Role Flexibility –through use of generic role profiles and job objectives; makes it easier to meet changing service needs

Organisation Structures - Reduce layers and number of grades; consistency of job titles and improve internal communications and networking

Employee Development – increased transparency for career progression ; link to competencies/ use in annual review process

Job Families

Organisation development – supports succession planning and talent management; performance management; management development framework; inform workforce planning and aids sharing of best practice

Reward – job grading; aid future development of reward strategy; links reward to contribution

Recruitment & Selection – modernise the process; improve our image to candidates; consistent criteria for selection; assessment against competencies e.g. Management Development Framework

Extract from Leadership Competency Framework.

Competencies are underlying characteristics that lead to superior performance in an individual's job. They include qualities, skills, attributes, and traits that help people be successful. Competencies go beyond the traditional focus on academic qualifications, technical skills, and experience, providing a framework for assessing and developing deeper-seated personal skills. Competencies are also capable of being developed in people rather than other traits that may be fixed and immovable.

Competency Levels

Each competency is broken down to levels, each of which gives an illustration of what the competency might look like. This is done because it is not as simple as either having or not having a competency – different jobs will require different levels of complexity of the same behaviour. The levels within the Leadership Competencies range from three to six levels.
It should be noted that the scales are cumulative. This means that if a level 3 is identified as the appropriate level for a particular role, it will be assumed that level 1 and 2 are also required.

Clusters

There are fifteen competencies (L1 to L15) and they are arranged in three clusters:-
- Personal Qualities (Values)
- Setting Direction (Leadership)
- Delivering Services (Outcomes)

Personal Qualities

The scale and complexity of the change agenda within the Council and the level of **accountability** means that leaders need to draw upon their personal qualities to see them through the demands of the job. Leaders need to role model and promote a positive "can do" sense of confidence. This will enable them to be shapers and **ambitious** for the council even in the face of significant challenges. Leaders require a high degree of self-awareness. They understand their own strengths and limitations, and always use failure or misjudgement as an opportunity for learning.
Leaders are motivated by wanting to make a real difference to people by delivering a high-quality service through **innovation** and by developing improvements to services. There is much at stake in leading Council services, so leaders need to bring a sense of the highest level of integrity to what they do that helps them be **responsive** and deliver to the best of their abilities.
Leaders need to be excited about working within and across the council and partner organisations to **empower** everyone to be at their best and contribute to their highest level of ability.

Setting Direction

Leaders of public sector organisations often work with uncertainty and ambiguity. A strategic insight is required to take radical actions, which may be needed to modernise

the organisation, and make it **responsive** to the needs of users. As well as adopting a strategic vision, leaders need to manage short and long-term priorities, especially where resources are finite. This requires an ability to display "big picture" thinking while paying sufficient attention to significant detail. Leaders also need to focus on **innovation** and continuous improvement by interpreting national policy directives and translating them into plans at a local level as well as keeping abreast of best practice within and outside the organisation.

Delivering Services

High performing leaders provide leadership across the council make things happen – to deliver service results. They work collaboratively within and outside of the council. They use a range of styles which challenge traditional organisational boundaries and ways of working and emphasis integration and partnerships. Leaders also need to be focused on articulating the vision with compelling clarity, keeping the focus on change and inspiring others to be positive in their support of service improvement. Leaders in the Council will work with and alongside a wide range of internal and external stakeholders. Effective Leaders must understand that truly collaborative working is essential and have strength of resolve that they can use in both holding others to **account**, as well as being held to **account**, for targets they have to achieve.