

# EMPLOYEE COMPETENCY FRAMEWORK



**Mansfield**  
District Council



**COMPETENCY  
FRAMEWORK**

## **1.0 ABOUT THIS FRAMEWORK**

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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 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**

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

### **1.2 Mansfield District Council's Values**

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

## **2.0 WHAT ARE COMPETENCIES?**

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

### **3.0 What does it mean for me?**

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The framework is used for recruitment, performance management and development discussions and for decisions about 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 have a higher level of importance and need based on your job role and work programme.

Typically you may have three or four competencies selected for development and in cases where you are new to your post these will be decided by your manager at the point of recruitment, you will be assessed against these during the recruitment process.

For employees already in post, 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 when you complete your PDR.

## 4.0 THE COMPETENCY FRAMEWORK

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The framework is made up of five competencies:

**Seeing the big picture**

**Changing learning and improving**

**Communicating**

**Team working**

**Delivering value for money and quality services**

### 1. Seeing the big picture

- Seeing the big picture is about putting customers at the heart of what we do. It's about having in-depth understanding and knowledge of how your job role fits within the team, how it supports the service plan and wider community needs.
- Your contribution focuses on activities which will meet the council's priorities, whilst taking into account the diverse needs of our customers.

### 2. Changing, learning and improving

- To be effective in this competency you will take initiative, show innovation, and continually look for opportunities to make effective changes to the way you work or how your team works. It's about learning from what has worked well, what has not and being open to change and improvement, working in smarter and more focused ways.
- You will actively engage with new learning as well as keeping specialist knowledge and skills up to date. You will actively share your knowledge and support colleagues with their development.

### 3. Communication

- Effectiveness in this area includes showing pride and passion for public service, communicating with other people with clarity, integrity, enthusiasm and positivity. It's about appreciating other people's points of view, supporting the principles of fairness of opportunity for all and being positive and enthusiastic in your approach.

### 4. Team working

- Employees skilled in this area are good team players and are able to share information, ideas and knowledge to achieve team plans and council priorities. It requires you to build good relationships and work effectively with colleagues as well as a wide range of people and partner organisations outside the council.

## 5. Delivering value for money and quality services

- Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the services we deliver to the community. It's about looking for and implementing new ways of working or solutions to issues that achieve the best mix of quality and cost effectiveness. Employees who do this challenge current processes that prevent delivering value for money or a quality service offering options or solutions to address this matter.

### 5.0 COMPETENCY INDICATORS

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As an employee of the council you will seek to demonstrate the following behaviours:

#### 1. Seeing the big picture

To be effective you will demonstrate the following behaviours:

- Understand what is required of you in your role and how this contributes to service plans, council priorities and the services we deliver to communities.
- Have a good knowledge of how your own role links in with, and impacts on, colleagues in other teams and service areas and, where appropriate, in partner organisations.

#### 2. Changing, learning and improving

To be effective you will demonstrate the following behaviours:

- You continuously review working practices to generate ideas and suggestions to change the way things are done and support the implementation of these new ways of working – for example ideas for income generation; process improvements; changing tools and equipment.
- You co-operate with and are open to the possibilities of change and consider ways to implement and adapt to change in your own work role in a positive manner.
- You identify skills, knowledge and behaviour gaps to inform your own development plan, actively engaging with your Personal Development Review.
- You take the initiative to suggest ideas for improvement to working practices.

### **3. Communication**

To be effective you will demonstrate the following behaviours:

- You act in a fair and respectful way in dealing with others and appreciate other people's point of view.
- You communicate in a clear and constructive manner, choosing an appropriate communication method depending on the situation.
- You display enthusiasm about undertaking your role and adopt a positive approach when interacting with others.

### **4. Team working**

To be effective you will demonstrate the following behaviours:

- You proactively contribute to the work of the whole team and are open to taking on other activities and projects to support the team to complete tasks and meet service plan objectives.
- You identify opportunities to share knowledge and information, or to make progress against tasks and objectives by working with other colleagues within the team and across the council.
- You are open minded and show willingness to compromise and adapt in order to work effectively with others to achieve tasks and objectives.

### **5. Delivering value for money and quality services**

To be effective you will demonstrate the following behaviours:

- You are careful with all types of council resources (for example, money, time, materials, fuel, energy, equipment) that they use and challenge others appropriately where they see wastage occurring.
- You engage with council initiatives to suggest ideas for reducing waste, creating efficiency and provide value for money.
- You take ownership of any issues and complaints when dealing with customers and focus on providing the right solution whilst keeping customers up to date with progress.
- You demonstrate an ability to plan, organise and manage your time and effectively prioritise to ensure tasks or projects are completed on time and within set budgets.
- You take responsibility for the quality of your work and ensure that you maintain high standards consistently.

## **6.0 APPENDIX 1 – INEFFECTIVE BEHAVIOURS**

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The following outline descriptors of ineffective behaviours that people may display in relation to each of the competencies. These may be used in some circumstances to identify areas where more focused support and development is required.

### **1. Seeing the big picture**

- Show little interest in the work of the team or service area, not appreciating that they have a role in ensuring that work is completed effectively and team objectives are met.
- Have a narrow view of their role and limited understanding of the team, service area's wider activities and how these impact on the services the council delivers.

### **2. Changing, learning and improving**

- Remain attached to outdated procedures, working methods and technology or return to previous working practices even when new methods have been implemented.
- Are resistant to listening to ideas or plans for change, showing little interest in reasons for the change and how this will improve working practices.
- Lack interest in personal development, decline opportunities to learn, for example through attending training or engaging in work place learning.
- Maintain a rigid view of daily activities, working practices, missing opportunities to learn or improve how they complete tasks or meet objectives.

### **3. Communication**

- Miss opportunities to contribute positively to discussions about their work, the work of the team or service area or the wider council as a whole.
- Show bias or lack of respect and treats some people or groups more favourably than others.

### **4. Team working**

- Miss opportunities to generate better outcomes for customers through working with others.
- Take a narrow approach of resolving issues and fails to explore ways working with other people to collectively resolve problems.

## 5. Delivering value for money and quality services

- Are careless or wasteful with resources or see where resources are being wasted but fail to raise this relevant manager.
- Favour the easiest method, even if it is not the most cost effective, and struggle to identify opportunities to improve inefficiencies and make savings.
- Show a lack of desire and motivation to improve the quality of service.
- Focus on immediate service delivery problems and neglect overall quality of service or customer needs overall.

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



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