

EHC CORE COMPETENCIES FOR MANAGERS



Six Essential Management Competences (+2 based on role)

<i>We Work Together</i>	
People management	Communicates clear standards, expectations and supports and manages staff to deliver and develop.
Communication	Regularly communicates, is concise & persuasive orally and in writing with a wide range of audiences.
Managing relationships	Achieves effective working relationships, based on self-awareness and openness to change. Committed and reliable member of team and the Council. Uses a range of approaches to effectively influence.
<i>We Go the Extra Mile</i>	
Personal effectiveness	Takes responsibility for organising work effectively and delivering results. Motivated, adaptable, persevering, resilient and accurate. Identifies self and team development and actions appropriately, seeking continuous improvement. Applies expertise to realise advantage for the Council and keeps up to date.
Analytical	Hones in on key issues and principles. Analyses ambiguous data and concepts rigorously. Sound problem-solving and decision-making skills.
<i>We are Here to Help</i>	
Customer focus	Focused on views and needs of service residents/customers. Ability to ensure that diversity becomes a reality in service provision.
<i>Additional Comps for Service Managers and above:</i>	
External and Commercial awareness	Externally connected. Brokers and maintains a network of relationships and partnerships to support achievement of objectives.
Management of resources	Plans, develops and manages projects, finances and other resources efficiently to deliver best maximum results

MANAGER COMPETENCES

People Management

Communicates clear standards, expectations and supports and manages staff to deliver and develop.

Effective

- ❖ Establishes clear expectations, goals, objectives and standards with staff.
- ❖ Inspires enthusiasm and commitment to goals and gives regular feedback on performance.
- ❖ Approachable, providing regular and effective support and coaching.
- ❖ Supports staff in identifying and planning to meet their development needs.
- ❖ Delegates effectively taking into account the knowledge, experience and abilities of staff. Actively seeks means to empower staff to take increased responsibility.
- ❖ Show respect and sensitivity towards staff treating people as individuals and promote diversity and equality.

Ineffective

- ❖ Does not set clear goals, objectives and standards.
- ❖ Does not conduct regular appraisals and one-to-one sessions with staff
- ❖ Is unable to delegate appropriately: either reluctant to delegate at all, or 'dumping on staff' without sufficient coaching, guidance and support.
- ❖ Does not actively support and promote staff learning and development.
- ❖ Seen as unapproachable, does not sufficiently identify and address problems.
- ❖ Treats staff unreasonably, unfairly or with a lack of sensitivity and respect.

Please note each Competence is supported with a list of examples of effective and ineffective behaviour, these are not exhaustive lists.

MANAGER COMPETENCES

Communication

Regularly communicates, concise & persuasive orally and in writing with a wide range of audiences.

Effective

- ❖ Regularly communicates using methods most likely to be effective.
- ❖ Presents information clearly, speaks and writes in a clear and logical fashion.
- ❖ Produces written work which is well structured and needs little amendment or correction. Work is pitched at the needs of audience.
- ❖ Is concise, not over-burdening with information and checks understanding, does not assume.
- ❖ Listens, and encourages responses from others as well as contributing effectively to meetings.

Ineffective

- ❖ Does not communicate regularly and/or uses ineffective methods.
 - ❖ Uses a style which is unfocused and confusing, gives too much or too little information. Produces poor quality written work or presentations, e.g. fails to address the brief adequately, wrong format or excessively lengthy and difficult to understand.
 - ❖ Work continually needs correction and amendment or is pitched wrongly.
 - ❖ Doesn't listen to others appropriately, insensitive to feelings and views of others.
 - ❖ Communicates things unnecessarily or repeatedly brings up things that are irrelevant (e.g. in meetings) and/or does not contribute effectively at meetings.
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MANAGER COMPETENCES**Managing relationships**

Achieves effective working relationships, based on self-awareness and openness to change. Committed and reliable member of team and Council. Uses a range of approaches to effectively influence.

Effective

- ❖ Relates well to a wide variety of individuals; recognises personal responsibility in supporting others and is aware of issues that might affect others; reliable in delivery, takes positive action to promote a constructive working environment.
- ❖ Understands the need for combined effort and the impact of behaviour on others and is willing to adapt behaviour or work flexibly where necessary and is reliable in delivering what is promised to others.
- ❖ Takes time to listen to others; shows sensitivity to other people's feelings and concerns; thinks before speaking and expresses feelings or opinions in a rational way.
- ❖ Constructively uses emotional energy, is assertive without being aggressive, separating issues from personalities handling conflict effectively.
- ❖ Participates fully and constructively in team work, meetings and activities, appreciates alternative points of view and is open to constructive criticism; willing to rethink their own contribution for the good of the team/council.
- ❖ Influences effectively; identifies key people, advantages and likely objections to an issue and prepares the best strategy/approach for dealing with these and can adjust approach by listening to and understanding their concerns.

Ineffective

- ❖ Does not consistently relate well to others, such as distancing from others and/or choosing to engage positively only with selected people.
- ❖ Does not consistently deliver; does not sufficiently support colleagues; makes insufficient effort or contribution to joint tasks
- ❖ Does not actively listen to others; interrupts, talks over others, upsets others; blames others; frequently criticises others or the Council.
- ❖ Displays anger or frustration in inappropriate ways. Can be aggressive or hostile if their needs are thwarted; creates an atmosphere instead of seeking to resolve situations positively. Unable to handle conflict.
- ❖ Does not take sufficient personal responsibility for the work of the team. Insensitive to needs and position of others in the team/council; does not promote and/or welcome diversity and equality in the team.
- ❖ Does not influence effectively; avoids such situations or negotiations or does not identify key people, issues or advantages and fails to adopt an effective approach to the matter. Pushes rather than persuades, lacks credibility.

MANAGER COMPETENCES

Personal effectiveness

Takes responsibility for organising work effectively and delivering results. Motivated, adaptable, persevering, resilient and accurate. Identifies self and team development and actions appropriately seeking continuous improvement. Applies expertise to realise advantage for the Council and keeps up to date.

Effective

- ❖ Plans and organises work effectively to meet targets; establishes clear priorities and deadlines, adapting effectively where appropriate.
- ❖ Monitors progress systematically, taking early action on problems; compares performance with requirements, identifying gaps and addressing.
- ❖ Develops and maintains team systems/processes and makes more effective use of tools/systems (including more effective use IT and leaner processes).
- ❖ Keeps calm and objective under pressure; takes on new tasks willingly, with a 'can do' attitude; adapts flexibly with resilience to new demands/change. Recognises signs of stress in self and others, and takes appropriate action to reduce this; asks for support appropriately; discusses issues and actions.
- ❖ Able to operate IT systems effectively, understands full capabilities, maximises use, ensuring they are well maintained and developed.
- ❖ Identifies personal and team learning and development needs and plans ways of meeting these; shows capacity for continuous learning and improvement from experience or latest professional developments.
- ❖ Uses expertise to meet organisational objectives, maintains expertise and is able to translate knowledge/experience into clear practical advice.

Ineffective

- ❖ Does not consistently plan or set clear priorities, does not meet targets or agree changes, works in a disorganised and/or reactive way.
 - ❖ Does not adapt priorities and plans appropriately to meet changes; does not consistently monitor work against targets; avoids tackling new tasks.
 - ❖ Mistakes and inaccuracies are frequent. Does not give sufficient attention to detail or misses important points; tasks are frequently left unfinished.
 - ❖ Does not effectively maintain team systems and processes; shows reluctance to use, learn or make systems/processes/IT more effective.
 - ❖ Does not manage work pressures or personal or team development effectively; becomes unduly stressed under pressure; passes stress to others by behaving in an irritable or inappropriately emotional manner.
 - ❖ Does not demonstrate the level of expertise to deliver to standards or tackle tasks effectively, does not sufficiently apply or share expertise, does not sufficiently keep up to date or apply best practice.
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MANAGER COMPETENCES

Analytical

Homes in on key issues and principles. Analyses ambiguous data and concepts rigorously. Sound problem-solving and decision-making. Ability to source, develop and implement new ideas to solve problems or make improvements. Identifies and actions strategic aims for service, anticipating future demands.

Effective

- ❖ Accurately analyses and interprets data, identifies key factors, interprets information to facilitate problem solving, decision making or action.
- ❖ Considers the wider context, makes connections within analysis, questions assumptions, demonstrates lateral thinking and presents a logical case.
- ❖ Develops and uses clear criteria for guiding actions, demonstrates consideration of options, seeks solutions to problems.
- ❖ Demonstrates a capacity to think creatively about problems and issues. Positively promotes a culture of innovation, experimentation and risk-taking to deliver continuous improvement and efficiency.
- ❖ Analyses and learns from mistakes and encourages others to do the same. Recognises and rewards others' efforts to generate and implement new ideas. Actively studies best practice and is quick to find ways of adopting.
- ❖ Identifies strategic aims for own function, anticipating future demands, opportunities and constraints. Maintains an awareness of the key variables associated with the continued viability, growth and cost effectiveness.
- ❖ Takes a keen interest in broader organisational strategy, is clear of own contribution to the whole and actively seeks to contribute.

Ineffective

- ❖ Does not accurately analyse and interpret data and misses important points, not identifying issues or relationships in sets of data. Attempts to present facts without seeking to interpret them or drawing out the right conclusions. Cannot articulate or present the results of their analysis in a useful way.
- ❖ Finds difficulty in looking beyond the most immediate issue. Shows little analysis or capacity for lateral thinking, procrastinates over decision making.
- ❖ Constantly operates within established ways and is unable and unwilling to work outside of these, unwilling to challenge assumptions or think laterally.
- ❖ Creates an environment where people are afraid to try new things, discourages others from generating ideas, experimenting or taking risks.
- ❖ Works in a reactive, short term manner, unaware of wider strategic issues, surprised when environmental changes disrupt plans, ignores the interests of key stakeholders, does not sufficiently translate strategic aims into practical and achievable plans which are understood and followed.

MANAGER COMPETENCES

Management of Resources

Plans, develops and manages projects, finances and other resources efficiently to deliver best maximum results.

Effective

- ❖ Clearly identifies project objectives. Identifies and secures the resources needed to achieve and allocates these appropriately and cost effectively.
- ❖ Initiates and leads on initiatives for new and more efficient use of resources.
- ❖ Builds milestones into plans, monitors progress and adjusts them as necessary in response to any changes.
- ❖ Makes effective use of management information systems to monitor and control resources. Able to demonstrate being in control – knowing what is going on, who is dealing with what and where things are up to.
- ❖ Interprets and uses financial information competently. Plans and controls expenditure within budget and completes with agreed timescales.
- ❖ Manages contracts and relationships with suppliers effectively to get the best deals.

Ineffective

- ❖ Does not sufficiently identify main objectives and/or the resources needed or costs, not planning effectively.
 - ❖ Does not lead on initiatives for new and more efficient use of resources.
 - ❖ Does not sufficiently consult and involve, does not identify or take actions on problems or slippage.
 - ❖ Does not monitor and control resources systematically or effectively. Does not use or interpret information competently, unable to provide accurate management information on progress, costs, outputs or outcomes.
 - ❖ Does not manage project, resource or budgets effectively, e.g. deadlines are missed, incurs overspends, underpayments from debtors.
 - ❖ Money is wasted on mis-managed contracts or lack of control in relationships with suppliers.
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MANAGER COMPETENCES

Customer focus

Focused on views and needs of residents/clients/customers. Ability to apply the principles of diversity and equality in the provision of the service.

Effective

- ❖ Shows respect and sensitivity towards customers, treating people as individuals and showing a high level of awareness and understanding of customer needs, keeping up to date with their changing needs and concerns
- ❖ Makes them self available for customers; communicates in a sensitive manner, without being patronizing; demonstrates active listening skills in customer work; respects customer confidentiality; encourages feedback.
- ❖ Makes realistic assessments and promises of what can be delivered and is reliable in delivery to customers.
- ❖ Is sensitive to customers' particular experiences and needs in terms of their culture and background; positively identifying barriers to inclusion for people from diverse backgrounds and works to overcome these.
- ❖ Promoting diversity in service delivery and the working environment.
- ❖ Proactive and enthusiastic in work and activities aimed at reviewing and improving services to customers and key stakeholders.

Ineffective

- ❖ Does not make them self or team sufficiently available for customers; sees customers as a group or a type rather than as individuals; views as more of a nuisance than a priority; allows personal bias to affect working practice.
 - ❖ Does not work in an empowering and supportive way with customers; is not sufficiently concerned about the quality of the service provided.
 - ❖ Is not reliable in delivery to customers; puts processes and systems or other priorities above customer needs.
 - ❖ Does not consistently operate agreed standards and best practice in their work
 - ❖ Does not sufficiently recognise or promote the importance of diversity and equality in service delivery and the working environment.
 - ❖ Does not engage positively and make a constructive contribution to activities aimed at reviewing and improving services to customers and or stakeholders.
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MANAGER COMPETENCES

External and Commercial awareness

Demonstrates commercial focus maximising opportunities for income, growth and efficiency. Externally connected. Brokers and maintains a network of relationships and partnerships to support achievement of objectives.

Effective

- ❖ Endeavours to generate new ideas to improve service delivery and generate income where possible and, able to successfully identify opportunities for the Council and weigh up the cost, benefits and risks.
- ❖ Proactively pursues opportunities to promote own service and other council services externally and generate additional growth and income, develops or contributes to successful service/business plans, is aware of competition and threats and delivers work in a competitive/cost effective way.
- ❖ Investigates shortcomings that will limit commercial success and the quality of provision and is able to adopt pragmatic solutions to solve problems.
- ❖ Develops and communicates straightforward ways to explain and understand plans, issues and developments so that others understand.
- ❖ Makes good decisions for the Council within the boundaries of own role, identifying the impact of change on all affected, including the community.
- ❖ Demonstrates commitment to proactive networking and maintains an external focus without compromising internal management role. Establishes and maintains a wide range of helpful contacts. Proactively identifies and pursues relationships that may lead to mutually beneficial partnerships.

Ineffective

- ❖ Does not sufficiently pursue or contribute to an opportunity for service improvement or income generation or savings, or sees it but does not act.
 - ❖ Lacks awareness of market issues, changing stakeholder needs, opportunities or threats and fails to take these factors into account.
 - ❖ Alienates potential customers or funders by showing a disregard for their needs or expectations or does not sufficiently follow up on actions.
 - ❖ Unable or unwilling to develop effectively or contribute to the service business; unaware of the cost benefit analysis of decisions made. Has a silo mentality when analysing problems and ignores impact on others. Shows little interest in supporting the council to develop and grow.
 - ❖ Does not sufficiently make or maintain effective external working contacts, tends to reinvents the wheel instead of taking advantage of best practice.
 - ❖ Does not sufficiently appreciate the consequences of their own actions on EHC's reputation and modify their behaviour accordingly. Creates a negative impression on external contacts or does not sufficient follow up on actions.
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