

## THE SEVEN COMPETENCIES

Competencies are cumulative, so you must be able to demonstrate the competencies at and below the level assigned to you. However, in most cases, it will not be necessary to examine the competencies relating to lower levels in detail.

<b>COMPETENCY 1: CUSTOMER* FOCUS</b>					
<b>LEVEL</b>	<b>LEVEL 1</b>	<b>LEVEL 2</b>	<b>LEVEL 3</b>	<b>LEVEL 4</b>	<b>LEVEL 5</b>
<b>Typical posts in each level</b>	<b>Team Members</b>	<b>Team Leaders Specialists Professionals</b>	<b>Middle Managers Senior Specialists Senior Professionals</b>	<b>Heads of Service</b>	<b>CLT and Directors</b>
<b>POSITIVE SIGNS</b>	<ul style="list-style-type: none"> <li>✓ Has a good understanding of the services they provide</li> <li>✓ Committed to provision of a high level of customer service at all times</li> <li>✓ Responsive and helpful to customers; always puts the customers' needs first</li> <li>✓ Demonstrates active listening and communicates clearly</li> <li>✓ Tactful and understanding of customer needs and provides positive support</li> <li>✓ Provides timely service with suitable and relevant information or advice</li> </ul>	<ul style="list-style-type: none"> <li>✓ Secures a customer friendly, safe environment for customers</li> <li>✓ Creates understanding of customer service standards amongst team</li> <li>✓ Supervises, monitors and measures customer service and satisfaction</li> <li>✓ Develops relationships with all customers through staff</li> <li>✓ Demonstrates empathy in communication</li> <li>✓ Ensures customer service standards are met</li> </ul>	<ul style="list-style-type: none"> <li>✓ Defines, models and reviews customer service standards</li> <li>✓ Reviews customer service metrics and seeks and acts on customer feedback</li> <li>✓ Appropriately challenges existing ways of working and empowers employees to meet customer needs</li> <li>✓ Responds to complaints and queries constructively</li> <li>✓ Understands the current and potential customer base</li> </ul>	<ul style="list-style-type: none"> <li>✓ Champions excellent service through high quality, customer focused solutions</li> <li>✓ Fully understands and anticipates customer needs, developing new and innovative options to meet changing requirements</li> <li>✓ Works in partnership to improve customer experience</li> </ul>	<ul style="list-style-type: none"> <li>✓ Creates an organisation-wide culture of outstanding customer service</li> <li>✓ Reviews current and future customer trends and requirements to inform Council decisions</li> <li>✓ Allocates resources to meet customer needs</li> </ul>
<b>NEGATIVE SIGNS</b>	<ul style="list-style-type: none"> <li>✗ Impatient with customers</li> <li>✗ Does not put the customer first</li> <li>✗ Has a 'not my job' mentality</li> </ul>	<ul style="list-style-type: none"> <li>✗ Doesn't take ownership of issues and passes them on without follow-up</li> <li>✗ Does not model good practice or challenge poor service</li> </ul>	<ul style="list-style-type: none"> <li>✗ Allows old fashioned and/or inefficient ways of working to go unchallenged</li> <li>✗ Creates or maintains a blame culture</li> </ul>	<ul style="list-style-type: none"> <li>✗ Doesn't seek and use customer feedback</li> <li>✗ Fails to respond to changing needs or to reduce failure demand</li> </ul>	<ul style="list-style-type: none"> <li>✗ Does not consider customers when making strategic decisions</li> <li>✗ Fails to allocate resources to meet customer needs</li> </ul>

\*Customers may be internal colleagues or those from partner organisations, citizens, councillors, other visitors and all those who interact with us.

## COMPETENCY 2: COMMUNICATING AND ENGAGING

LEVEL	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
Typical posts in each level	Team Members	Team Leaders Specialists Professionals	Middle Managers Senior Specialists Senior Professionals	Heads of Service	CLT and Directors
<b>POSITIVE SIGNS</b>	<ul style="list-style-type: none"> <li>✓ Listens actively and communicates with colleagues and customers clearly, concisely, accurately and in ways that promote understanding</li> <li>✓ Shows awareness of cultural issues at all times when communicating with others</li> <li>✓ An effective communicator both in writing and verbally</li> <li>✓ Engages with and works effectively with colleagues and team members</li> <li>✓ Communicates work related information to fellow team members</li> </ul>	<ul style="list-style-type: none"> <li>✓ Ensures team are well informed and up to date, engaging with them regularly and encouraging feedback</li> <li>✓ Maintains a positive team environment through open, two way communication</li> <li>✓ Directly addresses failures to engage</li> <li>✓ Has a good level of written and verbal communication skills and can express ideas in written and oral form</li> </ul>	<ul style="list-style-type: none"> <li>✓ Ensures that service objectives are understood and owned by colleagues and managers</li> <li>✓ Encourages two way dialogue with colleagues and peers and listens and acts on views of others</li> <li>✓ Communicates effectively using appropriate channels</li> <li>✓ Has a high level of written, presentation and verbal communication skills</li> </ul>	<ul style="list-style-type: none"> <li>✓ Visible across the organisation and a committed member of Team MKC</li> <li>✓ Manages communication, ensuring managers and other colleagues are always well informed</li> <li>✓ Uses appropriate channels to ensure messages are received and understood</li> <li>✓ Encourages initiative and proactively engages</li> </ul>	<ul style="list-style-type: none"> <li>✓ Visible and regularly engages and communicates consistently with staff and stakeholders</li> <li>✓ Tailors messages to the audience and listens and acts on feedback</li> <li>✓ Reinforces messages to enhance understanding</li> </ul>
<b>NEGATIVE SIGNS</b>	<ul style="list-style-type: none"> <li>✗ Displays a negative attitude at work</li> <li>✗ Has poor communication skills</li> <li>✗ Does not respect colleagues</li> </ul>	<ul style="list-style-type: none"> <li>✗ Withholds information from colleagues - has a 'knowledge is power' attitude</li> <li>✗ Moans about their job and undermines proactivity</li> </ul>	<ul style="list-style-type: none"> <li>✗ Does not make themselves available when colleagues need to communicate</li> <li>✗ Does not care if their team are engaged or disengaged</li> <li>✗ Does not push forward any good ideas from colleagues/employees</li> </ul>	<ul style="list-style-type: none"> <li>✗ Only uses e-mail to share information and works in an isolated manner</li> <li>✗ Ignores conflict within teams</li> <li>✗ Does not own council wide initiatives or others' priorities</li> </ul>	<ul style="list-style-type: none"> <li>✗ Lacks conviction or changes their opinion dependent on who they are with, compromising their credibility</li> <li>✗ Does not walk the floor or communicate regularly or effectively</li> </ul>

## COMPETENCY 3: MANAGING RESOURCES AND RISK

LEVEL	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
Typical posts in each level	Team Members	Team Leaders Specialists Professionals	Middle Managers Senior Specialists Senior Professionals	Heads of Service	CLT and Directors
<b>POSITIVE SIGNS</b>	<ul style="list-style-type: none"> <li>✓ Effectively prioritises their own work and ensures their supervisor is kept informed of issues or delays</li> <li>✓ Always works in a cost effective way and safeguards resources at all times</li> <li>✓ Aware of and acts on Council financial and procurement rules and constraints in their area of work</li> <li>✓ Accounts for spending and procurement in a timely clear way and consistent with regulations</li> <li>✓ Supports others to conserve and manage resources</li> </ul>	<ul style="list-style-type: none"> <li>✓ Manages resources and risk proactively to secure maximum effectiveness</li> <li>✓ Manages delegated budget, ensuring all spending is properly recorded and accounted</li> <li>✓ Challenges poor resource management in team and encourages and supports steps to improve efficiency and effectiveness of team</li> <li>✓ Makes required cost savings and identifies potential income generation opportunities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Manages budgets, risk and services to conserve resources and ensure they are properly applied in the most cost effective way</li> <li>✓ Identifies most appropriate means to deliver services, maximise savings and generate additional income</li> <li>✓ Makes business case for more resources</li> <li>✓ Seeks to understand and eliminate failure demand</li> </ul>	<ul style="list-style-type: none"> <li>✓ Plans, sets and actively manages budgets taking prompt action to resolve variations</li> <li>✓ Understands and adapts service to changing demand trends and forecasts</li> <li>✓ Identifies opportunities for innovation, to grow customer base and increase income and alternative methods of service delivery</li> </ul>	<ul style="list-style-type: none"> <li>✓ Sets direction, identifying key outcomes and determining optimum means to deliver services</li> <li>✓ Leads innovation and strategically commissions services for long term needs</li> <li>✓ Allocates resources to meet key priorities and build future resilience and succession</li> </ul>
<b>NEGATIVE SIGNS</b>	<ul style="list-style-type: none"> <li>✗ Wastes or is careless with materials, equipment, energy usage or other resources</li> <li>✗ Breaks financial or procurement rules</li> </ul>	<ul style="list-style-type: none"> <li>✗ Does not consider alternatives that may reduce cost or increase income</li> <li>✗ Fails to challenge poor use of resources</li> </ul>	<ul style="list-style-type: none"> <li>✗ Overspends against their controllable budget</li> <li>✗ Does not regularly forecast likely budget outturn and take any required remedial action</li> </ul>	<ul style="list-style-type: none"> <li>✗ Fails to act to minimise overspends</li> <li>✗ Delays implementation of projects or innovations which impact on the bottom line</li> </ul>	<ul style="list-style-type: none"> <li>✗ Fails to respond to the changing financial, policy and environmental climate</li> <li>✗ Does not reallocate resources to changing needs</li> </ul>

## COMPETENCY 4: ORGANISING AND IMPROVING PERFORMANCE

LEVEL	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
Typical posts in each level	Team Members	Team Leaders Specialists Professionals	Middle Managers Senior Specialists Senior Professionals	Heads of Service	CLT and Directors
<b>POSITIVE SIGNS</b>	<ul style="list-style-type: none"> <li>✓ Manages own workload effectively to deliver effective service</li> <li>✓ Tells manager when under pressure and what steps are needed to alleviate this</li> <li>✓ Anticipates busy periods and prepares for them by organising their work accordingly</li> <li>✓ Supports changes being implemented</li> <li>✓ Actively engages in personal and team development</li> </ul>	<ul style="list-style-type: none"> <li>✓ Identifies team and individual priorities to meet required timeframes</li> <li>✓ Understands and manages workflow across the team</li> <li>✓ Acts to meet changed demands by reorganising team and individual priorities as necessary</li> <li>✓ Seeks to continuously improve effectiveness and efficiency of service and encourages team to innovate to support this</li> </ul>	<ul style="list-style-type: none"> <li>✓ Creates clear delivery plans, monitors achievement and adapts plans to meet changing needs, resources and timescales</li> <li>✓ Delegates effectively, monitoring progress and providing coaching and support when required</li> <li>✓ Reviews services and agrees improvement plans, acting to tackle poor performance at team and individual levels</li> </ul>	<ul style="list-style-type: none"> <li>✓ Identifies key service objectives and allocates resource to meet these</li> <li>✓ Coaches and mentors staff, working with all stakeholders to secure effective outcomes</li> <li>✓ Encourages and acts on new ideas; challenges traditional assumptions</li> <li>✓ Professionally up to date planning for future needs using data, metrics and networking</li> </ul>	<ul style="list-style-type: none"> <li>✓ Engages all stakeholders to create bold long term strategic plans for the citizens of MK</li> <li>✓ Establishes clear success criteria, reviewing progress and evaluating outcomes regularly and rigorously</li> <li>✓ Creates agile organisation resourced and able to respond quickly to change</li> </ul>
<b>NEGATIVE SIGNS</b>	<ul style="list-style-type: none"> <li>✗ Misses tasks or deadlines</li> <li>✗ Avoids or shows no interest in improving ways of working or behaving</li> </ul>	<ul style="list-style-type: none"> <li>✗ Unable to amend plans or priorities when needed</li> <li>✗ Fails to keep stakeholders informed and updated</li> </ul>	<ul style="list-style-type: none"> <li>✗ Allows the performance of the team drop off or plateau</li> <li>✗ Believes good is good enough</li> </ul>	<ul style="list-style-type: none"> <li>✗ Sticks to old ways of doing things</li> <li>✗ Fails to get buy in from stakeholders about plans</li> </ul>	<ul style="list-style-type: none"> <li>✗ Plans fail to address MK issues</li> <li>✗ Does not evaluate outcomes</li> <li>✗ Does not anticipate need for change</li> </ul>

## COMPETENCY 5: TAKING RESPONSIBILITY

LEVEL	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
Typical posts in each level	Team Members	Team Leaders Specialists Professionals	Middle Managers Senior Specialists Senior Professionals	Heads of Service	CLT and Directors
<b>POSITIVE SIGNS</b>	<ul style="list-style-type: none"> <li>✓ Punctual, reliable and professional in conduct</li> <li>✓ Takes responsibility for completing own work without unnecessary supervision</li> <li>✓ Asks for guidance when unclear about what is expected</li> <li>✓ Listens to colleagues and admits mistakes</li> <li>✓ Completes routine tasks to the standard expected</li> <li>✓ Accepts responsibility for the achievement of team objectives</li> </ul>	<ul style="list-style-type: none"> <li>✓ Influences others through own high standards</li> <li>✓ Creates clear and achievable objectives for team and individuals</li> <li>✓ Works with others to deliver wider outcomes</li> <li>✓ Accepts constructive feedback and adapts actions/behaviours</li> <li>✓ Acts to address shortcomings in team and individual performance</li> </ul>	<ul style="list-style-type: none"> <li>✓ Manages services by providing leadership and guidance, always setting an excellent example and identifying systematic solutions</li> <li>✓ Takes responsibility for contributing to delivery of high level objectives</li> <li>✓ Addresses issues promptly, responding positively to changing requirements, setbacks and challenges</li> </ul>	<ul style="list-style-type: none"> <li>✓ Behaves ethically, shows active leadership and delivers on promises</li> <li>✓ Helps colleagues connect their contribution with MKC plans and priorities and support priorities of others</li> <li>✓ Celebrates success and tackles and takes accountability for underperformance in the team and wider service</li> </ul>	<ul style="list-style-type: none"> <li>✓ Makes things happen and is accountable for the performance of the Council and personal responsibilities</li> <li>✓ Works corporately and stops actions that are not adding value</li> <li>✓ Establishes appropriate systems of scrutiny, review and monitoring and acts on findings</li> </ul>
<b>NEGATIVE SIGNS</b>	<ul style="list-style-type: none"> <li>✗ Often late for work/meetings or inappropriately dressed</li> <li>✗ Makes frequent mistakes with routine tasks</li> <li>✗ Blames others</li> </ul>	<ul style="list-style-type: none"> <li>✗ Demonstrates low standards in behaviour or approach to work</li> <li>✗ Puts achievement of personal objectives ahead of those of colleagues</li> </ul>	<ul style="list-style-type: none"> <li>✗ Allows situations to drift without tackling them</li> <li>✗ Often lets frustrations or negative feelings show to others</li> </ul>	<ul style="list-style-type: none"> <li>✗ Acts in an underhand way</li> <li>✗ Does not address issues which impact on delivering outcomes</li> </ul>	<ul style="list-style-type: none"> <li>✗ Fails to address unnecessary bureaucracy which may slow down MKC's ability to deliver outcomes.</li> <li>✗ Fails to take collective responsibility for mistakes or underperformance</li> </ul>

## COMPETENCY 6: TEAM PLAYER

LEVEL	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
Typical posts in each level	Team Members	Team Leaders Specialists Professionals	Middle Managers Senior Specialists Senior Professionals	Heads of Service	CLT and Directors
<b>POSITIVE SIGNS</b>	<ul style="list-style-type: none"> <li>✓ Works effectively in co-operation with others</li> <li>✓ Puts the interests and priorities of others ahead of personal needs</li> <li>✓ Plays a full part in the team and contributes positively at all times</li> <li>✓ Recognises the part they play in the reputation of the team, service and Council</li> <li>✓ Responds positively and flexibly to requests for help and support</li> <li>✓ Has a can do attitude and goes the extra mile</li> </ul>	<ul style="list-style-type: none"> <li>✓ Builds positive relationships within the team and addresses weakness promptly and positively</li> <li>✓ Visible, approachable and accessible</li> <li>✓ Shows an active interest in other's opinions, ideas and well being</li> <li>✓ Provides appropriate practical and emotional support to both staff and colleagues</li> </ul>	<ul style="list-style-type: none"> <li>✓ Uses wide collaboration to add value to services and improve effectiveness</li> <li>✓ Encourages input and participation from colleagues across the Council to solve problems and innovate</li> <li>✓ Provides constructive challenge and support</li> <li>✓ Plays to the different strengths within a team to maximise effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>✓ Creates a wider team mentality by building strong links within the Council and with partner organisations</li> <li>✓ Engages with colleagues across the Council to find ways of improving services</li> <li>✓ Promotes a one Council ethos and identifies with colleagues' priorities to create a shared agenda</li> </ul>	<ul style="list-style-type: none"> <li>✓ Always accessible and works with stakeholders across the region to get the best outcomes for MK</li> <li>✓ Creates an environment for people to collaborate, share knowledge, innovate and work across boundaries</li> <li>✓ Provides leadership to create wider partnerships</li> </ul>
<b>NEGATIVE SIGNS</b>	<ul style="list-style-type: none"> <li>✗ Works in an isolated way</li> <li>✗ Does not appear willing to be flexible for the good of the team</li> </ul>	<ul style="list-style-type: none"> <li>✗ Puts own interests before the team</li> <li>✗ Unable to build a good team atmosphere</li> <li>✗ Does not make themselves available</li> </ul>	<ul style="list-style-type: none"> <li>✗ Dominates group discussions</li> <li>✗ Does not listen to or use other people's ideas</li> </ul>	<ul style="list-style-type: none"> <li>✗ Misses opportunities to work with other teams</li> <li>✗ Does not see that others' priorities impact on their own</li> <li>✗ Fails to maintain relationships with key partners</li> </ul>	<ul style="list-style-type: none"> <li>✗ Perpetuates divisions between services</li> <li>✗ Only contributes from a limited strategic viewpoint</li> </ul>

## COMPETENCY 7: EXCELLENT LEADERSHIP

LEVEL	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
Typical posts in each level	Team Members	Team Leaders Specialists Professionals	Middle Managers Senior Specialists Senior Professionals	Heads of Service	CLT and Directors
<b>POSITIVE SIGNS</b>			<ul style="list-style-type: none"> <li>✓ Displays sincerity and integrity in all actions and an exemplary work ethic</li> <li>✓ Models MKC behaviours and values at all times</li> <li>✓ Articulates a clear team vision that all colleagues can understand and work towards</li> <li>✓ Possesses the ability to spot potential in others, encourage it and develop it</li> <li>✓ Available (open door) to all colleague questions and suggestions</li> <li>✓ Use sound judgment to make good decisions at the right time</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provides direction, support, guidance and encouragement</li> <li>✓ Provides clear alignment of service objectives to MKC strategic objectives</li> <li>✓ Coaches, mentors and supports talented individuals and enables and promotes staff development</li> <li>✓ Supports all colleagues to achieve their objectives</li> <li>✓ Works effectively with politicians</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provides inspiring, confident leadership and support to others and importance of work/life balance</li> <li>✓ Works with the current and emerging big picture in mind at all times</li> <li>✓ Articulates the future vision of MKC clearly, confidently and consistently</li> </ul>
<b>NEGATIVE SIGNS</b>			<ul style="list-style-type: none"> <li>✗ Uses deceptive behaviour for personal advantage</li> <li>✗ Does not have a team vision or care what the big picture is.</li> <li>✗ Bad mouths MKC and the senior management</li> </ul>	<ul style="list-style-type: none"> <li>✗ Is a poor communicator and does not cascade any information to their teams</li> <li>✗ Offers little or no support to employees and does not value their opinions or input</li> </ul>	<ul style="list-style-type: none"> <li>✗ Is only aware of pressures on their area and not MKC as a whole</li> <li>✗ Does not share new learning or ways of working with their peers</li> <li>✗ Has a negative view of working at MKC.</li> </ul>