Competency Framework

- Contributing to Improvement & Change
- Providing Excellent Customer Service
- Delivering the Service
- Team Working
- Communicating

Staff without direct managerial responsibility
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**Introduction**

Blaenau Gwent's new competency frameworks have been developed to support the Authority's ambitions to continually improve the services we provide to our customers. A group representing all Directorates within the Authority developed the frameworks, and consultation also took place with all department management teams to ensure the frameworks are appropriate and fit for purpose.

The frameworks are focused on attitudinal and behavioural competencies, rather than those that look at technical skills. This is because we traditionally have been able to address technical gaps in knowledge through established training and development activities. Behavioural and attitudinal development has not had the same intensity of attention, and the frameworks aim to address this, as it is a crucial aspect of continually improving the services we provide.

This particular framework applies to employees who do not normally have direct managerial responsibility for others.

Below are answers to some of the questions you may have about the frameworks.

**What is a Competency Framework?**

Competency frameworks are a method of describing the underpinning values that shape and define the culture of the Authority. They also provide clear focus to support the development of staff in order to deliver the best possible services.

The competencies within the frameworks have been substantially derived from the People Strategy, the Staff Opinion Survey, and consultation with senior managers, and are focused on ensuring we have the capacity to deliver the strategic objectives of the Authority and make Blaenau Gwent a better place to live and work.

There are two generic frameworks that the Authority will be using;

1. Management Competency Framework - this will apply to you if your job involves you supervising or managing other people. The Management Competency Framework splits into 3 levels. The particular level that applies to you depends on the level of your management responsibilities.

2. Generic Competency Framework - this will apply to you if your job does not include supervisory or management responsibilities.

There are a number of competencies in each framework. Underneath each is a general description of the competency, followed by a list of attitudes/behaviours that would indicate competence in the relevant area. The list is not exhaustive but is designed to give a flavour of the approach that the Authority encourages in all staff that the framework applies to. There is also a negative statement at the end of each competency to indicate the sort of behaviour that is actively discouraged, as it works against the principle of continual improvement that the Authority is striving for.
Why do we need a competency framework?

The competency framework serves several purposes, which together enable the Authority to improve and develop its staff and services.

The framework:

1. Informs prospective recruits what is expected of them
2. Informs staff of the sort of attitudes and behaviours the Authority encourages when carrying out their duties
3. Informs staff of what they can expect from their managers
4. Shapes and defines a culture based around strong principles such as partnership, continuous improvement, constructive challenge, and being citizen centred
5. Supports staff at all levels in their development in order maximise their potential

The frameworks also link to some of the key strategies that drive the objectives of the Authority, such as the People Strategy and the Training & Development Strategy & Policy.

The headline competencies are closely linked with the Authority's strategic objectives, as these are crucial to fulfilling our obligations to our customers.

How will they be used?

Initially all staff will receive information about the frameworks and be encouraged to informally assess themselves against the framework that applies to them, with a view to developing their skills in all areas of the framework.

The frameworks will also be built into a revised Performance Review Scheme (PRS) and recruitment process.

The frameworks will be reviewed and revised to ensure they reflect the needs of the Authority and its staff.
Delivering the service

Takes a methodical approach to work, prioritises tasks effectively, and consistently meets deadlines in order to provide an excellent service.

**A Blaenau Gwent Employee**

Plans ahead, organises work in advance

Involves line manager/colleagues in setting and meeting targets

Reorganises work when necessary

Sees tasks through to completion whenever possible

Seeks help if workload becomes unmanageable

Uses initiative to report issues that arise that impact on others

**A Blaenau Gwent Employee does not**

Fail to consider the most effective method of getting the job done
Demonstrates a positive attitude to change and contributes to new ideas and improved ways of working. Looks to continually improve service.

**A Blaenau Gwent Employee**

Is prepared to try new things & feed back results

Understands that changes are needed if things are to be improved

Finds new and creative ways of doing things better

Actively seeks to develop own skills and knowledge

Learns from mistakes & welcomes constructive feedback

**A Blaenau Gwent Employee does not**

Fail to see the need to continually improve the service
Providing Excellent Customer Service

Maintains a professional approach and presents a positive image to internal and external people when representing self, service and Council. Makes every effort to ensure the experience citizens have of the Council is positive and productive.

A Blaenau Gwent Employee

Recognises the importance of high standards of customer service

Is committed to providing an excellent service to the all the citizens of Blaenau Gwent

Understands the links between own professionalism and the possible impact on the Authority's image

Has a professional attitude that sets an example to colleagues

Takes pride in own work and that of colleagues

Is respectful, courteous and helpful at all times

A Blaenau Gwent Employee does not

Criticise the Authority or colleagues to others
Team Working

Works well with colleagues inside and outside the team. Looks beyond boundaries of own job to support others, sharing knowledge and contributing to a positive team spirit.

A Blaenau Gwent Employee

Reacts constructively to others’ suggestions and requests

Recognises potential value of others’ opinions and actively seeks their contributions

Asks for help when necessary

Actively seeks to help others

Is aware of the impact of own behaviour on others

A Blaenau Gwent Employee does not

Fail to see the benefits of working as part of a team
Communicating

Communicates appropriately, openly and effectively.

A Blaenau Gwent Employee

Adapts content and style to help others understand

Makes sure that people are regularly informed

Uses appropriate language, gestures and tone when talking with others

Checks others have understood & seeks advice when necessary

Actively seeks to improve all forms of communication with others

Communicates professionally by using formal channels appropriate to the situation

A Blaenau Gwent Employee does not

Use inappropriate and unacceptable methods, which contribute to unsubstantiated rumours, comments and opinions