

A User's Guide to Competencies for Slough Leaders and Managers

Detailed examples to help you with recruitment,
appraisal and development

How to use this guide

Leaders and managers working at different levels in SBC will demonstrate competency in different ways and at a level appropriate for their role

This booklet provides some examples of how competencies may be demonstrated at:

- Team Manager
- Service Manager
- Assistant Director, and
- Director level

This is not an exhaustive list – there are other ways in which the competencies may be demonstrated, but it should help you to evaluate the evidence you have about the skills, knowledge and behaviours of colleagues and potential recruits. The examples given are cumulative as the level of post rises – Directors for example also need the Team Manager competencies, at an appropriate level.

You can also access this information online at [\[add link\]](#), where you can click to see just the level of post you are interested in.

If you have questions or would like help with using the competencies any of the following people will be happy to advise:

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These examples are designed to help you with:

Recruitment

When you are reviewing a job description ready to recruit to a post, or when you are writing a brand-new job description, decide which competencies are particularly relevant for this post. You can then use the example behaviours for the relevant level in the person specification, or to test your person specification against.

The examples used will also help with competency based interviews and selection tests – you can use these examples to form the basis of questions you use to probe for evidence that the candidate has the skills, knowledge and behaviours you want.

Appraisal

The competencies are included in the new appraisal form which will be used from March 2013. But how do you decide if a person “meets most requirements” or “meets all requirements”? Your own knowledge of the persons performance will be the key factor, and these examples give you straightforward ways of describing the standards of competency you are looking for, and can prompt both parties to identify a full range of evidence. They will help you to apply and be seen to apply consistency in your approach to appraisal.

Development conversations

Performance conversations happen all year round, not just at periodic appraisals, and often in the moment is the best time to have a conversation about strengths and weaknesses and development needs. The examples can be used to show the different level of competency expected at different levels of management, which can be helpful in identifying what development is needed.

Recognition

Recognition is most beneficial when its specific. Use the competencies and examples to give impact to your feedback.

[Show me the competencies](#)

Slough Leadership and Management Competencies

Managing people performance. Managing individual and team performance to achieve objectives, and developing high performing teams. Consistently applying all HR and organisational policies and procedures, ensuring a fair and consistent approach to all.

Delivering the best service outcomes. Planning service delivery, setting and monitoring performance targets and managing risk. Recognising areas for improvement and challenging and improving ways of working. Managing assets, business processes/ information and resources effectively.

Managing money and resources. Understanding the reasons for driving down costs and delivering value and recognising the responsibility associated with the use of public finance. Working within SBC financial and regulatory frameworks to manage resources to optimise delivery of services.

Leading change. Communicating a compelling view of the future and leading, managing and implementing sustainable change directly or through others

Working for our customers. Actively listening to, influencing and working positively with customers, community groups and the general public to deliver the best possible services. Building support and agreement and safeguarding and promoting the welfare of our customers and clients

Developing and retaining talent. Recognising, developing and using expertise in others effectively while continuously develops own knowledge and skills

Working with partners. Establishing and managing a variety of ways of delivering service through others, such as procurement, informal and formal partnerships, joint ventures and outsourcing. Effective collaboration to deliver mutually beneficial partnership outcomes.

Solving problems and being creative. Taking appropriate initiatives, anticipating and resolving problems systematically by fact finding, analysis and considering options to come up with realistic and achievable solutions. Thinking laterally, using flair and imagination to develop and implement improvements and making informed decisions, engaging and involving others as appropriate

Strategic working. Developing and applying the strategic agenda of the council and/or service by understanding the bigger picture and through joined up working

Political awareness. Understanding the role of politics and politicians, being accountable to and managing the expectations of Councillors and the public.

Project, programme and workload management. Organising and managing work to meet deadlines and project and/or programme objectives, while ensuring the quality of outputs

What level
of post?
(click on link below)

[Team Leader](#)

[Manager/Head of Service](#)

[Assistant Director](#)

[Director](#)

Team Leader

Choose relevant team leader competencies from this list

Managing people performance

Managing individual and team performance to achieve objectives, and developing high performing teams. Consistently applying all HR and organisational policies and procedures, ensuring a fair, and consistent approach to all.

- Ensures team works to support corporate activities
- Establishes performance objectives for the team
- Creates a culture of continuous improvement
- Coaches and empowers others
- Guides and develops team members and supports and evaluates their learning
- Is fair and even handed in dealing with staff
- Challenges inadequate performance or unacceptable behaviour
- Is a positive and enthusiastic role model
- Demonstrates accountability and responsibility for service objectives
- Manages time effectively
- Delegates effectively and appropriately
- Assertively uses and ensures compliance with Council policies and procedures and other regulatory requirements
- Promotes business improvement and collaborative working

Delivering the best outcomes

Planning service delivery, setting and monitoring performance targets and managing risk. Recognising areas for improvement and challenging and improving ways of working. Managing assets, business processes, information, and resources effectively.

- Is customer focused and actively seeks to improve customer and community outcomes
- Develops and ensures delivery of team plans to achieve service priorities
- Continually works to improve value for money
- Maximises the impact of appropriate and agreed technologies
- Is aware of areas of ambiguity and understand and manages risk
- Ensures all information systems are up to date and accurate

Managing money and resources. Understanding the reasons for driving down costs and delivering value and recognising the responsibility associated with the use of public finance. Working within SBC financial and regulatory frameworks to manage resources to optimise delivery of services.

- Manages resources effectively within agreed budgets
- Uses budgetary information to make good financial decisions
- Evaluates costs, benefits and risks when making decisions
- Continually seeks to improve value for money
- Promotes staff understanding of resource impacts of decision making

Leading change. Communicating a compelling view of the future and leading, managing and implementing sustainable change directly or through others

- Promotes and implements change positively and realistically
- Influences change by working with and through people and being a role model
- Understands job related developments and promotes a culture of positive engagement and change
- Keeps staff involved
- Promotes the Council's vision and priorities through their actions and behaviour at work
- Is a role model for open and fair information sharing and decision making

Working for our customers. Actively listening to, influencing and working positively with customers, community groups and the general public to deliver the best possible services. Building support and agreement and safeguarding and promoting the welfare of our customers and clients

- Places the customer at the centre of decision making processes and operational process planning
- Develops and manages effective two way communication for individuals and groups
- Identifies, promotes and engages with hard to reach groups
- Actively seeks feedback and uses it to evaluate service effectiveness
- Uses customer feedback and complaints to improve services
- Explains and applies council policies and processes clearly and with empathy
- Seeks ways to meet customers needs better and improve their contact with us

Developing and retaining talent. Recognising, developing and using expertise in others effectively while continuously develops own knowledge and skills

- Provides regular supervision and appraisal
- Coaches effectively where appropriate
- Uses the full potential of staff
- Acquires, applies and provides guidance to others on relevant functional knowledge
- Understands and manages skills required to deliver operational objectives
- Enables all appropriate forms of development
- Seeks out ways to improve own learning and that of others

Working with partners. Establishing and managing a variety of ways of delivering service through others, such as procurement, informal and formal partnerships, joint ventures and outsourcing. Effective collaboration to deliver mutually beneficial partnership outcomes.

- Supports and enables partnerships that improve and deliver services
- Develops working relationships with partners
- Contributes to development of practices that support partnership working
- Promotes partnership internally across the organisation

Solving problems and being creative. Taking appropriate initiatives, anticipating and resolving problems systematically by fact finding, analysis and considering options to come up with realistic and achievable solutions. Thinking laterally, using flair and imagination to develop and implement improvements and making informed decisions, engaging and involving others as appropriate

- Promotes a learning culture by identifying causes, generating solutions and taking decisions
- Supports staff in learning from mistakes as well as successes
- Ensures that all staff take responsibility for solving problems
- Encourages open two way communication and constructive critical analysis

- Encourages discussion and is open to new ways of working

Strategic working. Developing and applying the strategic agenda of the council and/or service by understanding the bigger picture and through joined up working

- Works within the strategic agenda of the council with an awareness of the bigger picture
- Ensures tasks are consistent with and deliver service and corporate aims
- Ensures activities are within scope of responsibility of position held
- Communicates upwards and across the organisation to inform both operational and strategic development

Political awareness. Understanding the role of politics and politicians, being accountable to and managing the expectations of Councillors and the public.

- Applies the officer and member codes of conduct
- Appreciates the role of politics and politicians
- Considers political sensitivities in decision making and communications
- Advises line managers of potential political risks

Project programme and workload management. Organising and managing work to meet deadlines and project and/or programme objectives, while ensuring the quality of outputs

- Manages projects that produce operational change or improved customer outcomes
- Uses project management principles for small projects
- Monitors work and progress, resolving problems and reporting outcomes

Manager/Head of Service

Choose relevant manager/head of service competencies from this list. The example behaviours are cumulative, so when using them you should be aware of both the specific example behaviours for this level of post (in black) and also the team leader examples (in grey).

Managing people performance

Managing individual and team performance to achieve objectives, and developing high performing teams. Consistently applying all HR and organisational policies and procedures, ensuring a fair and consistent approach to all.

- Provides business solutions that deliver to Council priorities
- Asks insightful questions and challenges practice to improve quality and value for money
- Promotes and enables continuous improvement and innovation
- Creates a performance coaching culture
- Takes a cross council view and ensures all services contribute equitably to corporate priorities and improvement
- Ensures team works to support corporate activities
- Establishes performance objectives for the team
- Creates a culture of continuous improvement
- Coaches and empowers others
- Guides and develops team members and supports and evaluates their learning
- Is fair and even handed in dealing with staff
- Challenges inadequate performance or unacceptable behaviour
- Is a positive and enthusiastic role model
- Demonstrates accountability and responsibility for service objectives
- Manages time effectively
- Delegates effectively and appropriately
- Assertively uses and ensures compliance with Council policies and procedures and other regulatory requirements
- Promotes business improvement and collaborative working

Delivering the best outcomes

Planning service delivery, setting and monitoring performance targets and managing risk. Recognising areas for improvement and challenging and improving ways of working. Managing assets, business processes, information, and resources effectively.

- Sets and ensures delivery of clear goals and targets, including for staffing, performance, budgets, and contracts
- Contributes to divisional service plan and develops plan for own operational area.
- Creates and monitors processes for tracking and managing achievement
- Contributes to and implements agreed contracting and commissioning arrangements
- Sets self and others stretching goals
- Anticipates issues and the likely impact on the service and resolves them
- Promotes customer-focused culture
- Ensures delivery of agreed plans and changes across service areas
- Is customer focused and actively seeks to improve customer and community outcomes
- Develops and ensures delivery of team plans to achieve service priorities
- Continually works to improve value for money
- Maximises the impact of appropriate and agreed technologies
- Is aware of areas of ambiguity and understand and manages risk
- Ensures all information systems are up to date and accurate

Managing money and resources. Understanding the reasons for driving down costs and delivering value and recognising the responsibility associated with the use of public finance. Working within SBC financial and regulatory frameworks to manage resources to optimise delivery of services.

- Ensures delivery of services to budget
 - Demonstrates commercial awareness and business acumen
 - Ensures continuous value for money improvement
 - Assesses and manages risks
 - Demonstrates an entrepreneurial approach to delivering services
-
- Manages resources effectively within agreed budgets
 - Uses budgetary information to make good financial decisions
 - Evaluates costs, benefits and risks when making decisions
 - Continually seeks to improve value for money
 - Promotes staff understanding of resource impacts of decision making

Leading change. Communicating a compelling view of the future and leading, managing and implementing sustainable change directly or through others

- Determines priorities to respond to and influence change
 - Plans change in line with organisational protocols
 - Ensures benefits of change are realised
 - Takes an active role in promoting the council's vision and priorities
 - Ensures change is embedded and sustainable
-
- Promotes and implements change positively and realistically
 - Influences change by working with and through people and being a role model
 - Understands job related developments and promotes a culture of positive engagement and change
 - Keeps staff involved
 - Promotes the Council's vision and priorities through their actions and behaviour at work
 - Is a role model for open and fair information sharing and decision making

Working for our customers. Actively listening to, influencing and working positively with customers, community groups and the general public to deliver the best possible services. Building support and agreement and safeguarding and promoting the welfare of our customers and clients

- Ensures active engagement with local people within a strategic framework for community involvement
 - Responds effectively to identified community needs within available resources
 - Unblocks organisational issues that are causing problems for customers
 - Analyses customer experience to simplify processes and speed up decision making
 - Identifies trends and plans for future needs of communities served
-
- Places the customer at the centre of decision making processes and operational process planning
 - Develops and manages effective two way communication for individuals and groups
 - Identifies, promotes and engages with hard to reach groups
 - Actively seeks feedback and uses it to evaluate service effectiveness
 - Uses customer feedback and complaints to improve services
 - Explains and applies council policies and processes clearly and with empathy
 - Seeks ways to meet customers needs better and improve their contact with us

Developing and retaining talent. Recognising, developing and using expertise in others effectively while continuously develops own knowledge and skills

- Promotes a learning culture
- Reviews and plans the best use of staff resources and the enhancement of skills to meet the council's objectives
- Seeks and implements opportunities to improve succession planning in service area
- Provides regular supervision and appraisal
- Coaches effectively where appropriate
- Uses the full potential of staff
- Acquires, applies and provides guidance to others on relevant functional knowledge
- Understands and manages skills required to deliver operational objectives
- Enables all appropriate forms of development
- Seeks out ways to improve own learning and that of others

Working with partners. Establishing and managing a variety of ways of delivering service through others, such as procurement, informal and formal partnerships, joint ventures and outsourcing. Effective collaboration to deliver mutually beneficial partnership outcomes.

- Seeks opportunities for partnering and promotes them
- Manages and works collaboratively with partners to meet mutual objectives
- Negotiates with partners to achieve a win/win solution
- Supports and enables partnerships that improve and deliver services
- Develops working relationships with partners
- Contributes to development of practices that support partnership working
- Promotes partnership internally across the organisation

Solving problems and being creative. Taking appropriate initiatives, anticipating and resolving problems systematically by fact finding, analysis and considering options to come up with realistic and achievable solutions. Thinking laterally, using flair and imagination to develop and implement improvements and making informed decisions, engaging and involving others as appropriate

- Considers service wide issues when making decisions
- Breaks down complex problems into achievable components and effective solutions
- Demonstrates original thinking and sector knowledge to develop ideas
- Analyses information and makes pragmatic decisions to ensure delivery
- Promotes a learning culture by identifying causes, generating solutions and taking decisions
- Supports staff in learning from mistakes as well as successes
- Ensures that all staff take responsibility for solving problems
- Encourages open two way communication and constructive critical analysis
- Encourages discussion and is open to new ways of working

Strategic working. Developing and applying the strategic agenda of the council and/or service by understanding the bigger picture and through joined up working

- Uses facts and figures to make decisions and communicate them
 - Thinks ahead to avoid pitfalls and ensure senior management is kept informed
 - Persuades by presenting a clear and well reasoned case
 - Uses sector and partnership knowledge to inform strategic priorities
-
- Works within the strategic agenda of the council with an awareness of the bigger picture
 - Ensures tasks are consistent with and deliver service and corporate aims
 - Ensures activities are within scope of responsibility of position held
 - Communicates upwards and across the organisation to inform both operational and strategic development

Political awareness. Understanding the role of politics and politicians, being accountable to and managing the expectations of Councillors and the public.

- Liaises in appropriate and timely ways with colleagues and elected members, to ensure shared and accurate knowledge
 - Ensures corporate governance policies are applied
 - Ensures essential messages are passed to elected members appropriately
 - Deliberately plans an approach to take account of particular audiences.
-
- Applies the officer and member codes of conduct
 - Appreciates the role of politics and politicians
 - Considers political sensitivities in decision making and communications
 - Advises line managers of potential political risks

Project programme and workload management. Organising and managing work to meet deadlines and project and/or programme objectives, while ensuring the quality of outputs

- Plans ahead, taking responsibility for projects through to completion
 - Sets priorities and allocates tasks to teams effectively
 - Monitors and ensures the quality of project outputs
 - Co-ordinates multiple projects and ensures their effective management, delivery and reporting
 - Evaluates results and shares learning
 - Represents service on programme and project boards
 - Deals effectively with problems and obstacles affecting successful completion of projects
-
- Manages projects that produce operational change or improved customer outcomes
 - Uses project management principles for small projects
 - Monitors work and progress, resolving problems and reporting outcomes

Assistant Director

Choose relevant Assistant Director competencies from this list. The example behaviours are cumulative, so when using them you should be aware of both the specific example behaviours for this level of post (in black) and also the lower level examples (in grey).

Managing people performance

Managing individual and team performance to achieve objectives, and developing high performing teams. Consistently applying all HR and organisational policies and procedures, ensuring a fair, and consistent approach to all.

- Builds an effective cross service and cross council management team through cohesive relationships
- Role models inspiration, achievement, responsibility and accountability
- Sets an example of collaborative working to achieve corporate goals
- Leads and ensures robust accountability for performance and delivery of what has been agreed
- Provides business solutions that deliver to Council priorities
- Asks insightful questions and challenges practice to improve quality and value for money
- Promotes and enables continuous improvement and innovation
- Creates a performance coaching culture
- Takes a cross council view and ensures all services contribute equitably to corporate priorities and improvement
- Ensures team works to support corporate activities
- Establishes performance objectives for the team
- Creates a culture of continuous improvement
- Coaches and empowers others
- Guides and develops team members and supports and evaluates their learning
- Is fair and even handed in dealing with staff
- Challenges inadequate performance or unacceptable behaviour
- Is a positive and enthusiastic role model
- Demonstrates accountability and responsibility for service objectives
- Manages time effectively
- Delegates effectively and appropriately
- Assertively uses and ensures compliance with Council policies and procedures and other regulatory requirements
- Promotes business improvement and collaborative working

Delivering the best outcomes

Planning service delivery, setting and monitoring performance targets and managing risk. Recognising areas for improvement and challenging and improving ways of working. Managing assets, business processes, information, and resources effectively.

- Ensures alignment of service plans and objectives to corporate and community priorities
- Drives joined up working process and performance improvements
- Ensures the strategic application of technology to improve the service
- Scans the environment for new opportunities, and uses best practice to inform new approaches and develop innovative ideas.
- Develops and improves contracting and commissioning arrangements
- Leads service planning process Ensures compliance with corporate planning and budget timetable

- Sets and ensures delivery of clear goals and targets, including for staffing, performance, budgets, and contracts
- Contributes to divisional service plan and develops plan for own operational area.
- Creates and monitors processes for tracking and managing achievement
- Contributes to and implements agreed contracting and commissioning arrangements
- Sets self and others stretching goals
- Anticipates issues and the likely impact on the service and resolves them
- Promotes customer-focused culture
- Ensures delivery of agreed plans and changes across service areas
- Is customer focused and actively seeks to improve customer and community outcomes
- Develops and ensures delivery of team plans to achieve service priorities
- Continually works to improve value for money
- Maximises the impact of appropriate and agreed technologies
- Is aware of areas of ambiguity and understand and manages risk
- Ensures all information systems are up to date and accurate

Managing money and resources. Understanding the reasons for driving down costs and delivering value and recognising the responsibility associated with the use of public finance. Working within SBC financial and regulatory frameworks to manage resources to optimise delivery of services.

- Plans change, taking account of impact on organisation
- Reviews and evaluates 'whole life' costs of projects and rigorously evaluates all options

- Ensures delivery of services to budget
- Demonstrates commercial awareness and business acumen
- Ensures continuous value for money improvement
- Assesses and manages risks
- Demonstrates an entrepreneurial approach to delivering services
- Manages resources effectively within agreed budgets
- Uses budgetary information to make good financial decisions
- Evaluates costs, benefits and risks when making decisions
- Continually seeks to improve value for money
- Promotes staff understanding of resource impacts of decision making

Leading change. Communicating a compelling view of the future and leading, managing and implementing sustainable change directly or through others

- Thinks strategically and plans to ensure the Council moves towards its vision
 - Leads complex change programmes
 - Identifies and develops opportunities for change through working with internal and external partners
 - Demonstrates ability to lead and complete difficult and potentially unpopular changes in the interests of the organisation, as needed
 - Communicates the vision clearly
-
- Determines priorities to respond to and influence change
 - Plans change in line with organisational protocols
 - Ensures benefits of change are realised
 - Takes an active role in promoting the council's vision and priorities
 - Ensures change is embedded and sustainable
 - Promotes and implements change positively and realistically
 - Influences change by working with and through people and being a role model
 - Understands job related developments and promotes a culture of positive engagement and change
 - Keeps staff involved
 - Promotes the Council's vision and priorities through their actions and behaviour at work
 - Is a role model for open and fair information sharing and decision making

Working for our customers. Actively listening to, influencing and working positively with customers, community groups and the general public to deliver the best possible services. Building support and agreement and safeguarding and promoting the welfare of our customers and clients

- Presents sometimes difficult messages clearly and with understanding of the implications for customers
 - Influences and handles challenges confidently
 - Develops the strategic framework for community involvement
 - Ensures consultation mechanisms are in place and that the results influence policy
 - Ensures organisational learning from complaints
 - Engages with community leaders on matters of policy
-
- Ensures active engagement with local people within a strategic framework for community involvement
 - Responds effectively to identified community needs within available resources
 - Unblocks organisational issues that are causing problems for customers
 - Analyses customer experience to simplify processes and speed up decision making
 - Identifies trends and plans for future needs of communities served
 - Places the customer at the centre of decision making processes and operational process planning
 - Develops and manages effective two way communication for individuals and groups
 - Identifies, promotes and engages with hard to reach groups
 - Actively seeks feedback and uses it to evaluate service effectiveness
 - Uses customer feedback and complaints to improve services
 - Explains and applies council policies and processes clearly and with empathy
 - Seeks ways to meet customers needs better and improve their contact with us

Developing and retaining talent. Recognising, developing and using expertise in others effectively while continually developing own knowledge and skills

- Ensures resources are made available as practicable for staff development
- Demonstrates active commitment to developing talent
- Champions the development of staff
- Seeks and implements innovative and cost effective ways to improve learning

- Promotes a learning culture
- Reviews and plans the best use of staff resources and the enhancement of skills to meet the council's objectives
- Seeks and implements opportunities to improve succession planning in service area
- Provides regular supervision and appraisal
- Coaches effectively where appropriate
- Uses the full potential of staff
- Acquires, applies and provides guidance to others on relevant functional knowledge
- Understands and manages skills required to deliver operational objectives
- Enables all appropriate forms of development
- Seeks out ways to improve own learning and that of others

Working with partners. Establishing and managing a variety of ways of delivering service through others, such as procurement, informal and formal partnerships, joint ventures and outsourcing. Effective collaboration to deliver mutually beneficial partnership outcomes.

- Uses influence and authority to drive partnering activities forward.
- Looks for and exploits strategic opportunities to work with other partners
- Maintains awareness of market and possible partnering opportunities

- Supports and enables partnerships that improve and deliver services
- Develops working relationships with partners
- Contributes to development of practices that support partnership working
- Promotes partnership internally across the organisation
- Seeks opportunities for partnering and promotes them
- Manages and works collaboratively with partners to meet mutual objectives
- Negotiates with partners to achieve a win/win solution

Solving problems and being creative. Taking appropriate initiatives, anticipating and resolving problems systematically by fact finding, analysis and considering options to come up with realistic and achievable solutions. Thinking laterally, using flair and imagination to develop and implement improvements and making informed decisions, engaging and involving others as appropriate

- Seeks out and implements best practice and promotes innovative solutions
- Encourages innovation and is open to ideas from all
- Makes decisions after considering a wider range of factors
- Manages the risk and implications from decisions

- Considers service wide issues when making decisions
- Breaks down complex problems into achievable components and effective solutions
- Demonstrates original thinking and sector knowledge to develop ideas
- Analyses information and makes pragmatic decisions to ensure delivery

- Promotes a learning culture by identifying causes, generating solutions and taking decisions
- Supports staff in learning from mistakes as well as successes
- Ensures that all staff take responsibility for solving problems
- Encourages open two way communication and constructive critical analysis
- Encourages discussion and is open to new ways of working

Strategic working. Developing and applying the strategic agenda of the council and/or service by understanding the bigger picture and through joined up working

- Initiates and drives joined up working
- Applies and informs the strategic agenda of the council
- Works across service and organisation boundaries to achieve objectives and develop strategic direction for the council
- Builds and uses extended networks of influence
- Considers wider influences at all times
- Uses facts and figures to make decisions and communicate them
- Thinks ahead to avoid pitfalls and ensure senior management is kept informed
- Persuades by presenting a clear and well reasoned case
- Uses sector and partnership knowledge to inform strategic priorities
- Works within the strategic agenda of the council with an awareness of the bigger picture
- Ensures tasks are consistent with and deliver service and corporate aims
- Ensures activities are within scope of responsibility of position held
- Communicates upwards and across the organisation to inform both operational and strategic development

Political awareness. Understanding the role of politics and politicians, being accountable to and managing the expectations of Councillors and the public.

- Manages issues of trust with tact and diplomacy between officers, members and partners
- Deliberately plans approaches to take account of particular audiences.
- Manages the expectations of and is accountable to members
- Takes the time to build critical mass or support for a position to get results through partnership
- Liaises in appropriate and timely ways with colleagues and elected members, to ensure shared and accurate knowledge
- Ensures corporate governance policies are applied
- Ensures essential messages are passed to elected members appropriately
- Deliberately plans an approach to take account of particular audiences.
- Applies the officer and member codes of conduct
- Appreciates the role of politics and politicians
- Considers political sensitivities in decision making and communications
- Advises line managers of potential political risks

Project programme and workload management. Organising and managing work to meet deadlines and project and/or programme objectives, while ensuring the quality of outputs

- Sponsors and leads service and corporate projects
 - Demonstrates an awareness of programme and project management principles and ensures these are applied in practice
 - Monitors plans and prepares to change direction if needed
 - Ensures effective quality audit processes in place and used
 - Owns and directs major programmes and projects.
 - Recognises strategic project interdependencies and plans for their impact
-
- Plans ahead, taking responsibility for projects through to completion
 - Sets priorities and allocates tasks to teams effectively
 - Monitors and ensures the quality of project outputs
 - Co-ordinates multiple projects and ensures their effective management, delivery and reporting
 - Evaluates results and shares learning
 - Represents service on programme and project boards
 - Deals effectively with problems and obstacles affecting successful completion of projects
 - Manages projects that produce operational change or improved customer outcomes
 - Uses project management principles for small projects
 - Monitors work and progress, resolving problems and reporting outcomes

Director

Choose relevant Director competencies from this list.

The example behaviours are cumulative, so when using them you should be aware of both the specific example behaviours for this level of post (in black) and also the lower level examples (in grey).

Managing people performance

Managing individual and team performance to achieve objectives, and developing high performing teams. Consistently applying all HR and organisational policies and procedures, ensuring a fair, and consistent approach to all.

- Uses power and authority fairly and equitably
- Ensures corporate approach within directorate
- Ensures effective communications within directorate
- Leads performance improvement across the council
- Builds an effective cross service and cross council management team through cohesive relationships
- Role models inspiration, achievement, responsibility and accountability
- Sets an example of collaborative working to achieve corporate goals
- Leads and ensures robust accountability for performance and delivery of what has been agreed
- Provides business solutions that deliver to Council priorities
- Asks insightful questions and challenges practice to improve quality and value for money
- Promotes and enables continuous improvement and innovation
- Creates a performance coaching culture
- Takes a cross council view and ensures all services contribute equitably to corporate priorities and improvement
- Ensures team works to support corporate activities
- Establishes performance objectives for the team
- Creates a culture of continuous improvement
- Coaches and empowers others
- Guides and develops team members and supports and evaluates their learning
- Is fair and even handed in dealing with staff
- Challenges inadequate performance or unacceptable behaviour
- Is a positive and enthusiastic role model
- Demonstrates accountability and responsibility for service objectives
- Manages time effectively
- Delegates effectively and appropriately
- Assertively uses and ensures compliance with Council policies and procedures and other regulatory requirements
- Promotes business improvement and collaborative working

Delivering the best outcomes

Planning service delivery, setting and monitoring performance targets and managing risk. Recognising areas for improvement and challenging and improving ways of working. Managing assets, business processes, information, and resources effectively.

- Provides strategic leadership for service improvement and change across the Council
- Challenges service(s) in context of emerging/best practice
- Sets clear and consistent priorities for directorate and delivery expectations
- Provides strategic direction for the management of information across the council
- Provides a strategic commissioning lead

- Ensures alignment of service plans and objectives to corporate and community priorities
- Drives joined up working process and performance improvements
- Ensures the strategic application of technology to improve the service
- Scans the environment for new opportunities, and uses best practice to inform new approaches and develop innovative ideas.
- Develops and improves contracting and commissioning arrangements
- Leads service planning process
- Ensures compliance with corporate planning and budget timetable
- Sets and ensures delivery of clear goals and targets, including for staffing, performance, budgets, and contracts
- Contributes to divisional service plan and develops plan for own operational area.
- Creates and monitors processes for tracking and managing achievement
- Contributes to and implements agreed contracting and commissioning arrangements
- Sets self and others stretching goals
- Anticipates issues and the likely impact on the service and resolves them
- Promotes customer-focused culture
- Ensures delivery of agreed plans and changes across service areas
- Is customer focused and actively seeks to improve customer and community outcomes
- Develops and ensures delivery of team plans to achieve service priorities
- Continually works to improve value for money
- Maximises the impact of appropriate and agreed technologies
- Is aware of areas of ambiguity and understand and manages risk
- Ensures all information systems are up to date and accurate

Managing money and resources. Understanding the reasons for driving down costs and delivering value and recognising the responsibility associated with the use of public finance. Working within SBC financial and regulatory frameworks to manage resources to optimise delivery of services.

- Applies financial rules and sets budget
- Provides critical challenge to test financial integrity and sustainability of key projects
- Plans change, taking account of impact on organisation
- Reviews and evaluates 'whole life' costs of projects and rigorously evaluates all options
- Ensures delivery of services to budget
- Demonstrates commercial awareness and business acumen
- Ensures continuous value for money improvement
- Assesses and manages risks
- Demonstrates an entrepreneurial approach to delivering services
- Manages resources effectively within agreed budgets
- Uses budgetary information to make good financial decisions
- Evaluates costs, benefits and risks when making decisions
- Continually seeks to improve value for money
- Promotes staff understanding of resource impacts of decision making

Leading change. Communicating a compelling view of the future and leading, managing and implementing sustainable change directly or through others

- Champions and sponsors change
- Sets a clear and compelling vision and rationale for change
- Communicates the vision with passion
- Builds support for change with corporate and external stakeholders
- Thinks strategically and plans to ensure the Council moves towards its vision
- Leads complex change programmes
- Identifies and develops opportunities for change through working with internal and external partners
- Demonstrates ability to lead and complete difficult and potentially unpopular changes in the interests of the organisation, as needed
- Communicates the vision clearly
- Determines priorities to respond to and influence change
- Plans change in line with organisational protocols
- Ensures benefits of change are realised
- Takes an active role in promoting the council's vision and priorities
- Ensures change is embedded and sustainable
- Promotes and implements change positively and realistically
- Influences change by working with and through people and being a role model
- Understands job related developments and promotes a culture of positive engagement and change
- Keeps staff involved
- Promotes the Council's vision and priorities through their actions and behaviour at work
- Is a role model for open and fair information sharing and decision making

Working for our customers. Actively listening to, influencing and working positively with customers, community groups and the general public to deliver the best possible services. Building support and agreement and safeguarding and promoting the welfare of our customers and clients

- Balances the needs of hard to reach groups with those of the wider community in strategic policy and resource allocation
- Predicts future needs of Slough
- Works with Members in partnership to ensure community and customer needs are met

- Presents sometimes difficult messages clearly and with understanding of the implications for customers
- Influences and handles challenges confidently
- Develops the strategic framework for community involvement
- Ensures consultation mechanisms are in place and that the results influence policy
- Ensures organisational learning from complaints
- Engages with community leaders on matters of policy
- Ensures active engagement with local people within a strategic framework for community involvement
- Responds effectively to identified community needs within available resources
- Unblocks organisational issues that are causing problems for customers
- Analyses customer experience to simplify processes and speed up decision making
- Identifies trends and plans for future needs of communities served
- Places the customer at the centre of decision making processes and operational process planning
- Develops and manages effective two way communication for individuals and groups
- Identifies, promotes and engages with hard to reach groups
- Actively seeks feedback and uses it to evaluate service effectiveness
- Uses customer feedback and complaints to improve services
- Explains and applies council policies and processes clearly and with empathy
- Seeks ways to meet customers needs better and improve their contact with us

Developing and retaining talent. Recognising, developing and using expertise in others effectively while continuously develops own knowledge and skills

- Ensures responsiveness to the development needs of all staff within the organisation
- Sponsors effective talent management across Slough
- Promotes opportunities for cross-organisational and partner learning

- Ensures resources are made available as practicable for staff development
- Demonstrates active commitment to developing talent
- Champions the development of staff
- Seeks and implements innovative and cost effective ways to improve learning
- Promotes a learning culture
- Reviews and plans the best use of staff resources and the enhancement of skills to meet the council's objectives
- Seeks and implements opportunities to improve succession planning in service area
- Provides regular supervision and appraisal
- Coaches effectively where appropriate
- Uses the full potential of staff
- Acquires, applies and provides guidance to others on relevant functional knowledge
- Understands and manages skills required to deliver operational objectives
- Enables all appropriate forms of development
- Seeks out ways to improve own learning and that of others

Working with partners. Establishing and managing a variety of ways of delivering service through others, such as procurement, informal and formal partnerships, joint ventures and outsourcing. Effective collaboration to deliver mutually beneficial partnership outcomes.

- Leads on development of key strategic partnerships
 - Maintains an overview of directorate activities and interactions with partners
 - Seeks strategic partnerships and uses them to meet Council and partner objectives.
 - Engages the trust and confidence of partners in the achievement of corporate priorities
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- Uses influence and authority to drive partnering activities forward.
 - Looks for and exploits strategic opportunities to work with other partners
 - Maintains awareness of market and possible partnering opportunities
 - Supports and enables partnerships that improve and deliver services
 - Develops working relationships with partners
 - Contributes to development of practices that support partnership working
 - Promotes partnership internally across the organisation
 - Seeks opportunities for partnering and promotes them
 - Manages and works collaboratively with partners to meet mutual objectives
 - Negotiates with partners to achieve a win/win solution

Solving problems and being creative. Taking appropriate initiatives, anticipating and resolving problems systematically by fact finding, analysis and considering options to come up with realistic and achievable solutions. Thinking laterally, using flair and imagination to develop and implement improvements and making informed decisions, engaging and involving others as appropriate

- Makes difficult decisions on strategic/corporate matters and deals with implications with confidence
 - Ensures that decisions are responsive to the needs of diverse user groups
 - Has a strategic perspective
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- Seeks out and implements best practice and promotes innovative solutions
 - Encourages innovation and is open to ideas from all
 - Makes decisions after considering a wider range of factors
 - Manages the risk and implications from decisions
 - Considers service wide issues when making decisions
 - Breaks down complex problems into achievable components and effective solutions
 - Demonstrates original thinking and sector knowledge to develop ideas
 - Analyses information and makes pragmatic decisions to ensure delivery
 - Promotes a learning culture by identifying causes, generating solutions and taking decisions
 - Supports staff in learning from mistakes as well as successes
 - Ensures that all staff take responsibility for solving problems
 - Encourages open two way communication and constructive critical analysis
 - Encourages discussion and is open to new ways of working

Strategic working. Developing and applying the strategic agenda of the council and/or service by understanding the bigger picture and through joined up working

- Understands national and local strategic drivers and uses them to formulate corporate thinking
- Develops the councils strategic agenda in partnership with members
- Uses complex and multi-layered influencing strategies to bring about change

- Initiates and drives joined up working
- Applies and informs the strategic agenda of the council
- Works across service and organisation boundaries to achieve objectives and develop strategic direction for the council
- Builds and uses extended networks of influence
- Considers wider influences at all times
- Uses facts and figures to make decisions and communicate them
- Thinks ahead to avoid pitfalls and ensure senior management is kept informed
- Persuades by presenting a clear and well reasoned case
- Uses sector and partnership knowledge to inform strategic priorities
- Works within the strategic agenda of the council with an awareness of the bigger picture
- Ensures tasks are consistent with and deliver service and corporate aims
- Ensures activities are within scope of responsibility of position held
- Communicates upwards and across the organisation to inform both operational and strategic development

Political awareness. Understanding the role of politics and politicians, being accountable to and managing the expectations of Councillors and the public.

- Manages politically sensitive situations with tact and diplomacy, responding to and supporting members
- Makes effective strategic decisions that take into account political considerations
- Builds a relationship of trust with members through accountability and managing expectations

- Manages issues of trust with tact and diplomacy between officers, members and partners
- Deliberately plans approaches to take account of particular audiences.
- Manages the expectations of and is accountable to members
- Takes the time to build critical mass or support for a position to get results through partnership
- Liaises in appropriate and timely ways with colleagues and elected members, to ensure shared and accurate knowledge
- Ensures corporate governance policies are applied
- Ensures essential messages are passed to elected members appropriately
- Deliberately plans an approach to take account of particular audiences.
- Applies the officer and member codes of conduct
- Appreciates the role of politics and politicians
- Considers political sensitivities in decision making and communications
- Advises line managers of potential political risks

Project programme and workload management. Organising and managing work to meet deadlines and project and/or programme objectives, while ensuring the quality of outputs

- Leads and chairs cross council programme and project boards
- Leads significant corporate programmes and projects
- Drives quality assurance across the Council

- Sponsors and leads service and corporate projects
- Demonstrates an awareness of programme and project management principles and ensures these are applied in practice
- Monitors plans and prepares to change direction if needed
- Ensures effective quality audit processes in place and used
- Owns and directs major programmes and projects.
- Recognises strategic project interdependencies and plans for their impact
- Plans ahead, taking responsibility for projects through to completion
- Sets priorities and allocates tasks to teams effectively
- Monitors and ensures the quality of project outputs
- Co-ordinates multiple projects and ensures their effective management, delivery and reporting
- Evaluates results and shares learning
- Represents service on programme and project boards
- Deals effectively with problems and obstacles affecting successful completion of projects
- Manages projects that produce operational change or improved customer outcomes
- Uses project management principles for small projects
- Monitors work and progress, resolving problems and reporting outcomes