



# Enfield Council's Competency Framework

**This quick guide to Enfield Council's Competency Frameworks highlights the main features of the policy.**

***ENFIELD***  
*Council*





# Competency Frameworks

## Introduction

Whether we are leaders or members of a team, it is important we all display consistent behaviours and understand what is expected of us. The Council has developed sets of behaviours it expects all staff – all the way up to the Chief Executive – to demonstrate.

Our ***Standard Competency Framework*** and ***Leadership Competency Framework*** have each been designed to support you to understand what is expected of you as you go about doing your job and represent the standards, we expect you to demonstrate.

- The framework is there to help you understand your own capabilities and where your strengths and areas for development lie
- The focus is on how you do things – your attitudes and behaviours – as well as what you do

The framework can be used to describe what is required in a given role, and to set development targets to achieve even higher levels of performance

*Take a look inside to find out more about the values and behaviours expected of you, your colleagues, and your leaders.*



# What's inside this quick guide?

- **Enfield, a modern council**  
Making the Council's vision a reality.
  - **Sharing the same mindset**  
Building the right culture.
  - **Our values**  
Support for staff to develop and achieve excellence.
  - **Four Key Behaviours**  
The four key behaviours we value.
  - **Competency Clusters**  
Support for all staff, current and aspiring leaders to develop and achieve excellence.
  - **Make the Competency Framework work for you**  
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# Enfield, a modern council

Our vision is to ***be bold, make a difference, and show we care.***

We want to be a modern council that:

- Is a great place to live, work and do business both now and in the future
- Supports its communities to get to a position where inequality issues are addressed, and life chances regarding economic and social health are improved

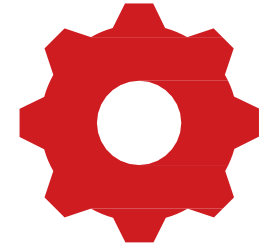
We all need to think about what this means for our services and our personal role in how we go about our daily jobs.

## Sharing the same mindset

We want to ensure we have the right culture and that we all share the same clarity of vision and mindset.

We are creating a culture where our workforce that is supported, motivated and developed to deliver excellent services for our internal and external customers to ensure they:

- Have the necessary technical skills and knowledge to do their jobs, and
- Always consider how we behave towards our customers and with each other, and
- Deliver a positive customer experience



## Our Values

How we work and how we deliver is embodied in our values:

- **Be Bold** – we value ambition, doing things differently, and taking informed risks to achieve our goals
- **Make a difference** – we value making a positive difference to the lives of the people we are here to serve
- **Show we care** – we value kindness, compassion, being honest and respectful in all our work with residents, partners and colleagues



## Four Key Behaviours

The four key behaviours we value have been developed with our workforce and are based on the working culture we have identified to ensure we all strive to deliver the Council's stated vision.

- Examples of behaviours identified for *all staff* concern everyone all the way up to the Chief Executive.
- Examples of behaviours identified for *managers in leadership roles* are in addition to those for *all staff*.

**We Take Responsibility**



**We are Open, Honest and Respectful**



**We Listen and Learn**



**We Work Together to Find Solutions**





# We Take Responsibility

Taking responsibility is about taking ownership of our own behaviour and actions and their consequences

## Why it's important

Accepting responsibility for our actions – both successful and not so successful – helps to build respect and trust from others, as well as admitting to and learning from our mistakes. We should also be constantly aligning our values with the purpose of the council and learning accordingly.

### All Staff: Examples of how to demonstrate this behaviour

- ★ Take personal responsibility for getting a job done, act decisively and quickly when needed, and keeping promises made
- ★ Take regular action to communicate with colleagues to ensure you are not working in a silo, recognise when others need help and offer support
- ★ Meet your targets and deadlines, check your work for accuracy, ensure high quality outputs, and don't take knock backs personally
- ★ Hand over a customer to the right person/department if they ask you to, even if it's outside your remit

### In addition to the above, here are more examples of how to demonstrate this behaviour for managers in leadership roles

#### Taking responsibility also includes:

- Delivering service performance through effective planning, commissioning and delivery of services with focus on value for money; ensuring clear service standards are developed, communicated and monitored internally and with relevant partners/suppliers.
- Is confident and courageous, believes in s about is about believing in yourself and taking both decisions and actions even when you have to take a calculated risk, or your actions could be perceived as unpopular for the benefit of the customer and the Council.

#### Middle Managers

- ★ Communicate regular and clear information to ensure shared understanding of the vision for the service
- ★ Set clear and measurable objectives for your team, deliver on priorities, and inspire trust

#### Heads of Service

- ★ Translate big picture changes through story telling that it is engaging and meaningful
- ★ Focus resources (time, people, money) on the priorities that will enable Enfield to be successful

#### Directors - CEO

- ★ Maintain motivation and energy when things get tough
- ★ Be seen as someone who works across the organisation to break silos and build collaborative cross departmental support



## We are Open, Honest and Respectful

Being open, honest, and respectful means displaying 'high regard' for all people and showing we all accept and support a range of diverse points of view.

### Why it's important

Sets the stage for communicating our respect for others, improves our ability to relate to others, and residents and stakeholders will see, believe, and experience that we are striving to provide the best services to our communities and enhance their life chances.

### All Staff: Examples of how to demonstrate this behaviour

- ★ Treat everyone – colleagues, team and customers – with respect and fairness, and show empathy, patience, and professionalism
- ★ Manage your emotions and behaviour and keep disruptive emotions in check, even when provoked or faced with a difficult situation
- ★ Be open, transparent and inclusive with everyone, and lead by example to encourage others to be open, honest, and respectful
- ★ Be consistent, so people know what to expect from you and develop confidence in you

### In addition to the above, here are more examples of how to demonstrate this behaviour for managers in leadership roles

#### Being open, honest and respectful also includes:

- Holding self and others to account, and having confidence to challenge and suggest new ideas with continuous focus on striving to do things better
- Challenge and act on areas of underperformance, provide open, honest, respectful and constructive feedback, encourage and build on good performance

#### Middle Managers

- ★ Walk in customers' shoes and always be professional and courteous
- ★ Be open, honest, fair and transparent in dealings with all team members

#### Heads of Service

- ★ Carefully listen to understand the issue and focus to find solutions
- ★ Work with customers to understand what is working well and where the service could be improved

#### Directors - CEO

- ★ Be respectful and honest with colleagues and customers, take time to provide feedback on their input
- ★ Provide regular balanced feedback to staff on their approach to service performance



## We Listen and Learn

Active listening is fully concentrating on what is being said and understanding the customer's point of view. Learning means we all take positive action to improve services and individual skills and capabilities for professional and personal growth.

### Why it's important

Key to all effective communication with our diverse cultures and communities, helps us understand what is being conveyed, builds sustainable relationships with our residents and stakeholders, and helps us deliver effective services today and to improve them for the future

### All Staff: Examples of how to demonstrate this behaviour

- ★ Listen to and actively seek feedback so that you can learn and constantly develop, and can bounce back when things don't go to plan
- ★ Be empathetic by putting yourself in 'other peoples' shoes' and listen to different views and opinions
- ★ Listen to understand facts and feelings, seek to find solutions by asking open and probing questions to establish and check understanding
- ★ Develop simple ways to explain concepts and ideas

### In addition to the above, here are more examples of how to demonstrate this behaviour for managers in leadership roles

#### Listening and learning also includes:

- Having insight into what makes you 'tick', your own personal 'triggers', how you come across to others, and having the ability not to be deterred by setbacks or obstacles.
- Recognising you can always learn to improve, do things differently or better, and finding opportunities and experiences to support your development and those of your team, and achieve career aspirations in line with the Council's strategic goals.

#### Middle Managers

- ★ Look at all angles of a situation and take a positive approach to problem solving
- ★ Actively look for opportunities to stretch capability for current role or future progression

#### Heads of Service

- ★ Be reflective and learn what works and how you might do things differently next time
- ★ Be open to adapting the way you do things and be open to learning from others

#### Directors - CEO

- ★ Maintain a sense of perspective by looking at situations through a variety of lenses
- ★ Work to understand other people's concerns and points of view





# We Work Together to Find Solutions

Working together is about working collaboratively and cooperatively with other departments and partners, sharing skills and knowledge with each other to strive towards a common goal.

## Why it's important

Allows a diverse group of people with different skills, expertise, interests, opinions, and perspectives to come together and reach a solution is a more effective way to find a way forward than and come up with novel, innovative or significantly improved ways of doing things.

### All Staff: Examples of how to demonstrate this behaviour

- ★ Show commitment and enthusiasm to working with internal and external customers and develop positive working relationships
- ★ Put people at their ease by building rapport and showing an interest in them
- ★ Identify and seek to resolve any factors that hinder collaborative working, and ask others for help or advice to find a positive solution
- ★ Actively build and use networks, internally and externally, to support service delivery

### In addition to the above, here are more examples of how to demonstrate this behaviour for managers in leadership roles

#### Working together to find solutions also includes:

- Commitment to developing and enabling others to succeed, through support, guidance, coaching and empowering others to have the confidence to learn, grow and try out new ideas.
- Creating an atmosphere where all individuals (within the team and across teams) feel safe to own up to what they did well and what they could have done better without fear of negative consequences on their self-image, status or career.

#### Middle Managers

- ★ Instil confidence across the council by openly sharing critical information
- ★ Seek opportunities to work across the organisation to break silos and build collaboration

#### Heads of Service

- ★ Be proactive in dealing with situations that are not always clear or are out of the norm
- ★ Encourage the team to work collaboratively to support growth and development

#### Directors - CEO

- ★ Create a learning culture and publicly invest time in learning events
- ★ Create environment where all team members are encouraged to share ideas for innovation and improvement



## Competency Clusters

The four key behaviours are supported by four competency clusters which are critical to achieving cultural change.

Competencies are a way of helping you to understand what it takes to perform a job more successfully in more situations and more often.

For each cluster there is guidance for *all staff* at all levels, and additional guidance for three cumulative levels: *Middle Managers, Heads of Service, Directors to Chief Executive*.

**Customer Focus**



**Deliver service performance**



**Focus on continuous improvement**



**Political awareness and context**



# Customer Focus

Customer focus is about having the persistence and drive to continually identify ways to deliver ever better services to internal and external customers and create positive customer experiences, in spite of diminishing resources.



## Why it's important

Provides understanding of the services we provide, whether these provide value for money and have the confidence to challenge what has come before and take calculated risks. Also, underpins our focus on the needs of customers, ensuring great outcomes, and keeping our customer promise is to be friendly and helpful, honest, and respectful, professional, and courteous.

## All Staff: Examples of how to demonstrate this competency

- ★ Put yourself in others' shoes and support customers to access services, and promote equality and diversity to service delivery
- ★ Have a 'can do' attitude, and willingness to adjust the way you do things to update practices
- ★ Identify problems, focus on solutions, ask for help when necessary, and discuss changes that could improve the customer experience with the team and your manager
- ★ Learn from complaints to improve service delivery and avoid further complaints

## For managers in leadership roles, customer focus includes:

- Persistence and drive to deliver services, collaborating with colleagues, departments and stakeholders, and mindset to always want to provide the best outcomes for customers
- Understanding current service provision, providing value for money and having the confidence to challenge and take calculated risks

## Additional examples of how to demonstrate this competency

Middle Managers	Heads of Service	Directors - CEO
<ul style="list-style-type: none"><li>★ Build relationships with individual customers and groups to help think from a customer perspective</li><li>★ Value suggestions from customers and staff to improve services and actively seek feedback and improvement ideas</li></ul>	<ul style="list-style-type: none"><li>★ Seek ways to develop a one council approach</li><li>★ Create environment where people are motivated to suggest new ideas</li><li>★ Challenge when things are not in the best interest of the customer</li></ul>	<ul style="list-style-type: none"><li>★ Empower and support customers to make informed choices and shape future services</li><li>★ Consider ways to generate income as added value</li><li>★ Take ownership of problems and act to work towards resolutions</li></ul>

# Deliver service performance

Delivering service performance is about individuals taking responsibility to deliver their best performance and understanding their role in delivering quality services to our residents and stakeholders.



## Why it's important

Local government exists to deliver services to our communities, and we need to be able to demonstrate that we are all delivering quality services and providing value for money. Keep information and develop meaningful data to confidently identify, challenge and act on areas of under-performance and encourage and build on good performance and make it easier to identify risks.

## All Staff: Examples of how to demonstrate this competency

- ★ Deliver results and act as a role model with a 'can do' approach, and adopt a pragmatic solution to solve problems
- ★ Demonstrate an interest in the changes the council is making to improve services and engage with enthusiasm, and take action and make things happen
- ★ Meet deadlines and finish tasks, keeping to schedule or alerting your manager if there is an issue
- ★ Demonstrate an ability to be flexible and respond to changing priorities

## For managers in leadership roles, this includes striving for continuous improvement of the customer experience:

- Continually testing, asking questions and evaluating services to achieve desired outcomes for the customers and communities we serve
- Encourage agile thinking and creativity for new or innovative ideas

## Additional examples of how to demonstrate this competency

Middle Managers	Heads of Service	Directors – CEO
<ul style="list-style-type: none"><li>★ Identify problems and focus on solutions, asking for help when necessary</li><li>★ Always be friendly, helpful, honest and respectful</li></ul>	<ul style="list-style-type: none"><li>★ Challenge when things are not in the best interest of the customer</li><li>★ Think about how the customer experience could be seamless by working with other teams and departments</li></ul>	<ul style="list-style-type: none"><li>★ Take ownership of problems and act to work towards resolutions</li><li>★ Understand council policies and drive amendments when they get in the way of delivering excellence</li></ul>

# Focus on continuous improvement

Focus on continuous improvement is about having the mindset to continually deliver performance improvements.



## Why it's important

Requires an understanding of how the service is currently delivered and the confidence to challenge and suggest new ideas and focus on constantly striving to do things better. With diminishing resources, it is vital that we think critically and creatively about how to deliver quality outcomes for all customers, and develop an understanding of what drives performance and where to make improvements.

## All Staff: Examples of how to demonstrate this competency

- ★ Constantly think about how we could do things better and take action or engage in discussions to improve the services whenever possible
- ★ Demonstrate an understanding that change can take time and work as part of a team to constantly improve and perform at your best
- ★ Quickly sift through information to identify the risks and benefits associated with decisions to make improvements, and use feedback on the service from all stakeholders to make improvements
- ★ Work with others to generate new ideas to improve your service, and seek to understand the impact of your team plans on other departments and stakeholders

## For managers in leadership roles, this includes relentless future focus on the customer:

- Focusing on outcomes, built on strong sense of purpose beyond statutory obligations, and taking time to engage with and understand customer needs and experiences to tailor current and future services accordingly
- Provide opportunities to identify ways of generating income or behaving more commercially for the benefit of the customer.

## Additional examples of how to demonstrate this competency

Middle Managers	Heads of Service	Directors - CEO
<ul style="list-style-type: none"><li>★ Work as a customer centric team by collecting and making use of data to refine and improve services</li><li>★ Will to adjust the way you do things to update practices</li></ul>	<ul style="list-style-type: none"><li>★ Challenge team and individuals to improve customer service by using collected data</li><li>★ Recognise patterns and trends in complaints to address underlying causes</li></ul>	<ul style="list-style-type: none"><li>★ Have the confidence to pilot/trial new ideas based on ongoing planning and shaping of services, knowing that not all will succeed</li><li>★ Don't 'pass the buck' but step up to take the lead to resolve contentious issues</li></ul>

# Political awareness and context



Political awareness is about ensuring you have a thorough understanding of the local political context and the impact this has on Enfield services.

## Why it's important

To understand what Members want, understand the implications, and respond appropriately to deliver high quality services within the strategic priorities set out for the council. All staff must listen to and understand both the concerns and ambitions for the local communities that elected members have to enable quality discussions to take place with Members and manage competing objectives and find acceptable resolutions.

## All Staff: Examples of how to demonstrate this competency

- ★ Have organisational awareness and understand how things are done, and use it to identify opportunities and consider the best approach for getting things done, including the role of the elected members, their ambitions and where your team fits in to the overall picture
- ★ Understand the views of colleagues, senior leaders, and the political groups on key issues, and provide impartial advice to members and ensure they are briefed, informed, and involved at all stages of decision making, where appropriate
- ★ Always work with professionalism and integrity

## For managers in leadership roles, this includes understanding and working effectively within the political context :

- To deliver high quality services within the strategic priorities set out for the council, and to listen to and understand the concerns and ambitions for local communities that elected members have
- Ensure quality discussions take place with Members to manage competing objectives and find acceptable resolutions.
- Additional examples of how to demonstrate this behaviour

### Middle Managers

- ★ Understand how local government is funded and where money comes from
- ★ Be familiar with the strategic ambitions and priorities of the politicians and why these are important
- ★ Understand the role of the elected members

### Heads of Service

- ★ Have organisational awareness and understand how things are done – the big and little 'P' politics in the council
- ★ Use this understanding to identify opportunities and consider best approach for getting things done
- ★ Identify best tactics to get things done and to get decisions approved

### Directors - CEO

- Make best use of working with Members to the benefit of customers
- Use understanding of the local context to identify and shape opportunities
- Use knowledge of national politics to predict the impact locally and present options for action



# Make the Competency Framework work for you!

Competencies are a way of helping you to:

- Think about how you do things, as well as what you do
- Understand what it takes to perform a job or role more successfully in more situations and more often
- Recognise that the 4 key behaviours are a constant thread throughout the framework strengths and areas for development lie
- Assess your own capabilities and where your strengths and areas for development lie against

Here are some examples of how you might use the framework:

- ★ Assess yourself before going into a one to a one or appraisal (PDR) with your manager
- ★ Refer to them to reflect on your own performance in any situation – How did you feel you did? What do you feel you need to work on for next time?
- ★ Identify which ones you want to work on and seek development opportunities (e.g. shadowing, mentoring, training)
- ★ If you have aspirations to move into a new role, or into a leadership role, or move up the leadership ladder, be informed about what behaviours and competencies would be expected of you.