

EAST AYRSHIRE COUNCIL

CABINET – 23 JUNE 2010

REVISED COMPETENCY FRAMEWORK

Report by Executive Director of Finance and Corporate Support

1. PURPOSE OF REPORT

- 1.1** The purpose of this report is to recommend to Cabinet approval for a revised Competency Framework to be incorporated into, and rolled out within, the existing East Ayrshire General Employee Review (EAGER) process

2. BACKGROUND

- 2.1** The Council has previously approved the introduction of a Competency Framework for all employees. In 2008 a Competency Framework was developed and piloted within Human Resources with a view to improving the outcome from the EAGER process.
- 2.2** Feedback from the pilot suggested that the Competency Framework would benefit from being simplified. A working group comprising three Heads of Service, namely John Griffiths, Head of Leisure; Malcolm Roulston, Head of Information Technology and Asset Management; Susan Taylor, Head of Children and Families and Criminal Justice and Ailie Macpherson, Organisational Development Manager was formed to address this.
- 2.3** EAGER is the Council's system for reviewing performance against agreed objectives in order to identify and address the development needs of employees. This is done through the production of Personal Development Plans (PDPs). EAGER applies to all Local Government Employees and Craft Operatives. Teachers and Chief Officers are covered by separate arrangements.

3. REVIEW AND REVISION

- 3.1** The Competency Framework was reviewed taking account of feedback received following implementation of the pilot within Human Resources; experience of use of competencies elsewhere; review of other competency frameworks; consideration of what is likely to lead to success and deliver the desired performance in the workplace and in particular the maturity of the organisation at the present time in relation to performance management.
- 3.2** The competencies have been produced reflecting best practice aligned to the stated objectives, vision and values of the Council and incorporating the core elements we want a competency framework to deliver. The competencies set out the way in which the Council expects employees to deliver services.
- 3.3** There are 6 core competencies which will apply to all employees and 3 management competencies which will apply to all employees who have supervisory or management responsibility. These are shown in the proposed framework which is attached as Appendix 1.

- 3.4** It is intended that the competencies will apply to all employees from fourth tier manager down throughout the Council's Local Government Employees and Craft Operative workgroups. Chief Officers and Teachers are covered under separate arrangements.
- 3.5** The working group gave careful consideration to the content and language of the competencies proposed to ensure relevance and appropriateness. The Competency Framework proposed has the full support of the 3 Heads of Service who worked on the group. The group believes this Competency Framework is fit for purpose and will enable managers to drive and guide desired performance delivery.

4. IMPLEMENTATION

- 4.1** The EAGER review process has been in place since 1999 and is well known and understood throughout the Council. It is the Council's vehicle for guiding directed employee development to ensure all employees are supported and developed to fulfil their role to their full potential. In the circumstances incorporating the review of competencies in to the existing EAGER review process is considered to be the simplest and most effective way to introduce the Competency Framework across the Council.
- 4.2** The Employee Attitude Survey (2008) indicated that not all employees were being reviewed under the EAGER process. This has been addressed and EAGER is now being implemented, as evidenced by increased returns of Personal Development Plans (PDPs) and reports from Heads of Service. Using this existing process with minimal change will enable managers to incorporate the implementation of the Competency Framework into their current practice without need for extensive investment of time on their part in understanding an entirely new system for review which is an important consideration given the pressure on them currently to do more with less.
- 4.3** As a result it is intended that the Competency Framework is implemented by simply inserting an additional section into the existing EAGER form (copy attached at Appendix 2). This will be called "Review of Competencies" and follow the section "Review of Objectives." Development needs identified through the review of both objectives and competencies will be highlighted as at present and through joint discussion the best method of addressing them will be established. This will then be captured within the individual PDP. The introduction of a set of behavioural competencies will substantially enhance the review of performance and ensure all employees are delivering services aligned to the Council's commitments.
- 4.4** On confirmation of this approach the EAGER form will be amended to incorporate the Competency Framework. An additional paragraph confirming the review of competencies will be added to the Guidance notes.
- 4.5** If the proposals contained in this report are approved it is intended that the revised EAGER process is rolled out with immediate effect.

5. TRAINING

- 5.1** The roll-out of the revised EAGER process, with the Competency Framework incorporated, will be supported by a programme of training to ensure all managers

undertaking EAGER are fully cognisant of the requirements and benefits of the process. This training will be undertaken in-house by the Learning and Development Officers nominated to support each of the Services. The training will take the form of toolbox talks and last around 2 hours.

- 5.2 In addition, a matrix of Learning and Development provision has been produced ensuring there is available to all employees, access to training to support development of the competencies which have been introduced. This will be publicised within the toolbox talks. A copy of the draft matrix is attached at Appendix 3.
- 5.3 Within the matrix there is also provision of training for managers and employees on EAGER which will be available to access on an ongoing basis.
- 5.4 Support and guidance on implementing the revised EAGER process will continue to be available to all Services from their nominated Learning and Development Officer as at present, working together with their Employee Relations colleagues.
- 5.5 Employees will be advised of the changes by incorporating information on the Competency Framework in to existing employee seminars and meetings. Managers will also share the changes within their meeting structure.

6. CHIEF OFFICERS

- 6.1 The Chief Executive, Executive Directors and Heads of Service undertake EAGER reviews, including a review of competencies, under separate arrangements.

7. FINANCIAL IMPLICATIONS

- 7.1 There are no financial implications arising from the proposals. The process revision and associated training will be carried out in-house by Learning and Development Officers.

8. RECOMMENDATIONS

- 8.1 Cabinet is recommended to:-
 - (i) approve the revised Competency Framework;
 - (ii) approve the inclusion of the Competency Framework within the existing EAGER process;
 - (iii) note the arrangements for roll-out of the revised EAGER process and associated training; and
 - (iv) note the arrangements for enhanced links between the competencies identified in the framework and proposed training offered by the Organisational Development Section.

Alex McPhee
Executive Director of Finance and Corporate Support
28 May 2010

APPENDICES

Appendix 1	Competency Framework
Appendix 2	Current EAGER Form
Appendix 3	Draft Learning and Development Matrix

Appendix 1:

EAST AYRSHIRE COUNCIL COMPETENCY FRAMEWORK

CORE COMPETENCIES

DELIVERING RESULTS

Is focussed on achieving outcomes. Understands the relevance of their own role to the work of the Council. Links all activity to the delivery of the Community Plan, the Single Outcome Agreement, Service Strategies and Plans and EAGER objectives. Acts quickly to resolve problems. Seeks appropriate guidance without delay. Is committed to delivering Best Value.

Indicators

- Is clear about their role and responsibilities
- Is aware of how their EAGER objectives link to the Council's planning process
- Takes pride in work and produces results accurately and on time
- Monitors progress and acts to ensure delivery
- Acts confidently to resolve problems and seeks help when required
- Makes effective decisions appropriate to own areas of responsibility.

Demonstrated?

Yet to be demonstrated Sometimes demonstrated

Mostly demonstrated Almost always demonstrated

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

CUSTOMER FOCUS

Keeps the customer at the centre of all service delivery. Delivers all services in accordance with the Customer First Service Commitment. Develops and maintains good customer relationships by working positively with customers to identify and meet their needs whether internal or external customers.

Indicators

- Takes time to understand the customer's needs and takes ownership
- Advises customers of what we can and will do and by when and acts accordingly. Is prepared to be flexible where appropriate
- Keeps customer advised of progress made and works quickly towards meeting their needs
- Seeks to exceed customer expectations and add value
- Uses feedback to measure customer satisfaction and to drive improvement
- Builds and maintains good customer relationships and makes the customer feel valued

Demonstrated?

Yet to be demonstrated Sometimes demonstrated

Mostly demonstrated Almost always demonstrated

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

PERSONAL EFFECTIVENESS

Takes responsibility for own actions and behaviours and is self aware. Takes responsibility for own safety. Builds constructive relationships with all colleagues and service users. Uses time and other resources effectively and efficiently. Plans and schedules for effectiveness. Operates within the Council's Code of Conduct and all relevant Policies and Procedures in the context of delivering high quality public services.

Indicators

- Has a pro-active approach and takes initiative. Demonstrates a positive outlook.
- Develops and maintains good working relationships.
- Plans and prioritises work and manages own time effectively. Schedules to meet deadlines
- Takes care to complete work accurately and to a high standard
- Understands own strengths and how to use them. Takes responsibility for own personal and professional development
- Takes personal responsibility and responsibility for own work. Resolves conflict constructively.

Demonstrated?

Yet to be demonstrated Sometimes demonstrated

Mostly demonstrated Almost always demonstrated

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

COMMUNICATION

Ensures all communication, both verbal and in writing, including electronic communication, is effective and meets its intended objective. Takes care to communicate the right thing, at the right time, to the right people (person). Adapts communication to meet the needs of the intended audience. Follows relevant Council and Service specific requirements, commitments and guidelines. Communicates proactively and constructively to deliver results.

Indicators

- Ensures all communication is clear, accurate, concise and easy to understand and avoids use of jargon
- Listens effectively and checks understanding
- Targets the right audience to achieve its purpose
- Chooses method of communication most likely to deliver results
- Gives and receives feedback constructively and responds positively
- Is polite and courteous and respectful of others

Demonstrated?

Yet to be demonstrated Sometimes demonstrated

Mostly demonstrated Almost always demonstrated

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

WORKING TOGETHER

Recognises that better results are achieved through working together than working alone. Engages positively with others to maximise effectiveness and the delivery of outcomes. Engages in and promotes effective team working. Commits to the Council's Partnership value and seeks to build effective partnership working where appropriate. Seeks win/win outcomes.

Indicators

- Supports, and works willingly with, team members to achieve common goals
- Sees opportunities for working across boundaries and acts accordingly
- Builds good working relationships with team members, other colleagues across the Council and partner organisations to achieve better results than when working alone
- Understands the needs and goals of others and seeks to accommodate them. Acknowledges the contribution and strengths of others
- Identifies opportunities for working in partnership and positively promotes/engages in partnership working
- Seeks to deliver higher quality service by working together

Demonstrated?

Yet to be demonstrated Sometimes demonstrated

Mostly demonstrated Almost always demonstrated

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

CONTINUOUS IMPROVEMENT

Delivers continuous improvement in all service delivery to improve effectiveness and efficiency. Actively seeks ways to do things better. Uses research and evidence to inform change. Integrates new and old ideas to establish positive change. Assesses risk appropriately. Is committed to delivering Best Value.

Indicators

- Challenges the status quo and seeks new and better ways of working
- Is flexible, open-minded and adapts to change
- Takes a creative and constructive approach to problem solving – has a 'can do' attitude
- Generates new and imaginative ideas to enhance service provision
- Considers advantages and disadvantages of new ways of working and the impact on others
- Recognises the value of and need for change and supports change implementation

Demonstrated?

Yet to be demonstrated Sometimes demonstrated

Mostly demonstrated Almost always demonstrated

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

MANAGEMENT COMPETENCIES

LEADING

Is committed to delivery of excellent public services. Understands the political environment in which they lead. Secures commitment to the vision of the Council and Service and sets clear direction for the team. Thinks to the future. Builds and supports high performing teams. Assesses systems and processes on a whole organisation basis. Understands and manages risk.

Indicators

- Secures commitment to a clear vision and purpose and sets clear direction
- Understands and takes account of interdependencies across all services
- Thinks and plans strategically and builds consensus
- Leads change confidently and is resilient
- Leads by example and empowers others
- Motivates and inspires team to deliver optimum performance

Demonstrated?

Yet to be demonstrated Sometimes demonstrated

Mostly demonstrated Almost always demonstrated

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

MANAGING PEOPLE

Delivers results through others. Manages people and services in line with the Community Plan and relevant Service Plan. Establishes clear performance expectations. Is fair and equitable. Builds effective and productive teams. Develops individuals in line with their job roles. Motivates and encourages. Involves and empowers. Recognises the contribution of others. Secures commitment to change. Ensures implementation of the Council's Policies and Procedures.

Indicators

- Sets clear objectives linked to the Community Plan and implements the EAGER process for their team(s)
- Clearly and fairly allocates work to ensure service delivery
- Challenges, supports, motivates, encourages, involves and empowers all team members
- Supports team members to identify development needs and select the best development methods to meet them.
- Delegates effectively
- Creates opportunities for team members to apply learning and to fulfil their potential

Demonstrated?

Yet to be demonstrated Sometimes demonstrated

Mostly demonstrated Almost always demonstrated

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

MANAGING FINANCE AND OTHER RESOURCES

Uses resources and budgets effectively and efficiently. Recognises the financial implications of decisions and actions. Ensures service delivery is effective and efficient and within budget. Monitors and manages efficient use of all resources including time. Ensures delivery of relevant areas of Community Plan and Single Outcome Agreement. Delivers Best Value. Sets high quality standards. Complies with all Council policies, practices and procedures available to secure value for money and effective support service delivery e.g. PECOS. Plans for the long term.

Indicators

- Identifies resources available and manages them effectively
- Prioritises appropriately and plans for the future
- Manages risk. Has a particular regard for Health and Safety
- Secures Value for Money(VFM) for the Council
- Seeks more efficient ways to deliver results
- Effectively utilises IT and other communication systems available to Council

Demonstrated?

Yet to be demonstrated Sometimes demonstrated

Mostly demonstrated Almost always demonstrated

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

EAST AYRSHIRE GENERAL EMPLOYEE REVIEW

CONFIDENTIAL

PERSONAL DETAILS

Name: _____

Department: _____

Job Title: _____

NI No: _____ Employee No: _____

Date Appointed to Present Post _____

Line Manager _____

RECORD OF REVIEW

Date of This Review: _____

Date of Last Review: _____
(Where applicable)

Date of Next Review: _____

SIGNATURES

Employee:	_____	Date:	_____
Line Manager:	_____	Date:	_____
Countersigning Officer:	_____	Date:	_____

COMMENTS OF COUNTERSIGNING OFFICER

(where applicable)

EAST AYRSHIRE GENERAL EMPLOYEE REVIEW

CONFIDENTIAL

SECTION 1 REVIEW OF OBJECTIVES (See Guidance Note 2)

EAST AYRSHIRE GENERAL EMPLOYEE REVIEW

CONFIDENTIAL

SECTION 2 PROGRESS TOWARDS OBJECTIVES

(See Guidance Note 3)

--

--

--

--

--

--

EAST AYRSHIRE GENERAL EMPLOYEE REVIEW

CONFIDENTIAL

SECTION 3 FUTURE OBJECTIVES (See Guidance Note 5)

EAST AYRSHIRE GENERAL EMPLOYEE REVIEW

CONFIDENTIAL

SECTION 4

FUTURE DEVELOPMENT NEEDS AND ADDITIONAL SUPPORT

(See Guidance Note 6)

EAST AYRSHIRE GENERAL EMPLOYEE REVIEW

CONFIDENTIAL

SECTION 5 PERSONAL DEVELOPMENT PLAN

(See Guidance Note 7)

Name: _____ Department: _____

Work Location: _____ Employee No: _____

Reviewer: _____ Review Date: _____

Please note that requests for IT/computer training must specify the name of the application (eg Word, Excel, etc) and indicate the level required (eg Introductory, Intermediate etc). Please refer to Guidance Note 7.

DEVELOPMENT ACTIVITY (INCLUDING HEALTH & SAFETY)	PRIORITY (H, M, L)	PROVIDER	WHO WILL ORGANISE THIS	EXPECTED COMPLETION DATE OF ACTIVITY	ACTUAL COMPLETION DATE

Remember there are many types of development activity you may wish to consider, which may come from different providers. Some of these may include:

- | | | |
|-------------------|-----------------|---------------|
| Work Experience | Presentations | Reading |
| Seminars | Working Parties | Coaching |
| Further Education | Secondments | Open Learning |
| Courses | Private Study | Projects |
| Job Rotation | Visits | Conferences |

EAST AYRSHIRE GENERAL EMPLOYEE REVIEW

GUIDANCE NOTES

1. PURPOSE

The main purpose of East Ayrshire General Employee Review (EAGER) is to jointly review your progress during the past year and establish your agreed objectives for the coming year. It is also one way to ensure that your progress is reviewed regularly and that you receive any necessary training and support to enable you to carry out your job to the best of your ability. The form has been designed to help you and your Line Manager agree some important issues relating to your training and development within East Ayrshire Council.

The emphasis is on **jointly** reviewing your progress, agreeing your objectives for the coming year, identifying training needs and establishing a plan of action to meet those needs.

You and your Line Manager should each prepare your views about each section of the form before the annual EAGER review. During the review you should work your way through the form and try to reach agreement about each section.

2. REVIEW OF OBJECTIVES

In this section, you should describe, in order of priority, the key areas of responsibility of your job during the past year and set out the objectives established at the previous year's review (where applicable). These should be the same as those set out on last year's form, unless changes have been agreed since.

3. PROGRESS TOWARDS OBJECTIVES

Here you should comment on progress that has been made towards each area of your objectives.

If there has been no previous review go straight to Section 3.

4. DURING THE REVIEW

- ◆ Some time should be given to discussion of areas of good performance.
- ◆ You and your Line Manager should try to be as clear as possible about whether progress is above the objective agreed, at the objective agreed or below the objective agreed.
- ◆ The reasons for progress above or below objective should be discussed, as these may be relevant to the Future Development Needs Section.

5. FUTURE OBJECTIVES

Describe here, in order of priority, the key areas of responsibility of your job during the coming year and set out the objectives as reasonable. (Please note this is not intended to be a complete job description).

Objectives should wherever possible be specific, quantified, time limited and focused on desired outcomes as well as activities.

Managers should **always** have, as one of **their** objectives, the completion of employee reviews and implementation of agreed development activities.

EAST AYRSHIRE GENERAL EMPLOYEE REVIEW

GUIDANCE NOTES (continued)

6. FUTURE DEVELOPMENT NEEDS AND ADDITIONAL SUPPORT

This section acts as a review of your development needs in relation to the results achieved last year and the objectives agreed for the coming year. If there are any aspects of the job you feel could be improved through further training or other management support and action, please give details. Some of these areas may include:

Technical Competence	Marketing	Job Knowledge
Planning and Organising	Motivating Others	Developing Others
Sensitivity/Tact	Coping with Change	Quality Management
Decision-making	Communication Skills	Delegation
Leadership	Health and Safety Issues	Personal Relationships
Financial Awareness	Service to Customers / Clients	Literacy / Numeracy

7. PERSONAL DEVELOPMENT PLAN

Give details of the actions to be taken to develop your strengths and improve your job performance. These agreed actions, which should include any Health and Safety issues, should be taken into account in the Departmental Training Plan. There are many types of activity you may wish to consider, which may come from different providers. Some of these may include:

Work Experience	Presentations	Reading
Seminars	Working Parties	Coaching
Further Education	Secondments	Open Learning
Courses	Private Study	Projects
Job Rotation	Visits	Conferences

For each identified activity, there will be a clear indication of responsibility for progressing the issue, and priorities will be indicated as high, medium or low. The document is kept live by allowing actual delivery dates to be recorded.

It is important that any requests for IT or computer training give an indication of the level that is required eg Introductory, Intermediate etc. If this is not explicitly stated, delays in processing requests are inevitable. In order to seek clarity regarding the content and availability of 'levels' of different courses, it may be useful to access the Corporate Intranet site by following the link from Corporate Personnel to Training and Development. Otherwise, clarification may be sought from members of the Training and Development team.

8. AFTER COMPLETION

When you and your Line Manager are satisfied with what has been recorded on the form, you should both sign and pass a copy of the form to the Countersigning Officer. If there is any area where there is disagreement, this should be recorded on the form. If the Countersigning Officer is satisfied with the completed form then they will also sign. If there is still disagreement, the matter will be referred to your Director.

Countersigning Officers will ensure that the Development Plan in Section 5 of the form is taken account of in the creation of the Departmental Training Plan and will monitor its implementation.

EAST AYRSHIRE GENERAL EMPLOYEE REVIEW



Appendix 3:

Developing Our Organisation

Organisational Development: Learning and Development Matrix aligned to Competency Framework

Competence	Supporting Modules		
Core Competence	One	Two	Three
Delivering Results	EAGER For Employees	Developing Yourself	Problem Solving and Decision Making
Customer Focus	Customer Care and the Customer Service Commitment	Exceeding Customer Expectations	Complaints Handling
Personal Effectiveness	Managing Self	Planning, Prioritising and Scheduling	Handling Conflict
Communication	Effective Communication Skills	Understanding Communication Styles	Assertiveness Skills
Working Together	Understanding your Network and Building Productive Relationships	Effective Team Working	Partnership Working
Continuous Improvement	Working in a Change Environment	Tools and Techniques for Creative Thinking	Creative Problem Solving

Developing Our People

Developing Our Organisation

Competence	Supporting Modules		
Management	One	Two	Three
Leading	Leading versus Managing	Motivating Others	Leading Change
Managing People	EAGER for Managers	Achieving Results through Others	Manager as Coach
Managing Finance and other Resources	Managing your Budget Level 1	Managing your Budget Level 2	Delivering Best Value and the Electronic Performance Management System

Developing Our People

Developing Our Organisation

Competence	Other Training			
Core Competence				
Delivering Results	Project Management			
Customer Focus	CSPQ			
Personal Effectiveness	I T Training	Aspirational Learning (Pacific Institute Programme)		
Communication	Plain English	Report Writing	Minute Writing	Presentation Skills
Working Together				
Continuous Improvement	Community Planning			

Developing Our People

Developing Our Organisation

Competence	Other Training			
Management				
Leading	ilm	MDP		
Managing People	ilm	MDP		
Managing Finance and other Resources	PECOS	e-procurement	Engaging Contractors	
Qualifications				
Vocational Qualifications	CSPQ	Business Administration Level 3	IRRV	Roads Maintenance

Developing Our People