

EAST AYRSHIRE COUNCIL

CABINET – 15 DECEMBER 2010

STRATEGIC LEADERSHIP COMPETENCY FRAMEWORK AND ASSESSMENT CENTRES

Report by Executive Director of Finance and Corporate Support

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to recommend for Cabinet's approval:-
- i. the Strategic Leadership Competency Framework, attached at Appendix 1, which will form the Competency Framework to be used for the recruitment and development of Chief Officers;
 - ii. a proposal to invite Tenders for the future provision of Assessment Centres within the recruitment process for appointment of Chief Officers and Senior Managers through the Council's procurement process;

2. BACKGROUND

- 2.1 At its meeting on 2 September 2009, Cabinet, in approving continuation of the existing provider of Assessment Centres for a further twelve months agreed that a further report would be submitted outlining proposals for putting in place contractual arrangements for a longer period. This report deals with that matter.
- 2.2 The Council has been using Assessment Centres to enhance the recruitment process for the appointment of Chief Officers and certain Senior Manager posts since July 2008. The Assessment Centres have been delivered by external providers.
- 2.3 The experience of both elected members and officers is very positive in relation to the benefits which Assessment Centres deliver to the overall recruitment and selection process.
- 2.4 To support delivery of Assessment Centres, a set of competencies devised by the current provider has been used as the criteria against which future performance potential is measured. The Council has also undertaken a 360° feedback exercise for Directors and Heads of Service using a set of Leadership Competencies provided by SOLACE. In addition on 23 June 2010 Cabinet approved a Competency Framework which applies to all employees up to 4th tier manager level.
- 2.5 In order to streamline these arrangements, a set of Strategic Leadership Competencies for Chief Officers has been developed. These have been developed based on best practice, the needs of the Council and the experience of using the competencies piloted to date. The proposed competencies align with the existing Competency Framework approved by Cabinet on 23 June 2010.

3. PROPOSAL

- 3.1 In order to improve and enhance the Council's Competency Framework it is proposed that the Council's Strategic Leadership Competencies are approved and

replace the competencies used to obtain 360° feedback for Executive Directors and Heads of Service and those currently used within Assessment Centres. This will bring cohesion to the arrangements for competency based performance management and recruitment and better reflect the current needs of the Council.

- 3.3 It is further proposed that the Council appoints a provider for future provision of Assessment Centres for Senior Appointments to support the recruitment of Chief Officers and certain Senior Manager posts for a period of up to 3 years, following a tendering exercise in accordance with the Council's procurement procedures.

4. FINANCIAL IMPLICATIONS

- 4.1 The cost of delivery of a one day Assessment Centre for up to 6 candidates varies but is around £5,000 with an anticipated one-off design and preparation cost in the region of £4,000. It is expected that the Council will undertake around 3 assessment centres per annum but this will vary depending on demand. The costs of individual Assessment Centres will be met by departments from existing resources.

5. COMMUNITY PLANNING IMPLICATIONS

- 5.1 There are no Community Planning implications arising from this report.

6. LEGAL IMPLICATIONS

- 6.1 There are no legal implications arising from this report.

7. CORPORATE MANAGEMENT TEAM

- 7.1 The Corporate Management team has considered this matter and endorses the recommendations.

8. RECOMMENDATIONS

- 8.1 It is recommended that Cabinet approves:

- (i) approves the Strategic Leadership Competency Framework;
- (ii) agrees that the Council appoints a provider of Assessment Centres in accordance with the relevant procurement procedures; and
- (iii) otherwise notes the content of this report.

Alexander McPhee
Executive Director of Finance and Corporate Support
1 December 2010

APPENDICES

Appendix 1 – Draft Strategic Leadership Competencies

LIST OF BACKGROUND PAPERS

1. Recruitment and Selection – Procurement of Assessment Centre Provision – Report to Cabinet on 30 July 2008 by Depute Chief Executive/Executive Director of Corporate Support.
2. Recruitment And Selection - Procurement Of Assessment Centre Provision - Report to Cabinet on 2 September 2009 by Depute Chief Executive/Executive Director of Corporate Support

Members wishing further information should contact Martin Rose, Head of Human Resources, Tel: (01563) 576092.

Implementation Officer – Martin Rose, Head of Human Resources

DRAFT

STRATEGIC LEADERSHIP COMPETENCIES

POLITICAL SKILLS/ACUMEN

Is aware of the social, economic, and political environment and how this may impact on the Council. Operates consistently within the legal and ethical frameworks of the organisation. Takes appropriate executive action to reflect political change. Positively influences key decision makers. Takes a stand and acts with integrity. Can challenge appropriately. Promotes the interests and commitments of all Partners and the Community in the development and delivery of strategies and plans. Identifies key stakeholders, their level of control, responsibility and influence and engages appropriately.

Indicators

- Believes in the importance of democratic control of public services and accountability to the community and their representatives
- Demonstrates ability to understand diverse interests and the dynamic between them
- Knows when to challenge
- Is responsive to and supportive of Elected Members
- Offers appropriate professional and technical expertise to Elected Members
- Develops partnerships and partnership initiatives that will benefit the citizens of east Ayrshire

2a Review of Competencies

Demonstrated?

Yet to be demonstrated	<input type="checkbox"/>	Sometimes demonstrated	<input type="checkbox"/>
Mostly demonstrated	<input type="checkbox"/>	Almost always demonstrated	<input type="checkbox"/>

Comments and examples of areas of strength and areas for development:

STRATEGIC DIRECTION

Takes charge and inspires with a compelling vision. Initiates new ideas and leads people in a new direction. Sees the big picture. Thinking and planning is future orientated. Supports the long term need of the organisation whilst continuing to address operational pressures. Makes expectations clear. Is the catalyst for change. Is positive, committed and resilient in the delivery of change. Concentrates on issues that support the broad organisational strategies. Develops strategies for influencing others at all levels and externally to deliver service improvement. Engages the Community and Community Planning Partners appropriately in strategic planning. Consistently delivers results.

Indicators

- Understands broad political, social, economic and legal trends and predicts their effect
- Communicates the vision
- Recognises and meets the needs of service users
- Makes expectations clear and ensures focus
- Defines and agrees accountabilities clearly
- Reads the currents of the organisation, builds decision networks and navigates politics
- Promotes co-operation and builds effective teams
- Encourages and empowers others to accept increased responsibility
- Uses a range of influencing tactics to achieve results

2a Review of Competencies

Demonstrated?

Yet to be demonstrated	<input type="checkbox"/>	Sometimes demonstrated	<input type="checkbox"/>
Mostly demonstrated	<input type="checkbox"/>	Almost always demonstrated	<input type="checkbox"/>

Comments and examples of areas of strength and areas for development:

ORGANISATIONAL EFFECTIVENESS

Analyses and uses relevant, current, up-to-date information and evidence to drive service delivery and make decisions. Makes timely decisions based on adequate and appropriate information. Supports creativity and innovation and risk taking to deliver change. Takes due account of risk in decision making. Identifies the root cause of complex problems. Encourages the involvement of others in important decision making. Takes unpopular decisions when merited. Develops future capability in the organisation. Applies practical and sound common sense judgement. Seeks to share leadership

Indicators

- Manages and utilises performance management systems effectively
- Promotes radical and transformational change and is supportive of its implementation
- Considers full range of options from multiple perspectives
- Deals effectively with ambiguity , uncertainty and complexity
- Manages day to day operational efficiencies in a practical way
- Manages people in a firm but fair way
- Bolsters the abilities of others through feedback and guidance
- Helps others to make best use of their time and talents
- Leads by example

2a Review of Competencies

Demonstrated?

Yet to be demonstrated	<input type="checkbox"/>	Sometimes demonstrated	<input type="checkbox"/>
Mostly demonstrated	<input type="checkbox"/>	Almost always demonstrated	<input type="checkbox"/>

Comments and examples of areas of strength and areas for development:

EMOTIONAL INTELLIGENCE

Demonstrates high level of self awareness. Is self-confident. Self regulates and is resilient. Is trustworthy and conscientious. Is flexible and adapts style to meet situational need. Has high levels of empathy. Is self motivated and able to motivate and empower others. Networks and demonstrates Social Skill. Has personal integrity. Is achievement orientated. Builds bonds and works collaboratively. Builds open and productive relationships. Is empathic. Communicates and influences effectively. Develops others.

Indicators

- Has a strong and positive sense of self worth
- Reads and understands own emotions and recognises their impact
- Is realistic about own strengths and limitations
- Displays honesty and integrity at all times
- Is solution focussed, adaptable and can overcome obstacles
- Seeks excellence and seizes opportunities
- Understands and takes an active interest in other people's concerns
- Sends clear, convincing and well-tuned messages
- Orchestrates solutions and can de-escalate disagreement
- Cultivates and maintains a network of good relationships

2a Review of Competencies

Demonstrated?

Yet to be demonstrated	<input type="checkbox"/>	Sometimes demonstrated	<input type="checkbox"/>
Mostly demonstrated	<input type="checkbox"/>	Almost always demonstrated	<input type="checkbox"/>

Comments and examples of areas of strength and areas for development:

FINANCIAL AWARENESS AND BUDGETARY CONTROL

Contributes to the budget planning process constructively and collaboratively. Takes a whole organisation approach to budget planning. Recognises wide budget implications of decisions and actions. Gathers and uses economic, market and financial information to inform decision making. Oversees projects and programmes effectively.

Indicators

- Thinks corporately
- Takes accountability for spending budget for the wider good of service users
- Demonstrates sound budgetary management skills
- Directs and focuses energy on achieving outcomes
- Applies the principles of best value to service delivery
- Demonstrates the ability to maximise the opportunity to secure external funding from a variety of sources
- Secures value for the Council taxpayer
- Evaluates the likelihood and impact of risk
- Uses programme and project management to ensure effectiveness
- Uses management information to plan, control and monitor resources

2a Review of Competencies

Demonstrated?

Yet to be demonstrated	<input type="checkbox"/>	Sometimes demonstrated	<input type="checkbox"/>
Mostly demonstrated	<input type="checkbox"/>	Almost always demonstrated	<input type="checkbox"/>

Comments and examples of areas of strength and areas for development: