

The Cardiff Council Behavioural Competencies Framework

Putting our Customers First

We must strive to identify and meet the needs and desires of our customers, both inside and outside the council. Finding out what customers want by engaging and consulting with them must be central to our practices and we must then go on to deliver, keeping our promises and improving services. This competency is about placing the customer at the heart of our activities, listening to them and being prepared to do things differently to meet their needs.

Level 1 - What we stand for	Level 2	Level 3	Level 4
Ensuring we understand who our customers are Taking time to listen to customers Proactively engaging with customers to find out what needs to be improved Being polite, helpful and considerate Doing what we say we will do, keeping our promises Engaging relevant colleagues to help deliver to meet customer needs	Asking for customer feedback and responding by taking action to ensure satisfaction. Questioning and researching to understand our customers' needs. Constantly looking for ways to make the service better Challenging self and others to be more customer focussed Taking personal responsibility for resolving complaints Advising and proactively making suggestions and recommendations to meet customer needs, issues and priorities Using knowledge and understanding of customers to inform our actions, priorities and recommendations	Setting ourselves and others high standards for customer service Monitoring self and others and taking action to ensure customer service meets high standards/improves Consulting and engaging with community and customer groups to identify "best" service Encouraging and supporting others to deliver excellent customer service Identifying and developing ways of working, processes and structures to achieve continual improvements in customer service	Ensuring new initiatives have customers at their centre Establishing on-going systems to consult and engage with customers Ensuring that customer views are fully taken into account in the planning of services Promoting and ensuring working across service areas to improve customer care Challenging others across the organisation to improve service delivery

Getting Things Done

The council must strive for excellence in all that it does, in meeting our customers' demands and in fulfilling our commitments to each other. This competency is about the personal, inner motivation, enthusiasm and drive to meet and exceed targets. Individuals must take responsibility for improving their own performance, and support the performance of others in order to improve the council's performance. We must focus on what needs to be done and make it happen.

Level 1 - What we stand for	Level 2	Level 3	Level 4
Ensuring tasks are completed to high standard Focussing on the tasks at hand and seeing them through to completion Setting stretching standards for self and checking own progress Constantly driving towards better results by improving methods, approaches or ways for oneself Contributing to ensure efficient ways of working Monitoring and checking own progress against requirements	Ensuring own and others' outputs meets requirements Constantly driving towards better results by improving methods, approaches or ways of working for self and others Identifying and communicating priorities Monitoring own and others performance against standards Monitoring and checking own and others progress against requirements Setting stretching standards for self and others Ensuring the right resources and skills are available	Establishing ways of measuring and benchmarking performance Constantly referring to performance data to drive improvements Committing required resources and time to deliver and improve results Defining and communicating critical success factors for own and others' delivery Ensuring own and others' understanding of excellent, effective and poor performance Addressing own and others' under performance and challenging mediocrity	Promoting and driving organisational performance to constantly improve results Making decisions and setting priorities on the basis of calculated costs, benefits and risks. Supporting and driving new performance improvement initiatives Seeking, identifying and taking actions to overcome organisational barriers to deliver improved results Recognising and acknowledging the performance of others

Taking Personal Responsibility

We need resilience and integrity to achieve what we want to achieve. We must have optimism and be able to stay positive and single-minded when faced with difficulty and adversity. We need to be straight with one another, treating each other fairly, equally and with respect. Securing and maintaining a reputation for straight dealing with our customers and partners is crucial. This competency is about “walking the talk” – being consistent with our own values and those of the council, treating people with respect and having the courage to see change through.

Level 1 - What we stand for	Level 2	Level 3	Level 4
Being consistent and fair in dealings with others Acknowledging mistakes and seeking appropriate guidance and support to put them 'right' Sharing of all relevant information with others	Being persistent and continuing to deliver when faced with tough circumstances, uncertainty, difficulty or change. Supporting and encouraging others to deal with uncertainty, difficulty or change Acknowledging mistakes and acting to rectify them. Acting in ways consistent with what we say Seeking to turn difficult situations around Being open, honest and fair in all dealings with others, even when it involves some personal risk. Ensuring sharing of all relevant information by self and others	Taking and communicating a positive and realistic view Ensuring self and others respect the views and ideas of others Speaking out even when it jeopardises a trusted or valuable relationship Encouraging others to be fair, open and honest Challenging established practices where they are not consistent with fairness and openness. Taking action to ensure “bad” practice is stopped	Actively promoting and driving an organisational commitment to public service Ensuring sharing of all relevant information across the organisation Ensuring organisational practices are transparent Challenging powerful individuals to behave in a way that models the organisational values

Seeking to understand others, and treating them with respect

We need to work together as a council and as individuals if we are to meet our objectives and create an excellent working environment. This competency is about having the ability and desire to demonstrate an understanding of others. It is based on the belief that individuals matter and deserve to be treated with respect. It is also the recognition that, in order to break down barriers and work across boundaries, it is critical to value the contributions of others even when they may be different or at odds with ours.

Level 1 - What we stand for	Level 2	Level 3	Level 4
Asking about others' views and feelings, and actively listening and acknowledging these Acknowledging and considering the different views and ideas of others	Listening and questioning others to understand and take account of their feelings and emotions Recognising, seeking to understand, and responding supportively to emotion in others. Checking own understanding of what others feel, say and do Dealing positively with disagreements and seeking consensus and "common ground" Seeking to understand the reasons for others' behaviour and views Assessing and responding to others' behaviour and not to stereo types Encouraging others to consider the impact of their actions	Shaping the environment to ensure others feel positive and conflict is minimised Addressing and changing things when the behaviours of others is disruptive Shaping communications to encourage positive emotions and demonstrate support Identifying and driving changes to encourage positive emotions and ensure support Consulting with people to identify ways to build bridges and to resolve conflict. Promoting and encouraging team working Seeking and taking opportunities to create and support forums where people can express their views and concerns	Assessing the strengths and development areas of others, aligning their strengths to the demands and requests made of them Seeking to understand the source of negative emotions within and external to the organisation Identifying and taking action to pre-empt situations where strong, unhelpful emotions will be aroused.

Developing Potential

We need to develop and enhance our own and others' capability to meet existing and new demands, especially if we are to continue to improve services and make Cardiff an even greater city. To reach and sustain high performance we need to invest time as well as resources in people development. This competency is about identifying and growing the talent pool to ensure we have the capability needed for the future. Actively and systematically identifying talent, engages people, enhances their motivation and therefore encourages performance.

Level 1 - What we stand for	Level 2	Level 3	Level 4
Identifying own development needs and seeking ways to meet these needs Monitoring and assessing own development progress against needs	Supporting others' to identify their development needs and find ways to meet these needs Actively supporting others to develop understanding and/or skills Coaching others to improve performance	Supporting others to acquire the skills needed for the future Supporting others to assess their development needs to achieve their potential Giving positive and constructive feedback to others about their behaviours and skills and providing evidence Looking for and taking opportunities to coach and mentor others Supporting others to progress and add value Encouraging the development of others both inside and outside own area	Promoting and encouraging staff development across the organisation Support staff development over the longer term. Seeking to ensure a resource pool to meet longer-term talent requirements Helping others to develop competencies and skills that equip them for leadership roles

Leading Change

Creating and driving change will need strong leaders. Leaders will need to build ownership for change, create momentum, provide vision and win hearts and minds, especially when there is resistance. They will need to differentiate strongly between average and excellent performance and hold people to account. This competency is about taking responsibility for change, encouraging initiative and making the Council's objectives real and relevant for others. Individuals need to know how they can contribute and need support during uncertainty.

Level 1 - What we stand for	Level 2	Level 3	Level 4
Seeking opportunities to contribute to the change agenda Seeking to understand what the change looks like Taking opportunities to explain to others what the change looks like	Promoting and being positive about change Encouraging others to take initiative Seeking opportunities for self and others to contribute to the change agenda Helping others to understand the reasons for and the process of change	Setting out and communicating the vision and the rationale for change in a way that meets the different audiences' needs Identifying and communicating the steps to achieve the desired change Looking for ways to support and contribute to successful change, and not hiding behind precedent, process or hierarchy Ensuring own and others' objectives are aligned to the Council's objectives. Enabling and supporting others to deal effectively with complex stakeholder and change requirements	Simplifying a complex or ambiguous change agenda to provide a clear and compelling vision that others are able to buy into and act upon Setting out and communicating a vision and rationale for change Following through on change to ensure it is fully embedded in the organisation, the benefits are realised and lessons learnt for future change. Creating and promoting a culture and environment in which change is managed effectively and sensitively, to increase the likelihood of buy-in and success

Initiating Change and improvement

Tapping creative ideas, shaping these and coming up with new ones is key to our success in the future. We must be able to take good ideas forward, taking direct action to grasp opportunities and address issues. This competency is about having the ability to look ahead, anticipate events, see opportunities and take action now to shape the future. We will succeed if we do so, gaining a reputation for being a truly excellent local authority and an example to others.

Level 1 - What we stand for	Level 2	Level 3	Level 4
Seeking and taking opportunities to improve Being flexible and open to changes Being supportive of change impacting on our roles Encouraging others to take a positive attitude to change. Positively challenging ways of working that are wasteful or inefficient Taking actions to deal with immediate obstacles	Proactively putting forward suggestions for improving Seeking ways to solve problems and taking action accordingly Adapting good ideas to deliver improvement Dealing with the 'unexpected' and adapting readily to change. Identifying opportunities and using knowledge and experience to deliver change and improvement Proactively communicating and sharing best practice Identifying and taking action to head off potential problems	Looking ahead and seizing opportunities to use best practice Identifying and implementing new approaches to improve Acting decisively in the face of a crisis Encouraging, promoting and supporting new ideas Constantly encouraging and driving self and others to look for improvements in methods, approaches and ways of working Developing and communicating a clear direction on how individuals and teams can improve their performance	Looking for long-term opportunities (more than three years ahead) that will create positive changes and taking action to make these a reality Seeking to identify new ways of thinking and bold ideas to respond to opportunities that lie ahead. Promoting and using internal and external surveys and trends to add value to for the customers and the council Looking for patterns and connections to transform and improve

Organisational Awareness

<i>We need to understand the public service environment, know who to approach and how to get things done. This competency is about understanding formal and informal structures, decision-making, climate and culture and organisational politics, which shape how the council works. For success, we need people who can use this knowledge to win support and build coalitions for improvement and change.</i>			
Level 1 - What we stand for	Level 2	Level 3	Level 4
Ensuring own knowledge and understanding of the relevant rules, regulations and policies	Seeking to understand the environment and how it affects effective working in own area. Taking steps to understand the history and background to why things get done in the way they do Ensuring own and others' knowledge and understanding of relevant rules, regulations and policies	Identifying and challenging organisational limitations – what is and is not possible at certain times or in certain positions Identifying both formal and informal sources of influence and using this knowledge to build relationships with key decision makers/influencers Recognising and acknowledging the reasons for on-going organisational behaviour Using knowledge and relationships to shift the horizons of what is doable and desirable	Acknowledging and responding to internal and external forces affecting the organisation and preparing and shaping the organisation's response Spotting trends and changes – both internal and external – that will affect the organisation in the future. Forming and maintaining relationships with key provincial and national institutions, bodies and individuals to protect and enhance the council's position

Partnering and Corporate Working

Delivering excellent services will depend on individuals, teams and service areas to work cross-functionally. Partnering with external bodies is key to delivering our agenda and for making Cardiff an even greater city. Working towards a common goal by sharing information and valuing the expertise of others is crucial to the council's success in the future. This competency is about valuing, building and maintaining networks and relationships to achieve objectives.

Level 1 - What we stand for	Level 2	Level 3	Level 4
Actively participating as member of a team Proactively sharing information and ideas openly within own team Supporting others to complete tasks	Collaborating with and supporting others for mutual benefit Identifying and building effective and collaborative working relationships to get things done Consulting with all relevant colleagues to ensure that own work integrates with other organisational activities and/or projects Proactively sharing information and ideas openly with all relevant teams Acknowledging the differing needs and priorities of individuals and takes this into account, modifying approaches accordingly	Proactively building and maintaining relationships that foster partnerships and corporate working Acting to align all parties to a common purpose Proactively maintaining a network of internal and external colleagues to enable service improvement and delivery Promoting and forming cross-functional teams to deliver results and improvement Proactively sharing information and ideas openly across council Working collaboratively to gain buy-in and agreement Identifying and engaging with stakeholders to achieve integrated action and commitment to common goals.	Leading and orchestrating partnership and corporate working, across and outside the organisation to create value Promoting and leading organisation wide cross-functional working Challenging and acting to change existing structures when they prevent corporate working Using depth and breadth of contacts to build powerful alliances for wide and far reaching change Building relationships that will benefit the whole council and its position nationally and regionally Managing complex relationships, internally and externally, to establish common goals and develop mutual commitment to positive outcomes

		Recognising and taking a constructive approach to resolving conflicting priorities and agendas	
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Communicating

Facilitating and communicating all kinds of information and messages to different audiences in the most effective way, increasing understanding and support from employees and engaging customers			
Level 1 - What we stand for	Level 2	Level 2	Level 4
Communicating clearly and concisely verbally and/or in writing Actively listening to others Seeking clarification to check accuracy and own understanding of information. Sharing information and knowledge with others.	Selecting best methods to ensure others have the information they need Taking technical or complex information and turning it into clear oral or written communications Producing communications that are focussed tailored and easily understood by the intended audience. Creating opportunities to capture and share useful information and feedback	Preparing thoroughly and effectively in order to present information confidently Selecting most appropriate communication styles, approaches and channels Communicating challenging and contentious messages with openness and showing an understanding of the consequences Responding openly to challenges from the audience, and addressing their concerns Guiding and encouraging others to adopt appropriate engagement and communication approaches	Showing willingness to communicate in a wide variety of situations Communicating appropriately in response to a crisis or unexpected event where preparation time may be limited. Clearly articulating highly complex, strategic and conceptual information to others in a meaningful and relevant way Creating an environment and culture that encourages open, honest, timely and effective communication.

Analysing, Problem Solving and Decision Making

<i>Gathering key information, consulting, recognising risks, undertaking activities and adopting behaviours that support evaluation, decision-making and implementation of the best solutions</i>			
Level 1 - What we stand for	Level 2	Level 3	Level 4
Making reasoned decisions based on evidence Referring decisions to a more appropriate colleague where required Taking a logical approach to problem solving. Seeking to ensure all key information is gathered	Using appropriate approaches to gather all relevant information for taking a decision and/or solving a problem Exploring a variety of options in order to effectively solve problems and make reasoned decisions. Anticipating the impact that decisions will have on others and taking this into account when communicating and implementing solutions. Taking and acknowledging responsibility for own decisions and the consequences of these decisions.	Investigating and evaluating options when making decisions Ensuring solutions to complex problems, that have an organisation-wide impact, are realistic and workable. Following through on solutions / decisions to ensure they are understood and implemented by others Supporting others to make appropriate decisions Accepting accountability for decisions and their consequences when delegated to others. Anticipating and assessing short and medium term risks.	Taking difficult and complex decisions that will impact widely Taking appropriate steps to communicate and deal with the impact of decisions on colleagues, customers and/or partners. Anticipating and assessing long-term and strategic risks, addressing them and helping others to recognise and address them. Creating an environment and culture in which people make decisions and take responsibility for them.

Equality and Diversity

<i>Removing discrimination and barriers to fair access to Council employment and services on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation or Welsh language. Recognising, valuing and celebrating difference, and being able to work together to create a vibrant, diverse, just, cohesive and decent society where everyone can enjoy their human rights and achieve their potential</i>			
Level 1 - What we stand for	Level 2	Level 3	Level 4
Following Council equality policies and procedures. Treating others with dignity and respect Acknowledging the value of differences between people	Promoting the importance of equality and valuing diversity in the workplace and in service delivery Acknowledging and communicating that every employee has a role to play in making the Council an Employer of Choice and a successful deliverer of services to diverse communities	Identifying and ensuring good equality and diversity practice and removing barriers that impede delivery of good practice. Ensuring that equality and diversity are always actively considered when introducing a new activity, policy or decision Evaluating the quality of delivery of equality and diversity and taking action to optimize equality and diversity outcomes Supporting others to consider and deliver good practice in equality and diversity practice Supporting others exercising their rights Engaging equalities communities and stakeholders, and involving them in shaping Council policies and practices.	Promoting and ensuring a culture in which equality and diversity is valued through fair and just service delivery and employment. Advocating and championing equality and diversity within the organisation

