Management Competency Framework

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People & Organisational Development Service
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Hastings Borough Council

Analysing and interpreting

Shows evidence of clear analytical thinking. Gets to the heart of complex problems and issues. Applies own expertise effectively. Quickly learns new technology. Communicates well in writing.

Writing and reporting

- Writes clearly, succinctly and correctly
- Writes convincingly in an engaging and expressive manner
- Avoids the unnecessary use of jargon or complicated language
- Writes in a well structured and logical way
- Structures information to meet the needs and understanding of the intended audience

Applying expertise and technology

- Applies specialist and detailed technical expertise
- Develops job knowledge and expertise through continual professional development
- Shares expertise and knowledge with others
- Uses technology to achieve work objectives
- Demonstrates appropriate physical co-ordination and endurance, manual skill, spatial awareness and dexterity
- Demonstrates and understanding of different organisational departments and functions

Analysing

- Analyses numerical data, verbal data and all other sources of information
- Breaks information into component parts, patterns and relationships
- Probes for further information or greater understanding of a problem
- Makes rational judgements from the available information and analysis
- Produces workable solutions to a range of problems
- Demonstrates an understanding of how one issue may be part of a much larger system

Interacting and presenting

Communicates and networks effectively. Successfully persuades and influences others. Relates to others in a confident and relaxed manner.

Relating and networking

- Establishes good relationships with customers and staff
- Builds wide and effective networks of contacts inside and outside the organisation
- Relates well to people at all levels
- Manages conflict
- Uses humour appropriately to enhance relationships with others

Persuading and influencing

- Makes a strong personal impression on others
- Gains clear agreement and commitment from others by persuading, convincing and negotiating
- Promotes ideas on behalf of self or others
- Makes effective use of political processes to influence and persuade others

Presenting and communicating information

- Speaks clearly and fluently
- Expresses opinions, information and key points of an argument clearly
- Makes presentations and undertakes public speaking with skill and confidence
- Responds quickly to the needs of an audience and to their reactions and feedback
- Projects credibility

Supporting and coaching

Supports others and shows respect and positive regard for them in social situations. Puts people first, working effectively with individuals and teams, clients and staff. Behaves consistently with clear personal values that complement those of the organisation.

Adhering to principles and values

- Upholds ethics and values
- Demonstrates integrity
- Promotes and defends opportunities, builds diverse teams
- Encourages organisational and individual responsibility towards the community and the environment

Working with people

- Demonstrates an interest in and understanding of others
- Adapts to the team and builds team spirit
- Recognises and rewards the contribution of others
- Listens, consults others and communicates proactively
- Supports and cares for others
- Develops and openly communicates self-insight such as an awareness of own strengths and weaknesses
- Conducts appraisals, interims and one-one meetings to inform decisions about individual development

Leading and deciding

Takes control and exercises leadership. Initiates action, gives direction and takes responsibility.

Deciding and initiating action

- Makes prompt, clear decisions which may involve tough choices or considered risks
- Takes responsibility for actions, projects and people
- Takes initiative, acts with confidence and works under own direction
- Initiates and generates activity

Leading

- Sets the strategic direction
- Communicates strategy to staff effectively
- Leads by example
- Empowers staff to take responsibility for achieving objectives

Managing/supervising

- Provides others with clear direction
- Sets appropriate standards of behaviour
- Delegates work appropriately and fairly
- Motivates and empowers others
- Provides staff with development opportunities and coaching
- Recruits staff of a high calibre
- Understands and implements the Council's health and safety policy and procedure
- Understands and implements the Council's equalities policies, including working towards Equalities Standard Level 3
- Understands and uses the Council's Personnel Policies and Procedures

Managing change

Initiates, adapts and responds well to change. Manages pressure effectively and copes well with setbacks.

Leading the change process

- Identifies opportunities for improvement
- Plans and implements change process effectively
- Communicates reasons for change and plans to staff, including them in the process
- Identifies and manages barriers to change

Adapting and responding to change

- Adapts to changing circumstances
- Accepts new ideas and change initiatives
- Adapts interpersonal style to suit different people or situations
- Shows respect and sensitivity towards cultural and religious differences
- Deals with ambiguity, making positive use of the opportunities it presents

Coping with pressures and setbacks

- Works productively in a high pressure environment
- Keeps emotions under control during difficult situations
- Balances the demands of work life and personal life
- Maintains a positive outlook at work
- Handles criticism well and learns from it

Creating and conceptualising

Open to new ideas and experiences. Seeks out learning opportunities. Handles situations and problems with innovation and creativity. Thinks broadly and strategically. Supports and drives organisational change.

Learning and researching

- Rapidly learns new tasks and quickly commits information to memory
- Gathers comprehensive information to support decision making
- Demonstrates a rapid understanding of newly presented information
- Encourages an organisational learning approach (i.e. learns from successes and failures and seeks staff and customer feedback)
- Manages knowledge (collects, classifies and disseminates knowledge of use to the organisation)

Creating and innovating

- Produces new ideas, approaches or insights
- Creates innovative products or designs
- Produces a range of solutions to problems
- Seeks opportunities for organisational improvement
- Devises effective change initiatives

Formulating strategies and concepts

- Works strategically to realise organisational goals
- Sets and develops strategies
- Identifies and develops positive and compelling visions of the organisations future potential
- Takes account of a wide range of issues across, and related to, the organisation

Organising and executing

Plans ahead and works in a systematic and organised way. Follows directions and procedures. Focuses on customer satisfaction and delivers a quality service or product to the agreed standards.

Planning and organising

- Sets clearly defined objectives
- Plans activities and projects well in advance and takes account of possible changing circumstances
- Manages time effectively
- Identifies and organises resources needed to accomplish tasks
- Monitors performance against deadlines and milestones

Delivering results and meeting customer expectations

- Focuses on customer needs and satisfaction
- Sets high standards for quality and quantity
- Monitors and maintains quality and productivity
- Works in a systematic, methodical and orderly way
- Consistently achieves project goals

Following instructions and procedures

- Appropriately follows instructions from others without unnecessarily challenging authority
- Follows procedures and policies
- Keeps to schedules
- Arrives punctually for work and meetings
- Demonstrates commitment to the organisation
- Complies with legal obligations and safety requirements of the role

Enterprising and performing

Focuses on results and achieving personal work objectives. Works best when work is related closely to results and the impact of personal effort is obvious. Shows an understanding of business, commerce and finance. Seeks opportunities for self-development and career advancement.

Achieving personal work goals and objectives

- Accepts and tackles demanding goals with enthusiasm
- Identifies development strategies needed to achieve career goals and makes use of developmental or training opportunities
- Seeks progression to roles of increased responsibility and influence

Entrepreneurial and commercial thinking

- Keeps up to date with competitor information and market trends
- Identifies business opportunities for the organisation
- Demonstrates financial awareness
- Controls costs and thinks in terms of profit, loss and added value

Managing projects

Understands and uses the principles of project management applied at the Council.

Initiating and developing projects

- Understands client/stakeholder needs and seeks agreement at key stages
- Prepares acceptable brief
- Is able to pull appropriate resources together

Implement project plans

- Communicates brief to relevant people
- Delivers on brief
- Delivers to budget
- Delivers to schedule
- Manages risk effectively

Reporting progress

- Prepares 'plain English' reports for relevant groups
- Keeps project team informed of progress

Working in the public sector

Understands and abides by the restrictions and responsibilities placed on public sector employees.

Working with Elected Members

- Understands the different responsibilities of County, District/Borough and Unitary authorities
- Differentiates between the different roles of Councillors (eg Lead Member, Community Councillor, Overview and Scrutiny Committee member)
- Understands the need to avoid political sensitivities

Working with partners

- Understands the roles and responsibilities of different partners, including the Local Strategic Partnership
- Effectively represents HBC on partnerships, providing appropriate levels of support
- Delivers on partnership commitments

Working with policies, procedures and processes

- Understands the policies and procedures which guide Local Authority activity
- Understands the relationship between the political and executive arms of the Council