



DERBY CITY COUNCIL

PERSONNEL COMMITTEE  
19 November 2009

## ITEM 9

Report of the Corporate Director of Resources

### Introducing a Competency Framework

#### RECOMMENDATION

1. That Committee:
  - notes the use of behavioural competencies for the recruitment of the two new Strategic Director posts
  - agrees to the development of a competency framework covering the whole workforce.

#### SUPPORTING INFORMATION

- 2.1 For the recruitment of the two new Strategic Directors we have developed a set of behavioural competencies, based on our existing Leadership Principles – Appendix 2. Our recruitment agency will benchmark candidates against them during the selection process.
- 2.2 Behavioural competencies allow us to describe actions and concerns that will contribute to success in any given role and thus help us to select the best candidates as well as develop existing employees
- 2.3 We plan to build on this approach and develop a competency framework for the whole Council. This work will be carried out in tandem with the restructuring of the workforce, so that as each new tier is agreed, a set of competencies will form part of the job description.
- 2.4 A competency framework will strengthen our approach to deploying and managing our people. It will add value to recruitment, appraisal, learning and development and talent management.
- 2.5 We will discuss the development of a competency framework with the trade unions.

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**Background papers:** None  
**List of appendices:** Appendix 1 Implications  
Appendix 2 Leadership Principles

<b>IMPLICATIONS</b>
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**Financial**

1. There will be no additional cost as the work will be carried out by redirecting existing resources.

**Legal**

2. None.

**Human Resources**

3. The use of competencies will strengthen our approach to managing human resources.

**Equalities Impact**

4. As the approach is developed, we will carry out an equality impact assessment.

**Corporate Priorities**

5. This approach will contribute to giving excellent services and value for money.

## **One Derby One Council - Leadership Principles**

### **Strategic Director Level**

#### **Our Strategic Directors...**

##### **give Vision and Direction by:**

- creating and communicating a compelling vision
- being highly attuned to strategy, policy and other factors at national and local levels
- adopting a transformational approach to change and improvement
- introducing new and creative ways to build and sustain a positive climate across the Council
- shaping the efforts of everyone towards a common purpose
- using effective influencing strategies to cut through organisational politics.

##### **plan for and manage high performance by:**

- creating and maintaining a culture where effective performance is valued and shortfalls in performance are tackled quickly
- developing innovative ways of rewarding exceptional performance
- developing and maintaining strategic plans aimed at delivering the Council's vision
- prioritising and setting stretching, yet achievable targets for the services they lead
- changing plans quickly when needed
- encouraging creativity and measured risk taking
- demonstrating a strong focus on effective management of resources, securing value for money and maximising income generation
- effectively managing the performance of their direct reports.

##### **focus on the needs of our customers by:**

- taking action to position and reposition the Council to anticipate and respond to current and future customer needs
- taking the lead in developing and maintaining effective partnerships across the city to add value to the customer experience

- acting as a role model for our approach to customer service in their contacts with others.

**demonstrate enthusiasm and commitment by:**

- inspiring others by demonstrating a can do attitude and a focus on delivery
- providing consistent and visible support, inspiring others to stick with it
- displaying high personal standards of integrity, fairness and courteousness in dealing with others
- combining bravery and good judgement to take advantage of opportunities
- accepting personal responsibility for the impact of their decisions.

**engage everyone by:**

- being an excellent communicator both in terms of conveying information and seeking to understand others
- working with key decision makers and stakeholders to build ownership and buy-in
- creating and developing processes to ensure that all employees understand the Council's goals and the personal contribution they have to make
- being open about the decisions they make and the decision making processes they take part in
- fostering collaborative working so that everyone has the opportunity to contribute
- celebrating and promoting diversity and equality for all.

**foster learning and continuous improvement by:**

- treating all work as an opportunity for themselves and others to learn
- promoting transformational learning at individual, team and organisational levels
- adopting and championing a coaching approach to leading others
- setting and seeing through long term personal development plans for themselves and their direct reports
- dealing constructively with failures and helping people to learn from them
- creating a climate where existing work practices are openly challenged and changed if necessary
- building lessons learnt reviews into any significant piece of work
- asking for and giving feedback, so that they and others can learn.