

Core Competencies

How we Communicate - Ensuring we understand each other & are understood. Good communication underpins success in everything we do	Customer Services - Commits to delivering excellent customer service to meet expectations and satisfy customer needs – The Denbighshire Way	Team Work & Partnership - Working together to deliver better services for our customers & staff	Continuous Improvement - Adapting to change and introducing better ways of doing things, through generating ideas and seeking out the best way to deliver our services
<ul style="list-style-type: none"> • Ensures all communication is clear and easily understood • Adapts the content, style and tone of communication for the audience and situation • Asks probing questions to clarify understanding • Is always approachable and receptive • Communicates confidential and sensitive issues in an appropriate manner, • Treat individuals fairly, with dignity and respect, and enable communication in their preferred language / method • Listen to individuals to identify and better understand their needs, check for understanding, and provide accurate information to get things right first time • Keep individuals informed by explaining who is responsible, what will happen next, when and how • Uses appropriate body language 	<ul style="list-style-type: none"> • Embraces our Customer Service Strategy and delivers excellent customer service – The Denbighshire Way • Promotes a positive image of the Council by being polite, professional and always trying to help – going the extra mile • Takes responsibility for every customer by committing to actions and promising to do only what you can realistically deliver within timescales • Welcome customer feedback and promotes Your Voice Policy. • Deals with difficult customers and complaints in a confident manner. 	<ul style="list-style-type: none"> ▪ Is reliable and does their share of the work understanding how their own work affects others ▪ Is tactful, patient & courteous with others ▪ Shares knowledge, information and good practice. ▪ Is prepared to listen to others and tries to see things from their point of view ▪ Recognises and offers help and support when needed ▪ Is able to co-operate and work with a wide and diverse range of people ▪ Helps new team members settle in and become part of the team ▪ Recognises problems and alerts those likely to be affected ▪ Deals with work related pressures by keeping in good health & asking for help when needed ▪ Plans and organises their work to meet priorities and deadlines ▪ Is clear about their role and responsibilities and how these help the team/service/council achieve its goals ▪ Attends and contributes at team meetings ▪ Takes responsibility for making Denbighshire a healthy & safe place to work 	<ul style="list-style-type: none"> ▪ Embraces change ▪ Demonstrates a willingness to learn new things, putting their learning into practice at work ▪ Identifies creative ways to work and improve existing processes ▪ Continually asks 'how can I do this better next time?' ▪ Continuously keeps technical/professional knowledge and skills up to date. ▪ Recognises mistakes and learns from the experience
<p>What we don't want to see.....</p> <ul style="list-style-type: none"> • Speaks critically of others or of the Council in public • Loses temper or ability to reason calmly if discussions don't go their way • Doesn't listen, and talks over others • Gossips • Uses e mail excessively 	<p>What we don't want to see.....</p> <ul style="list-style-type: none"> ▪ Speaks rudely or aggressively ▪ Fobs people off when the query isn't relevant to their service ▪ Acts defensively when dealing with complaints ▪ Automatically says 'This isn't my job' ▪ Arrives late and unprepared 	<p>What we don't want to see.....</p> <ul style="list-style-type: none"> ▪ Intimidates or ridicules people ▪ Let's the team down by failing to pass on information leading people to feel ignored or excluded ▪ Inflexible, unwilling to support others with peaks of activity or take on slightly different aspects of work ▪ Blames other people/services when things go wrong ▪ Rarely monitors timescales and plans. Fails to keep track of progress ▪ Waits to be told what to do when they can see what needs to be done 	<p>What we don't want to see.....</p> <ul style="list-style-type: none"> ▪ Ignores agreed or new procedures including H&S Policies & procedures ▪ Allows personal interests or opinions to interfere with their work ▪ Unwilling to consider new ideas or immediately dismisses them before exploring their potential – a belief that 'it will never work' ▪ Says 'this is the way we always did it'

Competencies - Supervisor/Team Leader/Specialist (A member of staff who has a specialist role without supervising any staff)

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<ul style="list-style-type: none"> • Gives instructions clearly so that people know what to do & checks understanding • Keeps the right people informed, with the right level of detail • Raises difficult issues without damaging working relationships • Explains complex and technical subjects in simple terms and meets plain English/Cymraeg Clir guidelines • Sets clear standards of language and behaviour • Ensures the timing of the message is appropriate • Ensures appropriate delivery of all Corporate communications, with correct emphasis on the message • Explains to individuals the reasons for decisions, deadlines and changes in a way that all understand 	<ul style="list-style-type: none"> • Ensures the team/ service works according to the Customer Service Strategy delivering excellent customer service – The Denbighshire Way • Acts as a role model in customer service delivery by demonstrating positive behaviours • Coaches, educates and develop staff to work with customers and put them at the heart of everything they do. • Let customers know how their feedback has made a difference. • Measures customer satisfaction at every opportunity • Views complaints as an opportunity to improve • Identifies and acts upon critical issues that may affect customer service • Promote the use of customer service toolkits where appropriate e.g. Member Events Calendar, Enquiry Monitoring Management Application 	<ul style="list-style-type: none"> • Builds an effective team/working relationships, providing clear goals, objectives and accountabilities • Recognises team and individuals' capabilities and seeks to maximise team effectiveness • Builds morale by recognising team efforts and celebrating success • Empowers others by giving them responsibility and making them feel valued • Pre-empts conflict and takes appropriate action to resolve • Ensures/supports all new team members to have a structured induction to their team & role • Consults with, listens to and encourages ideas from others, actively valuing their contributions • Acts as a role model - by having a can do attitude • Conducts regular one to ones • Makes time available to support others while recognising the need to deliver service 	<ul style="list-style-type: none"> • Encourages new ideas and innovation • Sees change as an opportunity and encourages others to do likewise • Is prepared to challenge the status quo and identify improvement opportunities • Responds flexibly to changing priorities & needs • Continuously reviews all processes and systems to ensure they are efficient and effective • Creates a safe environment where learning from mistakes is encouraged • Encourages accountability gives constructive feedback and is prepared to manage poor performance in a fair & consistent way • Contributes to the success of others by coaching, providing feedback and development opportunities • Sets clear standards of performance 	<ul style="list-style-type: none"> • Being open & honest (Authentic Leadership) • Being flexible and adapting to each situation and motivates team to do same (Adaptive Leadership) • Embracing change • Encouraging innovation & creativity • Having High Emotional Intelligence • Demonstrating excellent interpersonal skills • Being Optimistic & Positive • Being a Role model • Involving people and working together • Being an effective communicator • Embracing the Corporate vision • Being resilient • Focusing on results • Commercial Awareness • Being fair and consistent, remaining impartial and free of personal bias
What we don't want to see..... <ul style="list-style-type: none"> • Doesn't share information, or presents mixed messages keeping people in the dark • Discourages others from contributing • Avoids delivery of difficult messages 	What we don't want to see..... <ul style="list-style-type: none"> • Applies a “one size fits all” policy to everyone regardless of need • Develops services in isolation/limited understanding of service user/customer needs • Fails to see internal colleagues as customers 	What we don't want to see..... <ul style="list-style-type: none"> • Considers managing the team a distraction from operational activities • Views partners as a threat and unhelpful • Is unaware of, or does not act to address issues affecting team functioning or harmony • Doesn't take an active interest in team members wellbeing (emotional/physical) • Criticises colleagues or the Council in front of customers/service users 	What we don't want to see.... <ul style="list-style-type: none"> • Leaves staff to get on with change • Ignores feedback on service improvement • Stifles opportunities to improve and innovate 	

Manager Competencies

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<ul style="list-style-type: none"> • Clearly communicates desired strategic outcomes • Uses a range of communication techniques to negotiate with, influence and persuade others • Keeps the right people informed, with the right level of detail, including elected Members • Produces clear, accurate and concise written material • Actively consults and engages individuals and stakeholders in the most appropriate way • Communicates operational targets clearly • Ensures the timing of the message is appropriate 	<ul style="list-style-type: none"> • Ensures customer satisfaction drives service delivery. • Seeks and acts on feedback from all customers and stakeholders in developing and delivering services • Manages conflict between customer and business needs • Works collaboratively across departments, and organisations to improve service delivery to the customer • Provides accessible services and information for all communities using toolkits such as Member Events Calendar, Enquiry Monitoring Management Application • Aligns activities with organisation goals, makes the connections between day to day activities and what adds most value to the organisation and customers • Recruit the right people to deliver excellent customer services. • Provides inclusive services that recognise and embrace equality and diversity requirements 	<ul style="list-style-type: none"> • Involves team members in the decision making process, explaining if the suggestions/ ideas are not implemented • Supports and looks for opportunities for efficient collaborative working. • Actively builds relationships for future partnership working • Actively removes barriers and encouraging greater cross department working • Actively engages with stakeholders, • Recruits the right people • Creates an environment where individual and team success is recognised and celebrated, 	<ul style="list-style-type: none"> • Nurtures and encourages a climate of continuous improvement, • Actively researches and benchmarks to achieve and maintain best practice / sharing of knowledge & skills where appropriate • Pushes back the barriers and encourages innovation • Understands how the current service might be affected by future internal or external developments/ legislation • Ensures the results of evaluation of the change feed into future plans where appropriate • Minimises the risk of future mistakes by implementing past learning • Manages change well • Creates a culture of empowerment, coaching & mentoring others to perform at their best, providing feedback and development opportunities • Actively manages performance and resources, encouraging accountability 	<ul style="list-style-type: none"> • Being open & honest (Authentic Leadership) • Being flexible and adapting to each situation and motivates team to do same (Adaptive Leadership) • Embracing change • Encouraging innovation & creativity • Having High Emotional Intelligence • Demonstrating excellent interpersonal skills • Being Optimistic & Positive • Being a Role model • Involving people and working together • Being an effective communicator • Embracing the Corporate vision • Being resilient • Focusing on results • Commercial Awareness • Being fair and consistent, remaining impartial and free of personal bias
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