

Highland Council Employee Competencies

As an employee of the Highland Council you are expected to:

1. Promote the Council's goals and values

You work in a way that supports the objectives of your team, Service and the wider Council. You also work collaboratively with people from other teams, services and groups as appropriate. You follow relevant legislation, policy and good working practices. At all times you promote equalities and diversity, consider the environment and ensure the security and confidentiality of information.

2. Focus on Service Delivery

You agree targets and confirm work requirements with your line manager. You deliver according to the timescales and quality standards you have agreed. You take responsibility for your own work and take the initiative to solve problems and overcome barriers. You build positive working relationships with customers and partners.

3. Achieve results through working with people

You work effectively with your colleagues, respecting their views and thinking about the impact of your own actions. You meet commitments to colleagues and participate positively in the team, including encouraging and supporting others. You resolve any disagreements with colleagues quickly and constructively.

4. Manage resources to achieve objectives

You use resources efficiently and sustainably. You comply with all health and safety requirements including identifying possible risks and hazards. As appropriate to your job role you:

- provide accurate information and make effective use of ICT
- follow the Council's Financial Regulations
- follow the Council's procurement procedures when buying goods and services.
- comply with all relevant Highland Council Climate Change and Sustainability policies.

5. Participate in improvement and change

You contribute to ideas and plans for improvement and work together with colleagues take these forward. You identify potential barriers to change and practical ways to overcome these. You contribute to making sure that change and improvements are effective for the team and the Council.

6. Manage personal development and improvement

You discuss and agree personal work objectives and development needs with your line manager and you take responsibility for developing your own skills and knowledge. You are aware of your own strengths and weaknesses and aware of the impact of your behaviour on colleagues. You look for feedback on your performance and learn from experience. You adapt quickly to change, including developing yourself to meet changing circumstances and priorities.

Highland Council Management Competencies

As a Manager within the Highland Council you are expected to:

1. Promote the Council's goals and values

You provide a sense of direction for your staff and communicate clearly what needs to be achieved. You are aware of the wider organisational priorities and you encourage commitment for the Council's strategy, vision and values. You work collaboratively with other Services, partners and communities. You apply all the relevant legislation, policy and procedures including ensuring health, safety and wellbeing at work for your staff; promoting environmental sustainability; promoting diversity and preventing discrimination.

2. Focus on Service Delivery

You contribute to the production of the Service Plan and produce an operational plan for your area of responsibility. You involve your staff in creating the plan and ensure they understand the objectives and priorities. You organise work to meet time, budget and quality standards, manage risks and take decisions and prompt action to resolve problems. You monitor the efficiency and effectiveness of your service delivery, including using customer information and feedback. You respond effectively to customer complaints and use this information to improve your service.

3. Achieve results through working with people

You create an effective team and productive working relationships by providing support and advice, keeping team members informed and encouraging contributions to the team. This includes allocating and managing work load to make the best use of skills and abilities. You protect the health, safety and well-being of staff and colleagues, including encouraging flexibility and a work-life balance. You recognise and resolve any conflict amongst your team. You manage individual and team performance by providing clear objectives and monitoring performance against these. You praise achievement and tackle poor performance or inappropriate behaviour. You complete an annual Employee Review and Development Plan with each member of staff.

4. Manage resources to achieve objectives

You analyse budget reports and other financial information to monitor performance against your budget and take appropriate action. You follow the Council's Financial Regulations. You evaluate and improve the way you use resources to ensure it is efficient and sustainable and you comply with the Council's procurement procedures when procuring goods and services. You organise and present information effectively and manage the security of information within your area of responsibility and you use ICT to improve efficiency and service delivery. You comply with all relevant Highland Council Climate Change and Sustainability policies.

5. Participate in improvement and change

You take responsibility for change and improvement by understanding the need for change and communicating this to your staff and involving them in identifying and progressing improvement. You use business improvement techniques to develop better ways of working. You plan the change and prepare staff including meeting communication and training needs. You monitor progress against your plans and make sure that identified benefits from the change are realised.

6. Manage personal development and improvement

You act as a positive role model for your staff by developing your skills and knowledge and taking responsibility for your own learning and continuing professional development. You are aware of your own strengths and weaknesses and of the impact of your behaviour on your staff. You take responsibility for your decisions, share ideas and information with others and adapt flexibly to changing circumstances and organisational priorities. You seek feedback on your performance.