experience, and supporting principles of fairness of opportunity for all.

For leaders, it is about being visible, establishing a strong direction and persuasive

future vision; managing and engaging with people in a straightforward, truthful, and candid way.

5. Collaborating and partnering

People skilled in this area are team players. At all levels, it requires working collaboratively, sharing information appropriately and building supportive, trusting and professional relationships with colleagues and a wide range of people within and outside the council, whilst having the confidence to challenge assumptions.

For senior leaders, it's about being approachable, delivering business objectives through creating an inclusive environment and welcoming challenge however uncomfortable.

6. Building capability for all

Effectiveness in this area is having a strong focus on continuous learning for oneself, others and the organisation. For all employees, it's being open to learning and keeping your own knowledge and skill set current and evolving.

For leaders, it's about investing in the capabilities of our people, to be effective now and in the future including having the flexibility to take on new roles as well as giving clear, honest feedback and supporting teams to succeed. It's also about creating a learning and knowledge culture across the organisation to inform future plans and deliver transformational change. Coaching and mentoring as a management style is highly evident.

Performance – Delivering results

7. Achieving commercial outcomes

Being effective in this area includes identifying, exploring and delivering increased income through commercial activity. For all, it's about having a commercially orientated mind - set to ensure all activities and services, where appropriate, are maximising net income.

For leaders, it's about identifying opportunities, market forces and customer needs and promoting innovative business models, commercial partnerships and agreements to deliver greatest value; along with ensuring tight commercial controls of finances, resources and contracts to meet desired net income targets and outcomes.

8. Delivering value for money

Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the delivery of public services.

For all employees, it means seeking out and implementing solutions which achieve the best mix of quality, and effectiveness for the least outlay. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money.

For leaders, it's about embedding a culture of value for money within their area of responsibility. They work collaboratively across boundaries to ensure that the council maximises its strategic outcomes within the resources available.

9. Managing a quality service

Effectiveness in this area is around valuing and delivering excellence and expertise to meet service objectives, taking account of diverse customer needs and requirements. People, who are effective plan, organise and manage their time and activities to deliver quality, reliable and efficient services, applying programme, project and risk management approaches to support service delivery.

For leaders, it is about creating an environment to deliver the desired operational service standards and creating the most appropriate and cost effective delivery models for public services.

10. Delivering at pace

Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes.

All employees will work to agreed goals and activities and deal with challenges in a responsive, positive and constructive way. For leaders, it is about building a performance culture where employees are given space, authority and support to deliver outcomes. It's also about keeping a firm focus on priorities and addressing performance issues resolutely, fairly and promptly.

5.0 LEVEL 1 COMPETENCY INDICATORS

Strategic – Setting direction

1. Seeing the big picture

Leaders who are effective demonstrate the following behaviours:

- Develop an in-depth insight into the dynamics and issues surrounding the council including political, economic, social, environmental and technological impacts.
- Articulate the council's Corporate Plan and help people see their role within it.
- Shape strategies and plans which help put into practice and support the council's vision and long-term direction, including those shared with other partners.
- Create clear long-term strategies and joined up plans focused on adding value to service users, stakeholders and communities and making real, lasting change.
- Develop a comprehensive insight into customers, services, communities and markets affected by their area and the wider public sector context.

2. Changing and improving

Leaders who are effective demonstrate the following behaviours:

- Challenge bureaucratic decision making, resourcing structures and processes across the council to create a lean, flat and effective organisation.
- Create and encourage a culture of initiative, flexibility and responsiveness, mobilising the council to respond swiftly to changing priorities.
- Seek opportunities, encourage and recognise ideas, initiative, improvements and measured risk taking within own area to deliver better approaches and services.
- Encourage a culture of imaginative thinking, learning from experience and expanding mind-sets and genuinely listen to ideas from employees, communities and stakeholders.
- Challenge the status quo and accepted assumptions at the highest levels across the council.

3. Making effective decisions

Leaders who are effective demonstrate the following behaviours:

- Involve and consult with the right stakeholders and partners in making recommendations or decisions early on and continue to engage them.
- Identify and evaluate risks and options and develop council wide strategies to manage and mitigate.
- Take quick, confident decisions at a strategic level to move things forward to meet organisational goals.
- Make unpopular decisions and defend them at the highest level when required.
- Give unbiased advice to members based on robust analysis, not just what is welcomed.

People – Engaging people

4. Leading and communicating

Leaders who are effective demonstrate the following behaviours:

- Shape, promote and exemplify desired council values and culture.
- Be highly visible and credible at the most senior levels across and outside the council, communicating purpose and direction with clarity and enthusiasm.
- Negotiate with and influence external partners, stakeholders and customers successfully at the highest level to secure mutually beneficial outcomes.
- Engage positively in debate and resolve ambiguities across the council.
- Lead from the front, ensuring visibility and communicating in a straightforward, truthful and candid way that creates an inclusive environment.

5. Collaborating and partnering

Leaders who are effective demonstrate the following behaviours:

- Build a strong network of collaborative relationships and partnerships across the council, Local Government and Partner Agencies to help deliver council and wider Public Sector objectives.
- Be an active member of CLT and act for the wider good of the council.
- Work effectively to bring together political and officer leadership to improve the effectiveness of the council.

- Confront issues and challenge assumptions at the highest levels with delivery partners, stakeholders and clients in an assertive yet constructive way.
- Drive a diverse and collaborative working culture which encourages openness, approachability and welcomes challenge, however uncomfortable.
- Encourage teams to engage with a variety of delivery partners and stakeholders and listen to their feedback.

6. Building capability for all

Leaders who are effective demonstrate the following behaviours:

- Champion the strategic importance of people, talent management and development issues, building a strong culture of continuous learning and knowledge sharing.
- Operate with an acute awareness of inclusiveness, equality and diversity, and build capability strategies to support careers for all employees.
- Develop and maintain organisational commitment to problem solving, empowering people to experiment and achieve organisational results together.
- Be renowned as an effective mentor and coach.

Performance – Delivering results

7. Achieving commercial outcomes

Leaders who are effective demonstrate the following behaviours:

- Role model strong leadership, influence and accountability for the achievement of commercial outcomes relevant to organisational goals.
- Seek out and facilitate the introduction of innovative business models, systems and approaches to deliver greater commerciality and sustainability.
- Ensure that all employees have appropriate levels of commercial awareness, whilst creating and embedding an organisational culture that supports this.
- Commission strategic commercial relationships with delivery partners using strong influencing skills.

8. Delivering value for money

Leaders who are effective demonstrate the following behaviours:

- Drive and deliver a culture that emphasises continuous improvement, efficiency and value for money.

- Maintain a clear focus on maximising resource efficiency, continually questioning the value of activities against strategic priorities.
- Be fluent at interpreting a wide range of financial and performance information and use this to determine policy and strategy delivery.
- Promote and visibly demonstrate a culture of value for money in own area or function in order to focus managers on getting a good return for taxpayers' money.

9. Managing a quality service

Leaders who are effective demonstrate the following behaviours:

- Determine and drive customer service outcomes at a broad strategic level across the council to ensure delivery of quality services to customers.
- Create a culture of working with and through delivery partners to achieve outcomes, establish and negotiate service levels and deliverables.
- Ensure all parts of the delivery of services fully understand the required outcomes for the customer and articulate the impact of poor service, security and communication on the council's reputation.
- Ensure clear structures, systems and resources to promote efficient service delivery.

10. Delivering at pace

Leaders who are effective demonstrate the following behaviours:

- Drive a performance culture across the council giving teams space and authority to deliver objectives whilst, resolutely holding them accountable for outcomes.
- Promote resilience and responsiveness in the organisation by being open and honest about challenges, and the actions required to address unexpected developments.
- Enable the organisation to remain focused on core priorities irrespective of external challenges.
- Encourage, support and coach individuals and teams across the council to energise delivery.
- Act as a role model for delivery by injecting enthusiasm, positivity and energy to achieve results.

6.0 LEVEL 2 COMPETENCY INDICATORS

Strategic – Setting direction

1. Seeing the big picture

Leaders who are effective demonstrate the following behaviours:

- Bring together views and perspectives of stakeholders to gain a wider picture of the landscape surrounding activities and policies.
- Create policies, plans and service provision to meet political priorities and stakeholders, residents and communities diverse requirements based on an up-to-date knowledge of need, issues and relevant good practice.
- Ensures relevant issues relating to their activity and policy area are effectively fed into strategy and big picture considerations.
- Adopt a council-wide perspective to ensure alignment of activity and policy.

2. Changing and improving

Leaders who are effective demonstrate the following behaviours:

- Provide constructive challenge to senior management on change proposals which will affect own business area.
- Encourage and recognise a culture of initiative and innovation focused on adding value – give employees space, praise and credit for creativity and recognise their achievements.
- Lead the transformation of services to users, moving to a digital approach whenever possible.
- Identify step changes that quickly transform flexibility, responsiveness and quality of service.

3. Making effective decisions

Leaders who are effective demonstrate the following behaviours:

- Push decision making to the right level within their teams, not allow unnecessary bureaucracy and structure to suppress innovation and delivery.
- Analyse and evaluate data from various sources to identify pros and cons and identify risks in order to make well considered decisions.

- Identify the main issues in complex problems, clarify understanding or stakeholder expectations, to seek best option.
- Make difficult decisions by pragmatically weighing the complexities involved against the need to act.

People – Engaging people

4. Leading and communicating

Leaders who are effective demonstrate the following behaviours:

- Be visible to employees and stakeholders and regularly undertake activities to engage and build trust with people involved in area of work.
- Confidently engage with stakeholders and colleagues at all levels to generate commitment to goals.
- Clarify strategies and plans, communicate purpose and direction with clarity and enthusiasm.
- Lead by example - communicate in a truthful, straightforward manner with integrity, impartiality and promoting a working environment that supports the council's values.

5. Collaborating and partnering

Leaders who are effective demonstrate the following behaviours:

- Actively build and maintain a network of colleagues and contacts to achieve progress on objectives and shared interests.
- Encourage contributions and involvement from a broad and diverse range of employees by being visible and accessible.
- Actively involve partners to deliver a business outcome through collaboration that achieves better results for communities and service users.
- Seek constructive outcomes in discussions, challenge assumptions but remain willing to compromise when it is beneficial to progress.

6. Building capability for all

Leaders who are effective are demonstrating the following behaviours:

- Ensure that individual and organisational learning and talent development opportunities are fully exploited in order to enhance organisational capability.
- Prioritise and role model continuous self-learning and development, including leadership, management and people skills.

- Identify capability requirements needed to deliver future team objectives and support teams to succeed in delivering to meet those needs.
- Support teams to succeed, devoting dedicated time to empowering people through coaching and mentoring and sharing expertise and knowledge.

Performance – Delivering results

7. Achieving commercial outcomes

Leaders who are effective demonstrate the following behaviours:

- Understand the commercial drivers that will influence a private or third sector organisation and the levers that can be used in negotiating or influencing contractual arrangements.
- Be able to recognise and understand the commercial tools that can be deployed to extract value from contracts.
- Identify, develop and implement new commercial opportunities and models for the delivery of policy and business goals.
- Identify and implement different ways of working deployed in other sectors, for example, using resources, assets and commercial arrangements.

8. Delivering value for money

Leaders who are effective demonstrate the following behaviours:

- Understand impacts of financial position in own service area and that of the organisation and use insight to curtail or support business and investment activities.
- Achieve the best return on investment and deliver more for less on specific budgets by effectively managing resources and maximising the use of assets.
- Monitor the use of resources in line with organisational procedures and plans and hold team to account.
- Interpret a wide range of financial and management information and use financial data effectively in decisions.

9. Managing a quality service

Leaders who are effective demonstrate the following behaviours:

- Exemplify positive customer service behaviours and promote a culture focused on ensuring customer needs are met.

- Establish how the business area compares to customer service expectations and industry best practice and identify necessary improvements in plans.
- Ensure the service offer thoroughly considers customer's needs and provides a broad range of available methods to meet this, including systems, structures, processes and resources.
- Make effective use of project management skills and techniques to deliver outcomes, including identifying risks and mitigating actions.

10. Delivering at pace

Leaders who are effective demonstrate the following behaviours:

- Get the best out of people by giving enthusiastic and encouraging messages about priorities, objectives and expectations.
- Clarify business priorities, roles and responsibilities and secure individual and team ownership.
- Drive a performance culture within own area, allowing people space and authority to deliver their objectives and recognising their achievements.
- Translate strategic priorities into clear outcome-focused objectives for managers and provide the energy, drive and enthusiasm in achievement of these objectives.

7.0 LEVEL 3 COMPETENCY INDICATORS

Strategic – Setting direction

1. Seeing the big picture

Leaders who are effective demonstrate the following behaviours:

- Be alert to emerging issues and trends which might impact or benefit own and team's work.
- Develop an understanding of strategies within own service area and how these contribute to service priorities.
- Seek to understand how the services, activities and strategies in the area work together to create value for the customer or end user.
- Ensure own area and team activities are aligned to service priorities.

2. Changing and improving

Leaders who are effective demonstrate the following behaviours:

- Find ways to improve systems, structures, policies and procedures to deliver with more streamlined resources.
- Regularly review procedures or systems with teams to identify improvements and simplify processes and decision making.
- Be willing to meet the challenges of difficult or complex changes, encouraging and supporting others to do the same.
- Prepare for and respond appropriately to the range of possible effects that change may have on own role and the wider team.

3. Making effective decisions

Leaders who are effective demonstrate the following behaviours:

- Make appropriate decisions when they are needed, even if they prove difficult or unpopular.
- Invite and welcome challenge and where appropriate involve others in decision making to help build engagement and present robust recommendations.
- Recognise scope of own authority for decision making and empower and support team members to make decisions.

People – Engaging people

4. Leading and communicating

Leaders who are effective demonstrate the following behaviours:

- Continually communicate with employees, helping to clarify goals and activities and the links between these and the council's Corporate Plan.
- Role model enthusiasm, energy and positivity about their work and encourage others to do the same.
- Promote the work of the service and play an active part in supporting the council's values and culture.

5. Collaborating and partnering

Leaders who are effective demonstrate the following behaviours:

- Establish relationships with a range of stakeholders to support delivery of business outcomes.
- Readily share resources to support higher priority work, showing pragmatism and support for the shared goals of the organisation.
- Encourage collaborative team working within own team, across the service and with other teams across the council.

6. Building capability for all

Leaders who are effective demonstrate the following behaviours:

- Identify and address team or individual capability requirements and gaps to deliver current and future work.
- Develop all team members to support succession planning, devoting time to coach, mentor and develop others.
- Continually seek and act on feedback to evaluate and improve their own and team's performance.

Performance – Delivering results

7. Achieving commercial outcomes

Leaders who are effective demonstrate the following behaviours:

- Promote and encourage commercial awareness and mind set including identifying opportunities and delivering commercial opportunities.
- Collate and use evidence to assess the costs, income and effectiveness of commercial activities and outcomes.

- Review and implement alternative methods and approaches to meet net income targets and outcomes.

8. Delivering value for money

Leaders who are effective demonstrate the following behaviours:

- Promote and encourage an awareness of cost, using clear simple examples of benefits and how to measure outcomes.
- Recommend actions to achieve value for money and efficiency.

9. Managing a quality service

Leaders who are effective demonstrate the following behaviours:

- Make effective use of project management skills and techniques to deliver outcomes, including identifying risks and mitigating actions.
- Establish mechanisms to seek out and respond to feedback from customers about service provided.
- Work with team to set priorities, goals, objectives and timescales.

10. Delivering and pace

Leaders who are effective demonstrate the following behaviours:

- Successfully manage, coach support and stretch self and team to deliver agreed goals and objectives.
- Plan ahead but reassess workloads and priorities if situations change or people are facing conflicting demands.
- Take responsibility for delivering expected outcomes on time and to standard whilst allowing the team space and authority to deliver objectives and recognising their achievements.

8.0 INEFFECTIVE BEHAVIOURS

The following descriptors of ineffective behaviours apply at all levels of the competency framework and may be used in some circumstances to identify areas where more focused support and development is required.

Strategic – Setting direction

1. Seeing the big picture

- Focuses on short-term concerns with a limited insight into the challenges and issues that are either currently impacting on the team, service and council or are likely to in future.
- Operates within own service area without regard to links with other teams and service areas.

2. Changing and improving

- Tolerates colleagues operating in rigid, bureaucratic ways.
- Maintains current ineffective working practices without challenge and misses opportunities to use alternative delivery methods, structures and procedures.

3. Making effective decisions

- Provides advice, recommendations or decisions without full and proper consultation, evaluation of risk, scenarios and options or without regard for context with wider agendas, priorities and impacts.
- Makes decisions that offer least resistance and challenge or are more popular rather than decisions that are appropriate for the team, colleagues, service or customers.

People – Engaging people

4. Leading and communicating

- Acts in ways that contradict desired culture and values of the council.
- Misses or fails to act on opportunities to transform the team, service, policies and procedures or waits for others to take the lead.

5. Collaborating and partnering

- Creates and enables narrow ways of working in the delivery of policies, processes and services and fails to involve relevant partners and stakeholders.

- Supports or creates individual or silo ways of working either within or across team or service area.

6. Building capacity for all

- Demonstrates limited ability or commitment to enabling equal opportunities for employees to progress their career or realise their potential.
- Fails to use appropriate methods and policies to effectively address team performance issues or ineffective behaviours.

Performance – Delivering results

7. Achieving commercial outcomes

- Demonstrates limited knowledge of commercial awareness and understanding when shaping policies, processes and delivery models.
- Shows a limited understanding about relevant commercial opportunities, concepts, processes and systems and how these can be used to deliver council priorities and team objectives.

8. Delivering value for money

- Rarely uses financial or management information to support analysis or inform decision making or fails to effectively manage resources to achieve efficiencies and effective return on investment.
- Fails to demonstrate an understanding of the financial aspects of business decisions and or ignores the need for transparency, audit and regard for financial regulations.

9. Managing a quality service

- Demonstrates limited ability to effectively plan, manage and organise time and activities to deliver good quality and effective services and projects within budgets and set timescales.
- Establishes unrealistic or confused priorities, strategies and objectives that lead to inefficiencies in service delivery or overlaps between activities.

10. Delivering at Pace

- Displays a lack of purpose and direction about the focus of the service or team and fails to effectively measure and monitor performance against objectives and priorities. Fails to set standards for timeliness and quality of monitoring in their own area of responsibility.

Please contact the Learning and Development team for further information, advice or guidance on 01623 463486 or 463378.



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