

CHIEF EXECUTIVE, DIRECTOR AND HOS COMPETENCE FRAMEWORK

APPENDIX 2

	CHIEF EXECUTIVE	SERVICE DIRECTORS	HEADS OF SERVICE
LEADERSHIP	<p>Provides supportive leadership and direction fostering positive organisational culture.</p> <p>Is a visible leader who leads by example and provides a clear sense of direction</p> <p>Provides innovative and perceptive leadership and direction</p> <p>Maintains a clear overview of issues affecting the Council and responds to these appropriately.</p>	<p>Provides effective and visible leadership to multi-disciplinary teams of professional, operational and/or support staff.</p> <p>Integrates diverse teams into a cohesive service and ensures achievement of corporate, community and service outcomes</p> <p>Participates effectively as part of corporate management team providing organisational leadership to model values and contribute to cultural change.</p>	<p>Operates as a team player becoming part of the corporate and/or senior management team modelling corporate behaviour and corporate decision making.</p> <p>Provides effective leadership to multi-disciplinary teams of professional, operational and/or support staff.</p> <p>Provides clear long term direction influencing and implementing strategic policy issues to achieve the organisation's strategic plan and objectives</p>
POLITICAL AWARENESS	<p>Demonstrates political sensitivity and operates effectively within the democratic process.</p>	<p>Operates and provides advice effectively in a political environment.</p> <p>Builds and maintains positive and productive relationships with all elected Members.</p> <p>Demonstrates political sensitivity with members, groups and political structures of the organisation.</p>	<p>Operates and provides advice effectively in a political environment.</p> <p>Builds and maintains positive and productive relationships with all elected Members.</p> <p>Demonstrates political knowledge and sensitivity especially in the delivery of services and the impact on communities.</p>
STRATEGIC AND PROJECT MANAGEMENT	<p>Maintains a clear overview of issues affecting the Council and responds to these appropriately</p>	<p>Interprets national policy and legislation into a coherent strategic direction for the corporate and service areas within the remit of the role</p> <p>Leads strategic projects to successful conclusion taking the organisation with them in achieving the desired outcomes.</p> <p>Provides strategic direction and vision for the future of services and staff.</p>	<p>Turns strategic vision into implementation in their service areas of responsibility</p> <p>Leads projects to successful conclusion, taking the service with them in achieving the desired outcomes.</p> <p>Instils project management disciplines into every day operation and delivers value for money; commercially focused operations; and performance and quality service delivery</p>

CUSTOMER SERVICE	Demonstrates personal commitment to equality and diversity, ensures that commitment in service delivery and customer access and champions this approach across the Council.	<p>Demonstrates personal commitment to equality and diversity and translates that commitment into service delivery and customer access.</p> <p>Designs services which are customer focussed and targeted in relation to need, demographic profile or geographic area.</p> <p>Redesigns or amends services in a sustainable way following customer feedback and insight</p>	<p>Demonstrates personal commitment to equality and diversity ensuring these values are integral to service delivery.</p> <p>Designs and delivers customer focussed services.</p> <p>Utilises customer feedback and insight to redesign services which result in a better customer experience and greater organisational efficiency.</p>
PARTNERSHIP WORKING	Is an effective networker who builds effective stakeholder relationships at local and national level.	<p>Demonstrates community leadership and understanding through working in partnership with agencies and organisations to improve the quality of life of communities.</p> <p>Is effective at joint working to improve services to residents, make efficiencies and deliver tangible individual outcomes.</p> <p>Creates opportunities for shared or different ways of working which benefit the customer or end user in the service they receive.</p>	Is effective at partnership working to improve services to residents and others whilst obtaining collective benefits from shared agendas
COMMERCIAL SKILLS	Effectively uses commercial skills in the pursuit of greater efficiencies, income generation and community budgeting approaches	<p>Effectively uses commercial skills in the pursuit of greater efficiencies, income generation and community budgeting approaches.</p> <p>Ensures business planning, marketing and business techniques in all service areas to foster a better commercial understanding by staff, managers and elected members.</p> <p>Utilises commercial acumen in procuring services, contractual negotiations, performance of delivery and future development of service improvements.</p>	<p>Demonstrates effective procurement techniques encompassing contractual specification, skilled negotiation and future service development improvements.</p> <p>Demonstrate the use of commercial skills in community, organisational and service delivery outcomes.</p>

MANAGING PERFORMANCE, RESOURCES & CHANGE	<p>Understands, interprets and manages complex financial and budgetary information including budget formulation, financial planning, monitoring and control</p> <p>Deploys resources effectively to achieve corporate objectives.</p> <p>Manages and monitors performance effectively and sets clear objectives for the review of corporate, service and individual performance</p> <p>Identifies and manages risk, exploits opportunities, provides solutions and deals effectively with poor performance.</p>	<p>Makes effective use of financial resources, information and communication technologies, physical assets, people and natural resources to deliver strategic priorities and ensure organisational capacity for the future</p> <p>Manages effective change organisationally and at service level resulting in better outcomes for local people.</p> <p>Undertakes a full performance management approach on what is expected, clear performance measures and outcomes for success.</p>	<p>Specifies clear performance indicators for service areas, monitor performance and manages the outcomes to successful conclusion.</p> <p>Manages all resources effectively including people, finance and physical assets remaining within budget and on target to deliver the long-term organisational objectives.</p> <p>Collectively manages organisational and cultural change instilling the corporate values and cultural shift into the service areas within the role.</p>
MANAGING GOVERNANCE	<p>Ensures proper and transparent governance arrangements befitting a public body in all that the Council does.</p>	<p>Ensures proper and transparent governance arrangements befitting a public body and applies the principles of good governance to partnership working</p>	<p>Ensures proper and transparent governance arrangements befitting a public body and applies the principles of good governance to partnership working</p>
COMMUNICATION	<p>Demonstrates highly developed, persuasive and influential partnership, advocacy, oral, written and presentation skills.</p>	<p>Demonstrates excellent communication skills both internally and externally to influence behaviour, promote the organisation and respond to press and public relation reputation issues.</p>	<p>Demonstrates excellent communication skills both internally and externally to influence behaviour, promote the organisation and respond to press and public relation reputation issues.</p>

MANAGING SELF & OTHERS	<p>Demonstrates high standards of professional integrity.</p> <p>Listens effectively</p> <p>Questions effectively</p> <p>Works effectively through conflict</p> <p>Displays a positive energy to encourage a positive atmosphere</p> <p>Prepares, participates and is engaged at meetings</p> <p>Demonstrates resilience and flexibility</p> <p>Encourages new ideas, creativity and positive challenge</p> <p>Effectively manages and develops people</p> <p>Takes effective decisions timeously and has the courage to make the right decisions and give the right advice to Elected Members</p>
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