



new thinking at work

DESCRIBING OUR COMPETENCIES

OUR COMPETENCIES - AT A GLANCE

PERSONAL EFFECTIVENESS	Dealing with the situations we face – in the best, and most appropriate way
• Influencing	Getting other people to commit to doing something that we feel is right.
• Communicating	Communicating in the best way, so that other people understand us.
• Self-development	Wanting to improve ourselves, and looking for different ways to learn.
• Decision-making	Taking the right action, based on what we know, and being responsible for what happens.
PROVIDING EXCELLENT CUSTOMER SERVICE	Giving the best service we can to our customers and colleagues – exceeding their expectations
• Customer orientation	Finding out what our customers need and expect, and matching it with our best service.
• Collaboration	Working together with colleagues and partners, within and outside the Council, to give our customers exceptional service.
• Forward thinking	Anticipating customers’ needs, and the consequences of situations; taking appropriate actions, and being prepared for contingencies.
MANAGING CHANGE	Doing everything we can to help the Council change for the better – giving our full commitment
• Attitude	Responding positively to change, and being flexible and open to new ways of working.
• Planning and delivering change	Looking for different ways to improve the service we provide.
• Communicating change	Helping other people to react to change in the best way, by providing accurate information and consistent messages about the change.
LEADERSHIP	Playing a leading role in the business – ensuring the Council’s future success
• Taking initiative	Always looking for ways to improve performance.
• Displaying awareness	Knowing and understanding the wider Council agenda, and making sure that our own, and our Service’s objectives, support it.
• Providing support	Willingly helping colleagues and managers to achieve the Council’s objectives.
DELIVERING RESULTS	Working with people, to get the best results – meeting our targets, objectives and priorities
• Motivation	Staying focused and driven, to deliver the things that we’re expected to achieve.
• Planning	Using all available resources to deliver the best results, in the best way.

PERSONAL EFFECTIVENESS

PERSONAL EFFECTIVENESS

Dealing with the different situations we face – in the best, and most appropriate, way

INFLUENCING Getting other people to commit to do something that we feel is right

WHAT YOU SHOULD BE DEMONSTRATING			... AND WHAT YOU SHOULDN'T
<ul style="list-style-type: none"> You're confident and assertive when you put your views across to other people. You back-up any suggestions you make, with facts. You're prepared to stand by your views, even if others challenge you. You're able to explain your views in different ways, if people disagree with you. You win people over by explaining why your way is the best way. You get others to agree, and commit to, an action or viewpoint. You use facts, good reasons and your own strong feelings, to get people to agree with you. You adapt the way you talk to people to make sure they understand you. 	<ul style="list-style-type: none"> You use good arguments and reason to negotiate successfully with other people. You involve people in the things that you know they'll agree on. You think about the impact of actions on other people. You anticipate problems and plan, in advance, how to deal with them. You get other people to make decisions with you, and gain their agreement. 	<ul style="list-style-type: none"> You know how people work, and how to get them interested. You pick up on people's reactions, and change your style to achieve results. You adapt your approach, based on your knowledge of the Council's culture and structure. You use experts or third parties to influence other people. You get other people to make a decision, without them feeling pressured into it. You give people responsibility for their own job(s). 	<ul style="list-style-type: none"> You're too apologetic or aggressive when presenting your views. You don't use facts to get people to agree with you. You don't explain the benefits properly. You back down too easily if others challenge you. You keep using the same reasons for your views, when challenged. You don't seem to care what other people think. You don't seem to realise that other people may think differently to you. You don't think about the things that could happen as a result of your actions. You push people too hard to agree. Generally, any attitude or behaviour that demonstrates the opposite of the statements shown in Levels 1 to 3.
LEVEL 1	LEVEL 2 (Plus Level 1)	LEVEL 3 (Plus Levels 1 and 2)	DEVELOPMENT INDICATORS (All Levels)

PERSONAL EFFECTIVENESS

Dealing with the different situations we face – in the best, and most appropriate, way

COMMUNICATING Communicating in the best way, so that other people understand us

WHAT YOU SHOULD BE DEMONSTRATING			... AND WHAT YOU SHOULDN'T
<ul style="list-style-type: none"> You get on well with people, by explaining your ideas clearly, so that they understand you. You speak clearly and calmly, and you're tactful. You're a good listener. You answer questions in the right way - promptly and accurately. You make sure that people have understood you, and they know to pass the message on to others. You write clearly, when needed, and in a way that people can understand. You sort out information appropriately, and write, or input, it correctly. 	<ul style="list-style-type: none"> You share relevant and important information on time, with your team. You're happy to say what needs to be said, and you're tactful when you need to be. You choose the best way of communicating (such as writing or face-to-face), and use the right words for your audience and situation. You speak confidently, and hold people's attention. You explain why decisions have been made and use examples to support them. You keep yourself and your team focused on the most important things, but let other people express their views. You ask people questions to check their understanding. You give a good impression of the Council when dealing with non-employees. You produce clear, concise and easily understood written communications. 	<ul style="list-style-type: none"> You give consistent messages to other people, to focus them on important Council and Service targets. You explain difficult issues in a way that different people, at different levels, understand. You set-up different ways to encourage people to share information and views. You explain the Council's vision and 'bigger picture', and help people to see how they, and their role, fit in it. You pull together a variety of ideas into easily understood documents, highlighting key points and messages. 	<ul style="list-style-type: none"> You talk too quietly, or can appear nervous and uncertain in some situations. You tend to go into too much detail, or appear vague, and can be easily misunderstood. You sometimes don't notice how people react, or whether they've understood you. You sometimes, ignore, interrupt, or talk over people. You tend to avoid talking to people. You can take a long time to get to the point. You use unsuitable language or jargon at times. You tend to avoid eye contact, or use 'closed' body language. Your writing can lack structure at times. Your spelling, punctuation and grammar skills can be poor. Generally, any attitude or behaviour that demonstrates the opposite of the statements shown in Levels 1 to 3.
LEVEL 1	LEVEL 2 (Plus Level 1)	LEVEL 3 (Plus Levels 1 and 2)	DEVELOPMENT INDICATORS (All Levels)

PERSONAL EFFECTIVENESS

Dealing with the different situations we face – in the best, and most appropriate, way

SELF-DEVELOPMENT Wanting to improve ourselves, and looking for different ways to learn

WHAT YOU SHOULD BE DEMONSTRATING			... AND WHAT YOU SHOULDN'T
<ul style="list-style-type: none"> • You know and understand the different aspects of your job. • You know what results you need to achieve, and how to achieve them. • You keep up-to-date with any changes in the skills and knowledge you need. • You come up with new or different ideas and ways of learning. • You're aware of your own strengths, but also where you need to develop. • You join in with any training you need to do. • You try to develop your career. 	<ul style="list-style-type: none"> • You ask people for feedback; and develop where you need to, based on what they say. • If you make a mistake, you learn from it, and put things right. • You keep up-to-date with the latest issues, trends and advances. • You try new things to help you learn and develop – in your current job, and to progress your career. • You ask your manager for chances to learn. • You use what you've learned, to help the Council meet its aims. • You give other people advice, based on what you know. 	<ul style="list-style-type: none"> • You ask people for feedback; and recognise, yourself, where you need to develop - to improve your efficiency and effectiveness. • You earn respect from others, and credibility, by sharing your considerable knowledge. • You influence other people, because of your specialist knowledge or experience. • You actively influence the Council's strategy to create development opportunities. 	<ul style="list-style-type: none"> • You have a limited knowledge about your own area of expertise. • You're not interested in updating or increasing your specialist knowledge. • You don't understand enough about the Council's Services. • You react negatively, or become defensive, if someone gives you feedback to help you improve. • Generally, any attitude or behaviour that demonstrates the opposite of the statements shown in Levels 1 to 3.
LEVEL 1	LEVEL 2 (Plus Level 1)	LEVEL 3 (Plus Levels 1 and 2)	DEVELOPMENT INDICATORS (All Levels)

PERSONAL EFFECTIVENESS

Dealing with the different situations we face – in the best, and most appropriate, way

DECISION-MAKING Taking the right action, based on what we know, and being responsible for what happens

WHAT YOU SHOULD BE DEMONSTRATING			... AND WHAT YOU SHOULDN'T
<ul style="list-style-type: none"> You find out what information you need, and then get it, to make the right decisions in the time you've got. You base your decisions on what you understand and assume about the information you have. You ask other people for their opinions. You know when to refer to your manager. You know what else could happen if you don't do something on time. 	<ul style="list-style-type: none"> You make sensible decisions after getting all the information you need, and thinking about alternative options. You use your own knowledge and experience, and assess any risks. You involve your team in helping to make decisions or plans, and value people's contributions. You're sensitive to other people's concerns, and talk to them when decisions affect them. You know when to ask your manager for help, but you also suggest the action(s) you could take. You're focused on what you need to achieve, and not distracted by less important things. You're responsible for your own decisions. 	<ul style="list-style-type: none"> You sort and prioritise the things that you need, to make sure your decision is sensible. You use information from past performance to guide future practice. You consider the Council's longer-term strategy. You think about the views and motives of everyone involved when coming to conclusions. You balance objectivity and sensitivity. You're prepared to make tough decisions, considering political and operational elements. 	<ul style="list-style-type: none"> You don't use all the information available to you. You don't talk to others who may have extra information. You ask your manager for help, when you should be making decisions yourself. You act on your 'gut feeling' only, making assumptions. You're happy to sit back and wait before doing something, even in a crisis. You let other people solve problems, and act as if it's not part of your job. You don't understand the information available to you. You don't commit to an appropriate course of action, to resolve an issue. You're not happy to identify, or deal with, problems. You get stuck in the detail of complex situations, and can't see the main issues. Generally, any attitude or behaviour that demonstrates the opposite of the statements shown in Levels 1 to 3.
LEVEL 1	LEVEL 2 (Plus Level 1)	LEVEL 3 (Plus Levels 1 and 2)	DEVELOPMENT INDICATORS (All Levels)

**PROVIDING EXCELLENT
CUSTOMER SERVICE**

PROVIDING EXCELLENT CUSTOMER SERVICE

Giving the best service we can to our customers and colleagues – exceeding their expectations

CUSTOMER ORIENTATION Finding out what our customers need and expect, and matching it with our best service

WHAT YOU SHOULD BE DEMONSTRATING			... AND WHAT YOU SHOULDN'T
<ul style="list-style-type: none"> You treat customers fairly and consistently. You provide a professional, polite and high quality service. You sort out enquiries and problems promptly. You understand how customers feel, and show this in the way that you deal with them. You spot mistakes or problems and apologise for them. You keep customers up-to-date, by giving them as much suitable and correct information as you can. 	<ul style="list-style-type: none"> You follow-up customer requests, to make sure actions are taken and issues resolved. You measure customer satisfaction to find out what needs to be improved. You explain to customers, how and why we can't meet their needs, and offer alternatives. You change the way you do things, to meet the needs of each customer. You spot problems and take action, as soon as possible, to stop them getting worse. You deliver more than you promised, and try to exceed expectations. You make sure that there is continuity of service, as far as possible. 	<ul style="list-style-type: none"> You evaluate customer satisfaction data, and change Council processes and strategy, where necessary. You develop and change services to meet the long-term needs of customers. Your relationship with customers is based on a complex understanding of their needs. You put processes in place to sort out issues with Council and external partners. You realise when more than a standard response is needed, and take appropriate action. 	<ul style="list-style-type: none"> You don't see things from a customer's point of view. You have a short-term view of how to meet customer needs. You think you know what customers want, but make the wrong assumptions. You don't keep customers informed and tell them what's happening. You come across as unprofessional. You're slow to respond to customers' requests. You don't check to see if problems and issues have been resolved. You're not really interested in customers or their needs. Generally, any attitude or behaviour that demonstrates the opposite of the statements shown in Levels 1 to 3.
LEVEL 1	LEVEL 2 (Plus Level 1)	LEVEL 3 (Plus Levels 1 and 2)	DEVELOPMENT INDICATORS (All Levels)

PROVIDING EXCELLENT CUSTOMER SERVICE

Giving the best service we can to our customers and colleagues – exceeding their expectations

COLLABORATION Working together with colleagues and partners, within and outside the Council, to give our customers exceptional service

WHAT YOU SHOULD BE DEMONSTRATING			... AND WHAT YOU SHOULDN'T
<ul style="list-style-type: none"> You're open about your own needs, and listen sensitively to other people's. You work with other people to find ways of solving problems. You work flexibly and you're happy to help other employees. You back-up team decisions and support the aims of the team. You understand that your own job, and how you do it, helps to meet the team's goals. You recognise and understand how people are different. 	<ul style="list-style-type: none"> You encourage people to share information, so that they achieve the right outcome. You ask for help from colleagues or experts outside of the Council. You try to improve your team's performance, as well as meeting your own personal goals. You try to get everyone to work together, and help to create a sense of team spirit. You take steps to manage the way that people think about you, and discuss the quality of your working relationships with others. You make time to meet people and develop a shared understanding. You build strong relationships with colleagues and customers, beyond just working together on shared tasks. 	<ul style="list-style-type: none"> You share knowledge, expertise and best practice with others – within, and outside of, the Council. You contact internal and external partners first, to make them aware of any issues. You promote the value of team working and communication across the Council, and resolve conflicts. You understand, and show concern for, the work that other people have to do. You recognise where you can work together with other people, for mutual benefit. You 'network' with the right people, for the right reasons, including internal and external contacts, and stakeholders. You decide carefully which relationships you want to invest your time and effort in, by taking a focused and long-term approach. You're respected by all of your colleagues, partners and customers. 	<ul style="list-style-type: none"> You prefer to work alone, than getting to know people. You're negative about employees, or the team itself. You think about people as 'us and them'. You rarely offer to help colleagues, and don't seem to care about other people. You don't try to understand people's priorities/motives. You take all the credit for getting things right. You focus on tasks rather than people. You don't try to sort out conflicts or arguments, and may even cause them. You criticise or put down other people's contributions. You don't understand how and why personal issues can affect business issues. You don't support people's differences at work. Generally, any attitude or behaviour that demonstrates the opposite of the statements shown in Levels 1 to 3.
LEVEL 1	LEVEL 2 (Plus Level 1)	LEVEL 3 (Plus Levels 1 and 2)	DEVELOPMENT INDICATORS (All Levels)

PROVIDING EXCELLENT CUSTOMER SERVICE

Giving the best service we can to our customers and colleagues – exceeding their expectations

FORWARD THINKING Anticipating customers' needs and the consequences of situations; taking appropriate actions, and being prepared for contingencies

WHAT YOU SHOULD BE DEMONSTRATING			... AND WHAT YOU SHOULDN'T
<ul style="list-style-type: none"> You find out what other people need by asking questions that can't be answered with just a 'yes' or a 'no'. You act on your own initiative and sort out difficult situations or problems, without having to be asked. You look at a number of different options when trying to sort out a problem. You like to hear about different ideas; you're keen to do well; and you 'go the extra mile' for people. 	<ul style="list-style-type: none"> You look for ways to help other people solve problems and get results. You're happy to look into a problem, when other people don't know the answer to it. You spot the problems that other people may miss, and take action to stop a situation or crisis from happening. You think ahead to find new ways of giving customers excellent service. You form contingency plans, so that people can cope if things go wrong. 	<ul style="list-style-type: none"> You spot when a policy needs to be changed or developed, and make sure it happens. You look for ways to improve customer service, and change processes where appropriate. You identify future customer needs, and take the right actions to meet them. You learn how to improve service in the Council, by keeping up-to-date with other approaches in the public and private sector. You recognise and reward people for being proactive. 	<ul style="list-style-type: none"> You need to be told what to do and when to do it. You see problems, but don't try to sort them out or stop them from happening again. You're happy to sit back and wait before doing something, even in a crisis. You ask other people to take decisions for you. You frequently need help to do your job. Generally, any attitude or behaviour that demonstrates the opposite of the statements shown in Levels 1 to 3.
LEVEL 1	LEVEL 2 (Plus Level 1)	LEVEL 3 (Plus Levels 1 and 2)	DEVELOPMENT INDICATORS (All Levels)

MANAGING CHANGE

MANAGING CHANGE

Doing everything we can to help the Council change for the better – giving our full commitment

ATTITUDE Responding positively to change, and being flexible and open to new ways of thinking

WHAT YOU SHOULD BE DEMONSTRATING			... AND WHAT YOU SHOULDN'T
<ul style="list-style-type: none"> You're happy to be told about new ideas and ways of working. You try to see the good things that change can bring. You're aware of your own concerns when faced with change, and understand how other people feel about it too. You try hard to do things the new way, when things change. You're able to cope with change and handle situations that seem unclear. You don't mind being interrupted in the middle of a task. 	<ul style="list-style-type: none"> You understand the process of change – why it happens, how it works, and what the impacts can be. You proactively explain to people what change means, and support them through the full change process. You actively involve other people in change initiatives. You ask people to suggest ways to improve or move forward, and then build on their suggestions. You understand how other people feel, when faced with change, and help to build their confidence in the changes. You try to get others to see the good things that change can bring. 	<ul style="list-style-type: none"> You think strategically, see new ways of doing things, and look for ways to improve services. You praise and reward people, when they do things in new ways that make a difference. You let people experiment and try new ways of working. You encourage people to be flexible and to think of completely new approaches or solutions to problems. You get people to see the need for change, and you help them adapt to it. 	<ul style="list-style-type: none"> You can't see the need for change. You can't see things from another person's point of view. You're unwilling to deal with risk or uncertainty. You're only comfortable with routines and tried and tested ways of working. You find it difficult to cope with change or you resist it. Generally, any attitude or behaviour that demonstrates the opposite of the statements shown in Levels 1 to 3.
LEVEL 1	LEVEL 2 (Plus Level 1)	LEVEL 3 (Plus Levels 1 and 2)	DEVELOPMENT INDICATORS (All Levels)

MANAGING CHANGE

Doing everything we can to help the Council change for the better – giving our full commitment

PLANNING AND DELIVERING CHANGE Looking for different ways to improve the service we provide

WHAT YOU SHOULD BE DEMONSTRATING			... AND WHAT YOU SHOULDN'T
<ul style="list-style-type: none"> You suggest ways to improve service in the work that you do. You try to improve the way people do things, so that the quality of work is higher. You question why people do things in a certain way, because you want to improve the way they're done. You point out where a system or process could work better. You use what you've learned from your own, and other people's experiences. You look for ways to work more efficiently, rather than having to work harder. You tell your manager about problems that keep happening, as well as any waste or inefficiency that you see. 	<ul style="list-style-type: none"> You always review performance and recommend ways to improve efficiency and quality, making sure that problems don't happen again. You use the skills of people who you know can take change forward, and make it happen. You include some flexibility in your change plans, to allow for any unforeseen circumstances. You regularly check project progress against planned milestones, and know when, and why, you may have to change those milestones. You negotiate with the right people to get the resources you need to deliver change. You actively make changes to the way people work, to improve performance against the Council's indicators. 	<ul style="list-style-type: none"> You identify future service and Council needs, proactively. You write proposals and business cases to improve services, and to meet the Council's strategic aims. You take the lead role when implementing change successfully. You develop accurate and realistic plans for change projects, and use milestones and performance measures to monitor overall success. You obtain the resources you need to implement change, and use them efficiently, keeping within budget and timescales. You focus your own, and other people's, energies, on the things that will give the greatest return. You find imaginative and creative ways of solving problems. You initiate changes to improve the Council's culture. 	<ul style="list-style-type: none"> You have a fixed approach, and don't think about alternatives when circumstances change. You complain about aspects of your work, but don't suggest ways to make them better. You try to put changes in place without using proper plans. You don't produce detailed and realistic plans to deliver improvements in service. You're satisfied with the way things are and prefer more traditional ways of working, even if they don't produce the best results. You don't produce many different or innovative ideas. Generally, any attitude or behaviour that demonstrates the opposite of the statements shown in Levels 1 to 3.
LEVEL 1	LEVEL 2 (Plus Level 1)	LEVEL 3 (Plus Levels 1 and 2)	DEVELOPMENT INDICATORS (All Levels)

MANAGING CHANGE

Doing everything we can to help the Council change for the better – giving our full commitment

COMMUNICATING CHANGE Helping other people to react to change in the best way, by providing accurate information and consistent messages about the change

WHAT YOU SHOULD BE DEMONSTRATING

- You ask people questions to make sure you understand Council changes, and different ways of working.
- You correctly share what you know about change with the people you work with.
- You tell the right people what you think about change.
- You talk openly, and in a helpful way, about how you, and other people, feel about change.

- You make sure that everyone understands what the main reasons and issues for change are.
- You listen to other people, when they explain how they feel about change, and you answer them sensitively.
- You build confidence in other people about the changes being introduced, by taking things one-step at a time.
- You explain the good things that change can bring, and sort out any problems or resistance, openly and sensitively.
- You let other people know if there are any changes to plans or service delivery.
- You encourage everybody, (especially employees who deal directly with customers), to find new ways to deliver and develop services.

- You take responsibility for explaining clearly to people, how the future will look following change, and how this will impact on individuals, groups and Services.
- You make sure that people know about the benefits of change and develop plans to encourage employees to buy-in to it, rather than resist it.
- You make sure that you communicate the progress and results of change projects to all employees.
- You analyse the reasons for success and failure, and communicate any lessons learned along the way.
- You manage the conflicting views of your stakeholders, by explaining the impact of decisions.
- You introduce ways to let employees communicate their ideas about change.

... AND WHAT YOU SHOULDN'T

- You don't consider other people's perspectives.
- You don't listen to others.
- You're quick to say that change isn't working.
- You don't explain the benefits of change to employees.
- **Generally, any attitude or behaviour that demonstrates the opposite of the statements shown in Levels 1 to 3.**

LEVEL 1

LEVEL 2
(Plus Level 1)

LEVEL 3
(Plus Levels 1 and 2)

DEVELOPMENT INDICATORS
(All Levels)

LEADERSHIP

TAKING INITIATIVE Always looking for ways to improve performance

WHAT YOU SHOULD BE DEMONSTRATING			... AND WHAT YOU SHOULDN'T
<ul style="list-style-type: none"> You try to meet your targets without anyone reminding or pushing you to do so. You're happy to take responsibility for things, and to be held to account by other people. You try hard to make things better. You're able to do things on your own, especially when there's no manager around. You work in the best way, acting as a role model, so that other people can see how they should do things. 	<ul style="list-style-type: none"> You use your initiative to solve problems. You get other people to share their ideas and get them to take personal responsibility for their results. You proactively try to make a difference and make things happen. You encourage everyone in the team to join in fully, improving teamwork as a result. 	<ul style="list-style-type: none"> You take ownership when you have to deliver business objectives. You communicate and implement the results of corporate decisions, with energy and commitment. You allow other people to use their own initiative, and give them the power and authority they need to work more effectively. 	<ul style="list-style-type: none"> You show little pride, or concern with quality. You rely on others to check details for you. You don't know the standards and service levels you need to meet. Your work suffers when you're under pressure. You rarely exceed targets. You agree to do something, without thinking of the knock-on effects. You don't like to sort out difficult problems yourself. You prefer to let other people take the lead. You prefer not to take on new responsibilities. You set easy targets and personal objectives. You ignore how hard people work around you, or the quality of their work. You don't like it when people use their own ideas. Generally, any attitude or behaviour that demonstrates the opposite of the statements shown in Levels 1 to 3.
LEVEL 1	LEVEL 2 (Plus Level 1)	LEVEL 3 (Plus Levels 1 and 2)	DEVELOPMENT INDICATORS (All Levels)

DISPLAYING AWARENESS Knowing and understanding the wider Council agenda, and making sure that our own, and our Service’s, objectives, support it

WHAT YOU SHOULD BE DEMONSTRATING			... AND WHAT YOU SHOULDN'T
<ul style="list-style-type: none"> You understand how your own personal, team and Service targets link together, and how they support the Council’s overall targets. You ask people to explain things when you need to. You try hard to spread your knowledge to help other people. You understand and follow the proper ways of doing things. 	<ul style="list-style-type: none"> You explain the purpose and targets of your team and Service, to other people. You make sure that you and your colleagues have clearly defined personal objectives and duties. You keep yourself, and other people, focused through discussion and actions. You’re interested in longer-term aims, and think about these issues when you have to respond urgently. You know when to be a ‘hands-on’ manager, and when to delegate responsibility to other people. You delegate responsibilities to the appropriate people who work for you. You’re aware of any external factors that can have knock-on effects on the business. You take account of relevant Council strategies and policies when you plan work. 	<ul style="list-style-type: none"> You understand strategic objectives and ‘translate’ them into specific business actions. You know, in-depth, what the strengths and weaknesses of your Service are. You’re able to analyse a current position and develop a long-term strategy. You focus on the key issues that support the Council’s strategy and will achieve success. You manage your resources effectively, and delegate work in a way that challenges and develops other people. You create, and promote, a clear vision for your area, which directly supports the Council’s goals. You set appropriate short and long-term objectives to achieve the vision and goals. You’re aware of external and internal politics, and any changes to working practices. 	<ul style="list-style-type: none"> You’re unaware of the goals or standards that you need to meet. You produce poor quality work, leave out detail, or make mistakes. You’re confused about objectives, and confuse others. You don’t make goals and objectives clear to others. You lose sight of the ‘big picture’. Generally, any attitude or behaviour that demonstrates the opposite of the statements shown in Levels 1 to 3.
LEVEL 1	LEVEL 2 (Plus Level 1)	LEVEL 3 (Plus Levels 1 and 2)	DEVELOPMENT INDICATORS (All Levels)

PROVIDING SUPPORT Willing helping colleagues and managers to achieve the Council’s objectives

WHAT YOU SHOULD BE DEMONSTRATING			... AND WHAT YOU SHOULDN'T
<ul style="list-style-type: none"> You ask people to give you feedback, and to explain your targets and the best ways that you can meet them. You give regular and helpful feedback to other people. You make sure that you spend the right amount of time on the different aspects of your job, to meet all aims. 	<ul style="list-style-type: none"> You recognise when other people need support, and you offer to help them. You support other people with their ideas and proposals. You advise and direct other people, so that they clearly understand what you expect from their performance. You recognise and congratulate people when their performance improves. You encourage, and help to set-up, training and other development activities. You look at people’s different abilities, workloads and needs when allocating work. You deal with poor performance or unsuitable behaviour, in the most effective and appropriate way. You check, and actively manage, how your people are performing against performance indicators. You make time to support employees, by being open and visible to them. 	<ul style="list-style-type: none"> You develop ways to measure other people’s achievements fairly and objectively. You actively give people the opportunity to gain experience for their own development. You act as a coach and mentor to other people. You create a ‘climate’ of support and accountability, rather than blame. You’re good at using management information, to find out how your team is performing, and to take the right actions to improve performance further. You hold regular, structured meetings with your employees, to help them with their personal development. You talk to your employees about their feelings and motives, as well as the tasks they have to do. You can spot potential in other people, and you support their development in other Services across the Council. 	<ul style="list-style-type: none"> You only work with the most capable people, and ignore the rest. You don’t make time for other people to discuss their development. You only give people feedback about their performance, when they make mistakes. You avoid giving people bad news. You give the team total freedom, but no guidance. You delegate tasks to people, but not the responsibility and control they need to do them. You don’t delegate the right tasks to the right people. You don’t delegate challenging or interesting work. Generally, any attitude or behaviour that demonstrates the opposite of the statements shown in Levels 1 to 3.
LEVEL 1	LEVEL 2 (Plus Level 1)	LEVEL 3 (Plus Levels 1 and 2)	DEVELOPMENT INDICATORS (All Levels)

DELIVERING RESULTS

DELIVERING RESULTS

Working with people, to get the best results - meeting our targets, objectives and priorities

MOTIVATION Staying focused and driven, to deliver the things that we're expected to achieve

WHAT YOU SHOULD BE DEMONSTRATING			... AND WHAT YOU SHOULDN'T
<ul style="list-style-type: none"> You know what you're good at, and what role you prefer to play within a team. You're keen to do things, and to do them well. You work steadily to meet your targets. You set new targets for yourself, once you've reached the old ones. You enjoy a challenge. You work well, even when time is short or things are difficult. You don't mind being told when you've done something wrong. 	<ul style="list-style-type: none"> You know how you affect and influence other people. You create a good team spirit and motivate other people. You don't give up easily when you've got a job to do, or a difficult problem to solve. You keep problems in perspective. You deal with both the difficult and boring aspects of your job, and don't put off doing things. 	<ul style="list-style-type: none"> You get outstanding results, and often beat your targets. You're not put off achieving your goals, even when you're faced with significant problems or disappointments. You consistently push to improve performance and achieve excellence. You get to know people and what they want out of life. You check how people are feeling, and how motivated they are – individually and collectively. 	<ul style="list-style-type: none"> You're not as keen as other people to reach targets. You prefer simple tasks, to challenges. You give up when you're disappointed, or find things difficult. You're uncomfortable when you have to meet deadlines or feel under pressure to complete something. You get overly upset when you're told that you could improve your performance. You get easily side-tracked when you need to achieve important goals. You don't appreciate that people are motivated by different things. You only think about getting the job done, and not what's going on around you. You 'punish' people more than you should, when they make mistakes. Generally, any attitude or behaviour that demonstrates the opposite of the statements shown in Levels 1 to 3.
LEVEL 1	LEVEL 2 (Plus Level 1)	LEVEL 3 (Plus Levels 1 and 2)	DEVELOPMENT INDICATORS (All Levels)

DELIVERING RESULTS

Working with people, to get the best results - meeting our targets, objectives and priorities

PLANNING Using all available resources to deliver the best results, in the best way

WHAT YOU SHOULD BE DEMONSTRATING			... AND WHAT YOU SHOULDN'T
<ul style="list-style-type: none"> You organise your work by thinking about deadlines, promises, and how important the different tasks are. You prepare in good time, for any future work you need to do. You're realistic about the time you need to do a job, and will tell other people immediately if you can't do something. You ask for help when you need to. You only miss deadlines because of circumstances beyond your own control. 	<ul style="list-style-type: none"> You organise and plan events, activities and resources, to make sure that projects or goals are met within agreed timescales and budgets. You prioritise your own, and other people's work, based on business needs. You produce complete, detailed and realistic project plans. You organise people and work in the best way, to achieve results. You give out work, and delegate, to other people, based on their strengths and how much time they have. You balance any conflicting priorities when you need to. 	<ul style="list-style-type: none"> You use the right skills to manage projects successfully and get the right results. You identify and prioritise important activities and milestones in a project, and know how urgently they need to be done. You think about the resources and expertise you need to achieve your goals. You make sure that your own action plans support the Council's overall objectives. You check and review your plans to make sure they're still effective and progressing well against agreed timescales. You check how much you've spent against your budget and take any necessary actions. You think in advance about future and longer-term demands, and put effective plans in place to meet these. You work with other people to create, review, and change plans where necessary. 	<ul style="list-style-type: none"> You don't meet deadlines. You make promises that can't be delivered. You concentrate on detail or everyday issues, instead of the wider picture. You don't foresee problems in meeting project objectives. You give work out to the wrong people, who don't have the right skills to do it. You don't see how ideas, people, activities and functions are all connected. You don't see how other people's actions or decisions could damage your area(s) of the Council. Generally, any attitude or behaviour that demonstrates the opposite of the statements shown in Levels 1 to 3.
LEVEL 1	LEVEL 2 (Plus Level 1)	LEVEL 3 (Plus Levels 1 and 2)	DEVELOPMENT INDICATORS (All Levels)