



## Leicester City Council Staff Competencies

<b>1. Driving Out Inequalities</b>	<b>4. Having a Customer Focus</b>
<p><i>An effective Leicester City Council employee:</i></p> <ul style="list-style-type: none"> <li>1.1 Recognises the contribution that a diverse workforce makes to the business</li> <li>1.2 Values the views and opinions of all colleagues.</li> <li>1.3 Treats others fairly and with respect</li> <li>1.4 Recognises and reports all forms of discrimination</li> <li>1.5 Ensures that all needs of all individuals are appropriately prioritised</li> </ul>	<p><i>An effective Leicester City Council employee:</i></p> <ul style="list-style-type: none"> <li>4.1 Puts the customer at the centre of the business</li> <li>4.2 Learns from own and others' experiences and from customer complaints</li> <li>4.3 Presents a positive image of self and the Council</li> <li>4.4 Uses plain and simple language in all situations</li> <li>4.5 Communicates in ways that helps others understand</li> <li>4.6 Gives customers timely and correct information</li> </ul>
<b>2. Delivering Quality Services</b>	<b>5. Joining up What We Do</b>
<p><i>An effective Leicester City Council employee:</i></p> <ul style="list-style-type: none"> <li>2.1 Works flexibly and adapts to accommodate the pace of change</li> <li>2.2 Delivers services 'right first time'</li> <li>2.3 Develops service in response to customer feedback</li> <li>2.4 Contributes ideas for service improvement</li> <li>2.5 Works actively to develop skills and knowledge</li> </ul>	<p><i>An effective Leicester City Council employee:</i></p> <ul style="list-style-type: none"> <li>5.1 Works collaboratively with service users, partners and colleagues</li> <li>5.2 Keeps up to date with Council developments and changes to policies and procedures</li> <li>5.3 Commits to supporting own manager by working to agreed objectives</li> <li>5.4 Identifies opportunities for working more effectively together</li> <li>5.5 Challenges traditional ways of working</li> </ul>
<b>3. Delivering Outcomes</b>	<b>6. Being Sustainable in Everything We Do</b>
<p><i>An effective Leicester City Council employee:</i></p> <ul style="list-style-type: none"> <li>3.1 Takes responsibility for own performance.</li> <li>3.2 Understands own contribution to delivering council priorities</li> <li>3.3 Demonstrates effective team working in order to achieve objectives</li> </ul>	<p><i>An effective Leicester City Council employee:</i></p> <ul style="list-style-type: none"> <li>6.1 Embraces personal environmental responsibility</li> <li>6.2 Works to support carbon reduction initiatives</li> <li>6.3 Actively challenges unnecessary consumption of resources</li> </ul>



## The LCC Management Competencies

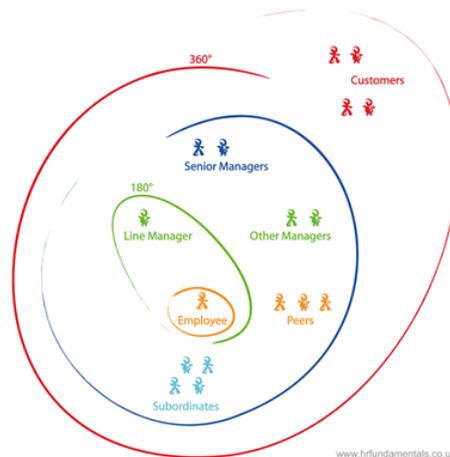
The principles applied to the Staff Competencies are also to be found in the application of the Management Competencies.

The managerial competencies are more detailed reflecting their role in the Council and their impact upon staff. These competencies are cumulative, with senior managers expected to meet competencies at their own level and below.

The general range statement on the left is further illustrated by the three different levels of management. These are indicative statements. and assessment should be made in the round.

Discretion by the reviewing manager allows him/her to bring a focus to the discussion, by concentrating on those aspects of the individual's observed performance that demand attention, rather than systematically addressing every item in the respective lists of performance criteria. This approach allows the full set of competencies to be **tailored** to each individual, whilst still applying the same framework performance standards.

# Management Competencies



Competency Framework for Leicester City Council Managers	Team Manager (All operational managers)	Head of Service (inc. Service Managers)	Divisional Director
Competency description	Performance criteria within a team	Performance criteria within a service	Performance criteria across a division
<p><b>M1 Managing people performance</b></p> <ul style="list-style-type: none"> <li>• Manages individual and team performance to achieve objectives</li> <li>• Understands and consistently applies all HR and organisational policies and procedures</li> <li>• Ensures a fair, equal and consistent approach towards all people</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes performance objectives for the team</li> <li>• Informs, listens, supports and motivates the team</li> <li>• Gives due praise and reward for good performance</li> <li>• Empowers others</li> <li>• Guides and develops team members</li> <li>• Supports and evaluates their learning</li> <li>• Responds positively to differences between team members</li> <li>• Challenges inadequate performance or unacceptable behaviour</li> <li>• Takes unpopular decisions in the interests of the organisation</li> <li>• Provides stimulating, lively and enthusiastic approach to work.</li> <li>• Manages time effectively</li> <li>• Delegates effectively and appropriately</li> </ul>	<ul style="list-style-type: none"> <li>• Promotes equality and diversity policies and contributes to equality review processes</li> <li>• Uses devolved authority, delegation of work and special projects to develop and motivate staff</li> <li>• Takes responsibility for handling more complex people problems</li> <li>• Guides his/her managers in handling more complex people issues</li> <li>• Ensures that HR policies are applied fairly and consistently</li> <li>• Ensures conflicts between staff are tackled appropriately</li> <li>• Manages his/her managers and staff effectively to maximise performance against objectives</li> <li>• Sets example of effective leadership to his/her team</li> </ul>	<ul style="list-style-type: none"> <li>• Builds an effective management team through cohesive relationships</li> <li>• Provides clear direction and inspiration to managers and staff to facilitate achievement of results</li> <li>• Engenders positive culture of responsibility and accountability</li> <li>• Uses power and authority fairly and equitably</li> <li>• Sets example of collaborative working across divisional boundaries to achieve corporate goals</li> <li>• Ensures corporate approach within division</li> <li>• Ensures effective communications within division</li> </ul>
<p><b>M2 Delivering service excellence</b></p> <ul style="list-style-type: none"> <li>• Challenges and improves ways of working in the commissioning context - Analyse, Plan, Do, Review</li> <li>• Plans service delivery, sets and monitors performance targets and manages risks</li> <li>• Manages business processes to ensure</li> </ul>	<ul style="list-style-type: none"> <li>• Translates Service Plans into team plans, using these to manage and monitor work</li> <li>• Collaborates with other services. Identifies and implements customer focused improvements.</li> <li>• Ensures team understands and works</li> </ul>	<ul style="list-style-type: none"> <li>• Contributes to divisional service plan and develops plan for own operational area.</li> <li>• Drives joined up working process and performance improvements</li> <li>• Takes ownership of service performance</li> </ul>	<ul style="list-style-type: none"> <li>• Provides a strategic commissioning lead</li> <li>• Leads service planning process, ensuring alignment to corporate and community priorities</li> <li>• Ensures compliance with corporate planning and budget timetable.</li> </ul>

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<p>efficiency and effectiveness.</p> <ul style="list-style-type: none"> <li>• Understands cost, time and value for money principles and practice</li> <li>• Sets and works to agreed budgets</li> <li>• Manages assets effectively</li> <li>• Manages information to achieve the best outcomes</li> </ul>	<p>to support corporate activities</p> <ul style="list-style-type: none"> <li>• Ensures team members capture and share information appropriately</li> </ul>	<ul style="list-style-type: none"> <li>• Anticipates issues and the likely impact on the service</li> <li>• Promotes customer-focused culture</li> <li>• Turns strategic goals into service and team plans</li> <li>• Ensures the availability of quality information to services</li> </ul>	<ul style="list-style-type: none"> <li>• Challenges service(s) in context of emerging/best practice</li> <li>• Applies value based approach to work</li> <li>• Sets clear and consistent priorities for division and delivery expectations</li> <li>• Provides strategic direction for the management of information across divisions</li> </ul>
<p><b>M3 Managing money and resources</b></p> <ul style="list-style-type: none"> <li>• Manages resources to optimise delivery of services</li> <li>• Understands, and works within LCC Financial and EMAS regulatory framework</li> <li>• Recognises the responsibility associated with the use of public finance</li> <li>• Appreciates the reasons for focussing on driving down costs</li> </ul>	<ul style="list-style-type: none"> <li>• Manages effectively within reduced budgets</li> <li>• Controls budgets and the financial implications of other resources</li> <li>• Understands value and cost and uses budgetary information to make good financial decisions</li> <li>• Evaluates costs, benefits and risks when making decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Plans change, taking account of impact on organisation</li> <li>• Assesses and manages risks</li> <li>• Delivers service to budget</li> <li>• Reviews and evaluates 'whole life' costs of projects</li> <li>• Demonstrates commercial awareness and associated business acumen</li> </ul>	<ul style="list-style-type: none"> <li>• Applies financial rules and sets budget</li> <li>• Provides critical challenge to test financial integrity and sustainability of key projects</li> </ul>
<p><b>M4 Leading change</b></p> <ul style="list-style-type: none"> <li>• Leads, manages and implements sustainable change directly or through the effective use of others</li> </ul>	<ul style="list-style-type: none"> <li>• Promotes and implements change positively and realistically</li> <li>• Influences changes in others by being a role model</li> <li>• Understands the needs of the job</li> <li>• Secures co-operation from the team</li> <li>• Understands reactions to change and</li> </ul>	<ul style="list-style-type: none"> <li>• Determines priorities during period of change</li> <li>• Plans the change in line with organisational protocols</li> <li>• Ensures benefits of change are realised</li> </ul>	<ul style="list-style-type: none"> <li>• Leads on complex change</li> <li>• Champions and sponsors change</li> <li>• Sets a clear compelling vision and purpose for change</li> <li>• Demonstrates ability to lead and complete difficult and unpopular changes in the interests of the</li> </ul>

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	<ul style="list-style-type: none"> <li>responds with empathy.</li> <li>Keeps staff involved during change</li> </ul>		organisation, as needed
<b>M5 Engaging with the community</b> <ul style="list-style-type: none"> <li>Actively listens, influences and works positively with colleagues, Councillors, partners, community groups and the general public to achieve the Council's objectives</li> <li>Makes a positive impact and gains agreement by using a variety of methods to convey information, advice or concepts</li> </ul>	<ul style="list-style-type: none"> <li>Communicates in a way that is easily understood by others</li> <li>Listens to feedback from individuals and community groups</li> <li>Uses appropriate ways to convey information to diverse audiences</li> <li>Encourages others to communicate effectively</li> </ul>	<ul style="list-style-type: none"> <li>Identifies and engages with hard to reach groups</li> <li>Engages with community leaders on matters of policy</li> <li>Manages within a strategic framework for community involvement ensuring appropriate resources are available</li> </ul>	<ul style="list-style-type: none"> <li>Balances the needs of hard to reach groups with that of the wider community</li> <li>Responds effectively to identified community needs within available resources</li> <li>Predicts future needs of the community</li> <li>Presents logical and well-structured arguments on complex topics to wide audiences, influencing and handling challenges confidently</li> <li>Ensures essential messages passed to elected members appropriately</li> </ul>
<b>M6 Develops talent</b> <ul style="list-style-type: none"> <li>Acquires, applies and provides guidance to others on relevant functional knowledge.</li> <li>Utilises expertise in others effectively</li> <li>Keeps up to date with changes in area of expertise and continuously develops own functional knowledge and skills</li> </ul>	<ul style="list-style-type: none"> <li>Provides regular supervision and appraisal</li> <li>Coaches effectively where appropriate</li> <li>Uses the full potential of staff</li> <li>Seeks out ways to improve own learning and that of others</li> </ul>	<ul style="list-style-type: none"> <li>Promotes a learning culture</li> <li>Ensures the practical resourcing of development across the service</li> <li>Actively supports all appropriate forms of development e.g. mentoring, coaching etc</li> <li>Demonstrates an organised commitment to developing talent</li> </ul>	<ul style="list-style-type: none"> <li>Champions the development of staff</li> <li>Seeks innovative ways to improve learning.</li> <li>Responsive to the development needs of hard to reach groups within the organisation</li> <li>Sponsors effective talent management within division</li> </ul>
<b>M7 Working with partners</b> <ul style="list-style-type: none"> <li>Understands, sets up and manages a</li> </ul>	<ul style="list-style-type: none"> <li>Supports the Council's approach and culture of partnering as a way to</li> </ul>	<ul style="list-style-type: none"> <li>Seeks opportunities for partnering and promotes them to management and</li> </ul>	<ul style="list-style-type: none"> <li>Leads on development of key partnerships where needed</li> </ul>

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<p>variety of ways of delivering service through others, such as procurement, informal and formal partnerships, joint ventures and outsourcing</p> <ul style="list-style-type: none"> <li>• Collaborates with external organisations to deliver mutually beneficial outcomes</li> </ul>	<p>improve and deliver services</p> <ul style="list-style-type: none"> <li>• Develops working relationships with partners</li> <li>• Contributes to development of practices that support partnership working</li> <li>• Promotes partnership internally</li> </ul>	<p>others</p> <ul style="list-style-type: none"> <li>• Manages and works collaboratively with partners to meet mutual objectives</li> <li>• Uses influence and authority to drive partnering activities forward.</li> <li>• Negotiates with partners to achieve a win/win solution</li> <li>• Looks for opportunities to work with other services</li> </ul>	<ul style="list-style-type: none"> <li>• Maintains market awareness of market and possible partnering opportunities</li> <li>• Maintains overview of divisional activities and the interactions with partners</li> <li>• Seeks strategic partnerships and exploits them to meet Council objectives.</li> <li>• Engages the trust and confidence of partners in the achievement of corporate priorities</li> </ul>
<p><b>M8 Solving problems and being creative</b></p> <ul style="list-style-type: none"> <li>• Takes appropriate initiatives, anticipates and resolves problems systematically by fact finding, analysis and considering options to come up with realistic and achievable solutions</li> <li>• Thinks laterally, using flair and imagination to develop and implement improvements</li> <li>• Makes informed decisions, engaging and involving others as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies cause, generates options and makes decisions</li> <li>• Encourages discussion and is open to new ways of working</li> <li>• Learns from mistakes</li> <li>• Provides feedback and encourages others to contribute ideas</li> </ul>	<ul style="list-style-type: none"> <li>• Breaks down complex situations into achievable components and effective solutions</li> <li>• Demonstrates original thinking to develop ideas</li> <li>• Encourages innovation and is open to ideas from all</li> </ul>	<ul style="list-style-type: none"> <li>• Makes difficult decisions on strategic/corporate matters and deals with implications with confidence</li> </ul>
<p><b>M9 Strategic working and political awareness</b></p> <ul style="list-style-type: none"> <li>• Develops and applies the strategic agenda of the council and/or</li> </ul>	<ul style="list-style-type: none"> <li>• Applies corporate governance policies</li> <li>• Understands and applies basics of</li> </ul>	<ul style="list-style-type: none"> <li>• Manages issues of trust between officers, members and partners</li> <li>• Thinks ahead to avoid pitfalls and</li> </ul>	<ul style="list-style-type: none"> <li>• Considers wider influences at all times</li> <li>• Manages politically sensitive situations with tact and diplomacy, responding to</li> </ul>

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<p>service by understanding the bigger picture and through joined up working</p> <ul style="list-style-type: none"> <li>• Understands and manages the expectations of, and is accountable to Councillors and customers</li> <li>• Understands the role of politics and politicians</li> </ul>	<p>officer and member codes of conduct</p> <ul style="list-style-type: none"> <li>• Relates to service and corporate aims of the authority</li> <li>• Ensures activities are within scope of responsibility of position held</li> <li>• Liaises in appropriate and timely ways with colleagues and elected members, to ensure shared and accurate knowledge</li> </ul>	<p>ensure senior mgt. is kept informed</p>	<p>and supporting members</p> <ul style="list-style-type: none"> <li>• Relates to national and local strategic drivers, using these to formulate corporate thinking</li> <li>• Regularly makes effective decisions that involve political considerations.</li> </ul>
<p><b>M10 Project and programme management</b></p> <ul style="list-style-type: none"> <li>• Organises own work and that of others to meet project and/or programme objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Manages small work-based projects</li> <li>• Understands recommended LCC standards for small projects</li> <li>• Plans ahead, taking responsibility through to completion</li> <li>• Sets priorities and allocates tasks to team effectively</li> <li>• Monitors work and progress</li> </ul>	<ul style="list-style-type: none"> <li>• Co-ordinates multiple small work based projects and ensures their effective management</li> <li>• Represents service effectively on programme and project boards</li> <li>• Understands LCC Programme and Project Management standards and ensures these are applied in practice</li> <li>• Deals effectively with problems/obstacles affecting successful completion of projects</li> <li>• Monitors plans and prepared to change direction if needed</li> </ul>	<ul style="list-style-type: none"> <li>• Owns and directs medium and major programmes and projects.</li> <li>• Leads and chairs programme and Project Boards</li> <li>• Understands LCC programme and project management standards and ensures these are applied in practice.</li> <li>• Understands project interdependencies and their impact</li> <li>• Evaluates results and shares learning</li> <li>• Sponsors and leads service and corporate projects</li> </ul>
<p><b>M11 Using technology</b></p> <ul style="list-style-type: none"> <li>• Utilises technology for own work</li> <li>• Supports others in their use of technology</li> <li>• Harnesses the potential of technology to improve service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Guides and trains others on the use of all appropriate technology</li> <li>• Recommends the use of technology to improve service.</li> <li>• Ensures online information is up to date and accurate</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures the strategic application of technology to improve the service</li> <li>• Sets the standard across the service for ICT usage</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures divisional strategies are consistent with ICT standards</li> <li>• Ensures self and HOS are aware of ICT standards</li> <li>• Promotes e-government agenda in organisation</li> </ul>

