

Head of Service & Director Competency Framework

Head of Service							
<p>Customer Services - Commits to delivering excellent customer service to meet expectations and satisfy customer needs – The Denbighshire Way</p>	<p>Leadership - Leadership in Denbighshire is about “how” we do things, the attitudes and behaviours we bring to each situation we are confronted with, wherever and where ever we are in the council, for us this means:</p>	<p>Leadership cont. - Leadership in Denbighshire is about “how” we do things, the attitudes and behaviours we bring to each situation we are confronted with, wherever and where ever we are in the council, for us this means:</p>	<p>How we Communicate: Ensuring we understand each other & are understood. Good communication underpins success in everything we do</p>	<p>Change/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.</p>	<p>Teamwork & Partnership: Working together to deliver better services for our customers & staff</p>	<p>Political Awareness: Ensuring we understand the political environment and it’s impact on people and outcomes</p>	<p>Business Acumen: Having the knowledge and understanding of the financial and operational functions of the council and the ability to use this to make good judgments and quick decisions</p>
<ul style="list-style-type: none"> ● Sets clear measurable service, customer service standards ● Makes effective use of information about the perceptions and expectations of internal/external service users to improve service delivery and performance ● Personally engages with and keeps internal/external service users informed about levels of service performance ● Ensures internal/external service users receive joined-up services ● Delivers excellent services that are efficient, effective and value for money 	<ul style="list-style-type: none"> ● Role models the organisation’s purpose and vision, and keeps managers focused on delivering that vision ● Translates the organisation’s long term vision into practical objectives and plans, and ensures adequate resources are available to deliver ● Accepts responsibility for mistakes and uses them as learning opportunities for their service ● Holds self and others accountable for measurable high-quality, timely and cost effective results ● Is open & honest (Authentic Leadership) ● Is flexible and adapts to each situation and motivates team to do same (Adaptive Leadership) ● Embraces change ● Encourages innovation & creativity ● Has high Emotional Intelligence ● Demonstrates excellent interpersonal skills ● Actively encourages individual and team development 	<ul style="list-style-type: none"> ● Is optimistic & positive ● Is a role model ● Involves people and works together ● Embraces the corporate vision ● Is resilient ● Focuses on results ● Has commercial awareness ● Is fair and consistent, remaining impartial and free of personal bias ● Devotes time and effort to coaching team members ● Encourages others to think for themselves and allows scope for initiative ● Identifies and develops talent in their service ● Gives feedback in a skilled and empowering way - celebrating success and tackling poor performance ● Knows when to support and when to challenge ● Shows self-control in difficult or emotionally charged situations 	<ul style="list-style-type: none"> ● Build networks across departmental, functional and organisational boundaries to achieve shared objectives ● Regularly meets with staff groups and other to exchange information and keep them well informed. ● Effectively influences upwards, downwards and laterally, balancing the demands of line managers, peers, members and employees ● Offers evidence and logical argument in putting own case forward and anticipates objections ● Understands and uses a variety of informal opportunities for persuasion ● Shows consistency between words and behaviour ● Is visible, approachable and open to challenge ● Actively seeks and listens to honest feedback, in order to identify opportunities for personal learning 	<ul style="list-style-type: none"> ● Sets out a vision and rational for change/improvement and is clear about the steps needed to get there. ● Champions change/improvement, promoting and endorsing change/improvement efforts through own words and actions ● Facilitates the generation of innovative solutions, which continuously improve the performance of service and the delivery of outcomes ● Regularly constructively challenges the status quo, making improvement appear achievable and exhilarating ● Takes calculated risks to accomplish Council objectives ● Proactively communicates, promotes and visibly leads change/improvement programmes ● Role models the improvements expected of the organisation ● Monitors performance standards and takes appropriate action if they are not met 	<ul style="list-style-type: none"> ● Builds relationships and role models cross team working; breaks down barriers and encourages cross-boundary working across teams and organisations ● Inspires and fosters team commitment, spirit, pride and trust ● Creates opportunities for managers to build a common cause by sharing and identifying with one another’s issues and concerns ● Seeks collaborative solutions, whenever possible ● Fosters an inclusive workplace where diversity and individual differences are valued and promoted to achieve the vision and values of the council 	<ul style="list-style-type: none"> ● Demonstrates political awareness in building relationships and is sensitive to the values and vision of different organisations and people ● Ensures others understand the political dimension of their work and empowers them to make difficult or sensitive decisions ● Identifies the internal and external politics that impact on the work of the council. ● Approaches each problem situation with a clear perception of council and political reality ● Recognises the impact of alternative courses of action politically 	<p>Strategic Thinking:</p> <ul style="list-style-type: none"> ● Takes holistic or systems view of their service ● Links past and present knowledge to inform future planning ● Uses information from all levels of the council to inform future planning <p>Financial Management:</p> <ul style="list-style-type: none"> ● undertakes strategic financial planning managing the budget within an agreed limit, demonstrating value for money in <p>HR Management:</p> <ul style="list-style-type: none"> ● Assesses current and future staffing needs based on service priorities and budget realities ● Ensures employees in the service are appropriately recruited, managed, appraised, developed and rewarded. <p>Technology Management:</p> <ul style="list-style-type: none"> ● Makes effective use of technology to achieve service results <p>Results Driven:</p> <ul style="list-style-type: none"> ● Sets and achieves measurable objectives, delivering to the required time, cost and quality

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Director							
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<ul style="list-style-type: none"> ● Sets clear measurable council customer service standards ● Ensures effective organisational processes are in place for informing and engaging internal/external service users ● Ensures systems of complaint and redress are responsive, accessible and appropriate within and across organisational boundaries ● Is willing to pool sovereignty and resources with partner organisations to improve and deliver outcomes for internal/external service users 	<ul style="list-style-type: none"> ● Creates a meaningful organisational purpose and vision and 'walks the talk' ● Promotes and communicates a longer term perspective that informs thinking and action across the organisation ● Accepts responsibility for mistakes and uses them as learning opportunities for individuals, services and the council as a whole ● Holds self and others accountable for measurable high-quality, timely and cost effective results ● Is open & honest (Authentic Leadership) ● Is flexible and adapts to each situation and motivates team to do same (Adaptive Leadership) ● Embraces change ● Encourages innovation & creativity ● Has high Emotional Intelligence ● Demonstrates excellent interpersonal skills 	<ul style="list-style-type: none"> ● Is optimistic & positive ● Is a role model ● Involves people and works together ● Embraces the Corporate vision ● Is resilient ● Focuses on results ● Has commercial awareness ● Is fair and consistent, remaining impartial and free of personal bias ● Creates and role models an organisational identity that staff and service users can relate to and be proud of ● Invests in learning and development opportunities for employees ● Takes personal responsibility for the systematic development of talent across the organisation ● Proactively seeks to bring on talent in own organisation and other public services 	<ul style="list-style-type: none"> ● Wins hearts and minds at all levels of the organisation. ● Analyses opposing viewpoints, grasps the underlying issues and develops different negotiating strategies to address them, always ensuring that service users' needs are paramount ● Deals effectively with the media using influencing and negotiating skills ● Is highly persuasive in situations where strong opposition or potential conflict exists. 	<ul style="list-style-type: none"> ● Positions the Council for future success by identifying new opportunities ● Creates a platform and energy and removes significant organisational barriers to change/improvement ● Ensures that the necessary resources are available to implement change/improvement effectively ● Proactively communicates, promotes and visibly leads a powerful agenda for organisational change/improvement ● Role models the change/improvements expected of the organisation ● Invests in own development as a reflective, inquiring leader, based on both present and anticipated future needs 	<ul style="list-style-type: none"> ● Proactively seeks opportunities to build relationships with other organisations to improve service delivery ● Seeks every opportunity to hear and respond positively to diverse views and perspectives across the organisation both internally and in all interactions with service users/customers ● Seeks collaborative solutions and is able to identify when collaboration is appropriate and when not, and to explain the difference 	<ul style="list-style-type: none"> ● Understands the political environment and builds collaborative relations across organisational boundaries to enhance organisational performance or service delivery ● Understands and keeps up to date on local, national and international policies and trends that affect the Council and shape stakeholder views ● Aware of the political context and uses multi-level, planned influencing strategies to achieve organisational objectives 	<p>Strategic Thinking:</p> <ul style="list-style-type: none"> ● Takes holistic or systems view of their service ● Links past and present knowledge to inform future planning ● Uses information from all levels of the council to inform future planning <p>Financial Management:</p> <ul style="list-style-type: none"> ● Is able to prioritise funding in line with corporate priorities, understands the budget process, challenges the financial plans of services <p>HR Management:</p> <ul style="list-style-type: none"> ● Assesses current and future staffing needs based on councils priorities and budget realities ● Ensure there are mechanisms in place to so employees are appropriately recruited, managed, appraised developed and rewarded. <p>Technology Management:</p> <ul style="list-style-type: none"> ● Makes effective use of technology to achieve council results <p>Results Driven:</p> <ul style="list-style-type: none"> ● Sets and achieves measurable objectives, delivering to the required time, cost and quality