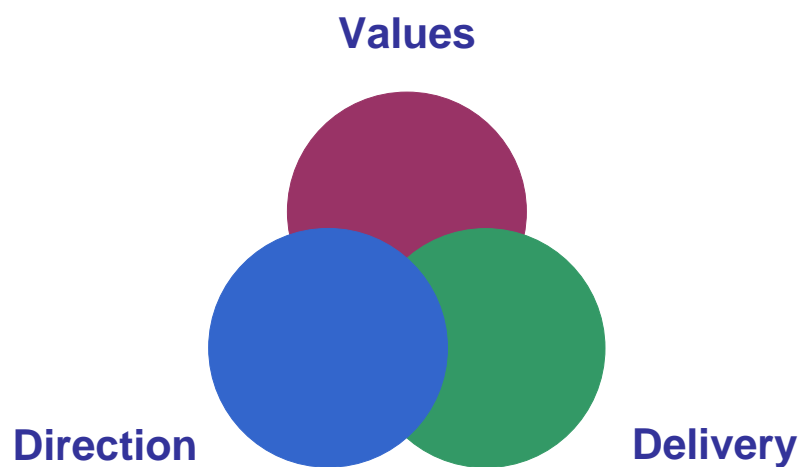


COMPETENCY FRAMEWORK



Delivering the future through people

Information for Applicants



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COMPETENCY FRAMEWORK

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Message from Kim Ryley – Hull City Council Chief Executive



Thank you for your interest in applying for a job with Hull City Council. This booklet contains information on the competencies we use at Hull City Council and why.

As we continue to make progress at Hull City Council on our journey to becoming an excellent local authority, our challenge is to go on improving our performance year on year. We are committed to the principle that it is the development of the competencies, skills and abilities of all our staff that is the key to the City Council's future success.

To make clear the skills and behaviours that we value most highly, a set of seven competencies has been developed to portray the behaviours which will help us realise our ambitions.

All successful organisations need skilled managers and staff – but technical proficiency alone is no longer enough. The route to success is through our internal behaviour with our fellow colleagues, and through our external behaviour with our customers and partners.

What are Competencies and why use them?

Competencies are observable behaviours, attributes or qualities that we all display when we approach our work. They explain HOW we need to perform our roles, rather than WHAT we need to deliver. They do NOT define the technical skills and knowledge needed to do our jobs.

They explain to staff what behaviours are needed to move the Council in the right direction for success, and what values are important. They effectively tell us what the desired culture of the Council should look like for success.

Council Values

The core values that underpin the Council's conduct and work are:

- Communicating openly and honestly
- Putting people and communities at the heart of everything we do
- Ensuring people are treated equally and that difference is valued
- Valuing and investing in people as the Council's key resource





- Encouraging local democracy and public accountability
- Being responsive to changing aspirations, priorities and opportunities
- Striving for excellence
- Concentrating on outcomes, not process
- Contributing to and taking an interest in all new initiatives within the city

Whilst the Council's vision, mission and values are the bigger picture of what we do, the Competency Framework examines the way in which we do things – our behaviours. A Competency Framework defines competencies and provides measures (positive and negative indicators) of behavioural performance.

Hull City Council Competencies

The competencies are in three sections, Direction, Delivery and Values.



- **The ability to take direction**

- Being able to lead the Council forward to deliver the vision
- Continually improving our services



- **Delivering services**

- Making effective decisions based on thorough analysis
- Making the right things happen
- Communicating with impact



- **Valuing others**

- Working collaboratively with others internally and externally
- A commitment to developing yourself and others





How the competencies are structured:

There are two parts to the competency framework:

- Employee competencies
- Management competencies

The employee competencies are relevant to all employees, irrespective of the role or level of job performance Please see Appendix A.

The management competencies are for those people who manage others and or services. Please see Appendix B.

Every competency has a general description and some examples of:

- Effective behaviours
- Additional effective behaviours and
- Ineffective behaviours

These behaviours are outlined for both employees and for managers.

How are the competencies used?

Competencies are used in the following:

Recruitment and Selection

- Person specifications and job descriptions
- Competency based interviewing
- Job adverts

Learning and Development

- Learning and development activities
- Management development
- Personal development planning

Performance Management

- Personal Performance and Development - assessment and development against competencies

Career Management

- Career and succession planning





Appendix A

Examples of Competencies for Employees

Leading Forward Acts as a representative of the Council when working with the public

Improving Services Suggests new ways of carrying out specific activities and asks for the views of others on these ideas.

Analysis and decision making Keeps information and records up to date.

Making things happen_Has a solid understanding of own role and what he/she needs to deliver.

Communicating with impact _Is polite and considerate when talking to others.

Collaboration Supports other members of the team in delivering their work – ‘pitching in’ when required.

Developing self and others - Asks for, and is open to, feedback from others.

Further examples can be found at Competency framework – Employee Competencies





Appendix B

Examples of Competencies for Managers

Leading Forward ‘Sells’ the future vision of the Council to customers and partners

Improving Services Fully understands the political agenda in relation to improving services.

Analysis and decision making Is prepared to take difficult or unpopular decisions and openly explains the rationale behind the decision taken.

Making things happen Manages the teams work flexibly, balancing longer term goals with short term priorities.

Communicating with impact - Anticipates the questions or issues that may be raised at meetings and considers appropriate responses.

Collaboration. Builds and maintains a wide network of internal and external contacts, including Members.

Developing self and others - Ensures all team members understand their performance and the development they need to engage in.

Further examples can be found at Competency framework – Manager Competencies

