

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

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WARD(S): All

PART I **FOR INFORMATION**

Competency Framework

1 **Purpose of Report**

The purpose of this report is to update the Committee on how the new Leadership Competency Framework is to be implemented as part of the Workforce Development Strategy.

2 **Recommendation(s)/Proposed Action**

The Committee is requested to note the report.

3 **Other Implications**

(a) Financial

There are no financial implications associated with this report.

(b) Human Rights Act and Other Legal Implications

There are no Human Rights and other Legal Implications.

(c) Equalities Impact Assessment

The application of the competency framework will have no disproportionate impacts on any specific groups of managers.

(d) Workforce

The provision of the Competency Framework will promote and support the Council's wishes to have a common framework for recruiting and assessing expected behaviours of managers and leaders.

4 **Supporting Information**

Background

- 4.1 The Workforce Development Strategy is a council gold project. It was agreed that the approach to delivering the overall workforce development strategy would be through separating the objectives into management elements of activity. There are seven elements of the strategy and this report relate to the management and leadership objective.
- 4.2 Within this objective the key work activities were around implementing a new competency framework for leaders and managers, ensuring managers are aware of and able to use them for recruitment, and to revising the appraisal process to take account of them.
- 4.3 A project group was set up to progress this objective consisting of Assistant Directors, OD and HR.
- 4.4 Leadership and Management Competencies have been developed and agreed by the Senior Leadership Team consisting of Assistant Directors and Directors and the project group were tasked to produce tools and guidance in order to implement these throughout the organisation.
- 4.5 The group have produced the following documents to support the launch of the new competency framework
 - Agreed timetable for appraisals to be completed starting from the Directors Team which follows on from the availability of finalised Service Plans.
 - New Appraisal form and guidance on how to conduct appraisals.
 - User guide containing examples of behaviours that demonstrate competencies.
 - New Job description and person specification template to be used for all new jobs created or reviewing existing ones where the new competencies will assist in describing the skills, knowledge and behaviours required for the post.
- 4.6 The next stage in this process to review existing competencies for the rest of the workforce and to produce an integrated framework that takes account of all relevant competencies. This can include:
 - Common competencies relevant for all staff
 - new leadership and management competencies
 - professional competencies for example Professional Capabilities Framework for Social Workers, and
 - technical competencies specific to each job .

5. **Background Papers**

None.

6. **Appendices (attached)**

Appendix 1 - Managers Competency Framework.

Appendix 2 - User Guide containing examples of behaviours.