

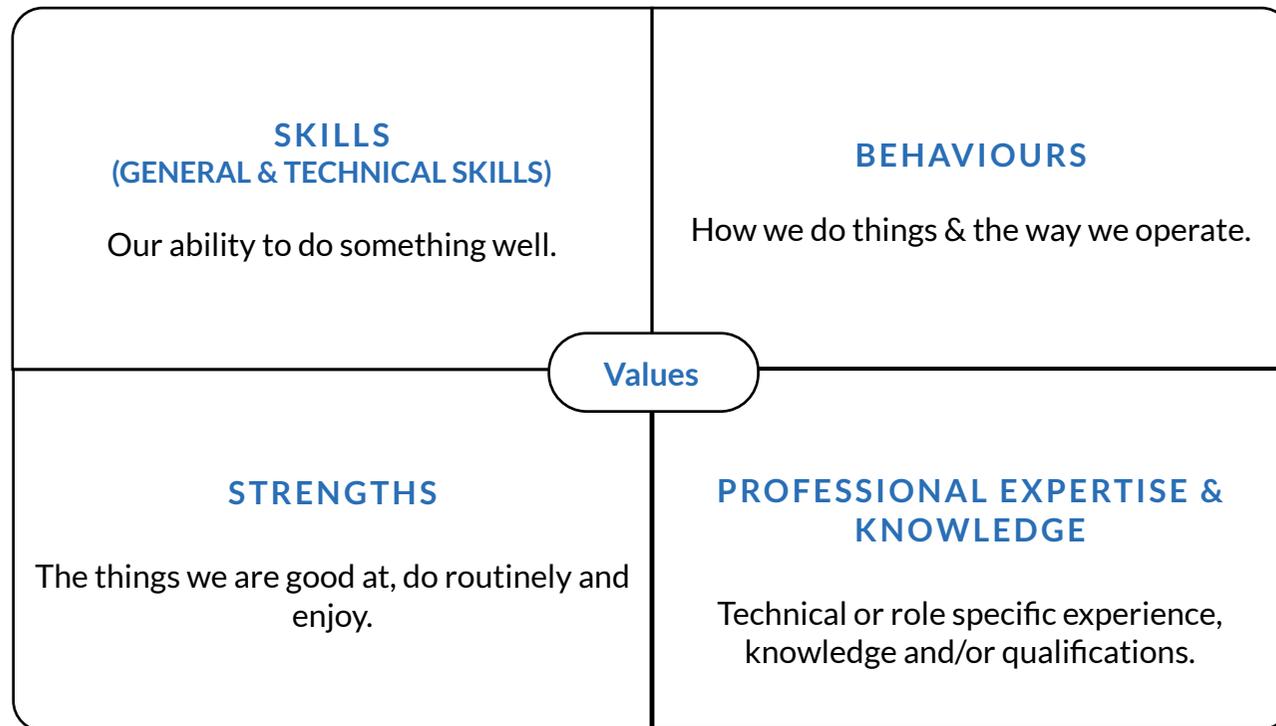
WIRRAL COUNCIL COMPETENCY FRAMEWORK (LEVEL 4 - CHIEF OFFICER)

#BETHE
DIFFERENCE

INTRODUCTION

Our competency framework has been developed taking into account our desired culture and to ensure we can attract, retain and develop talent.

We recognise that knowledge, skills, experience, strengths, behaviours and values are all elements which make up 'competency' for a role (as illustrated below). During our recruitment process a blend of assessment methods will be used to get to know more about you and the difference you could be for Wirral Council.



PROFESSIONAL EXPERTISE, SKILLS & KNOWLEDGE



Some roles will require qualifications, membership of a professional body or a minimum level of professional experience.



As part of the assessment process you will be asked to demonstrate that you have the necessary professional and technical expertise, skills and knowledge for the role.

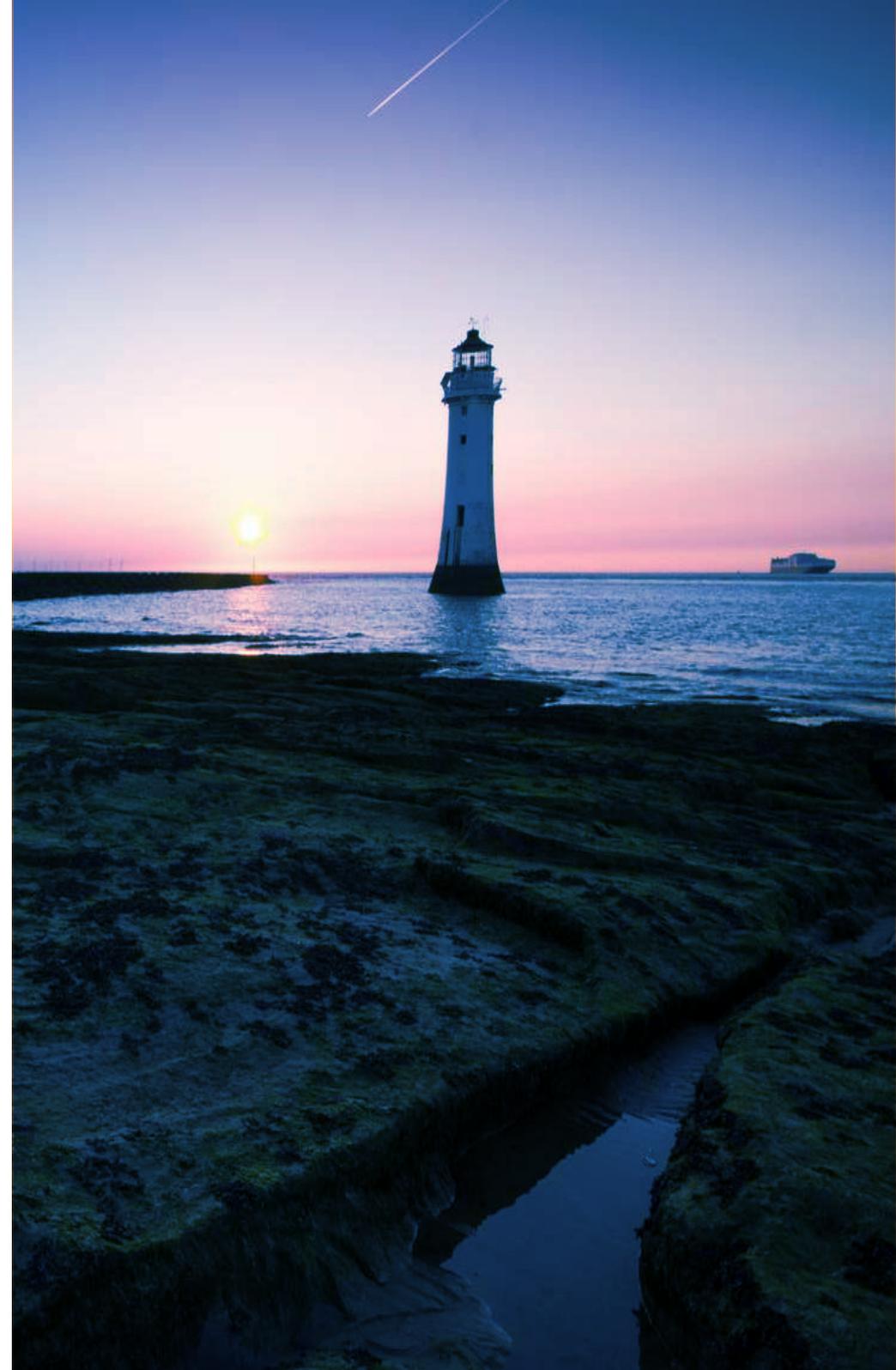
BEHAVIOURS & STRENGTHS

We have identified a set of behaviours that when demonstrated align to the expectations of a Chief Officer and our desired culture.

There are seven behaviours, with associated strengths and each behaviour is described using a series of positive indicators which are designed to give an overview of what is expected of the individual. The behaviours are:

- Leadership
- Working Together
- Decision Making
- Delivering Results
- Change Orientation
- Learning and Improvement
- Organisational Commitment and Context

Within the framework there is reference to the Council throughout. Candidates from a range of backgrounds are encouraged to apply and you do not need to demonstrate Local Government specific experience unless specified in the job description. We are looking for transferable skills and behaviours.



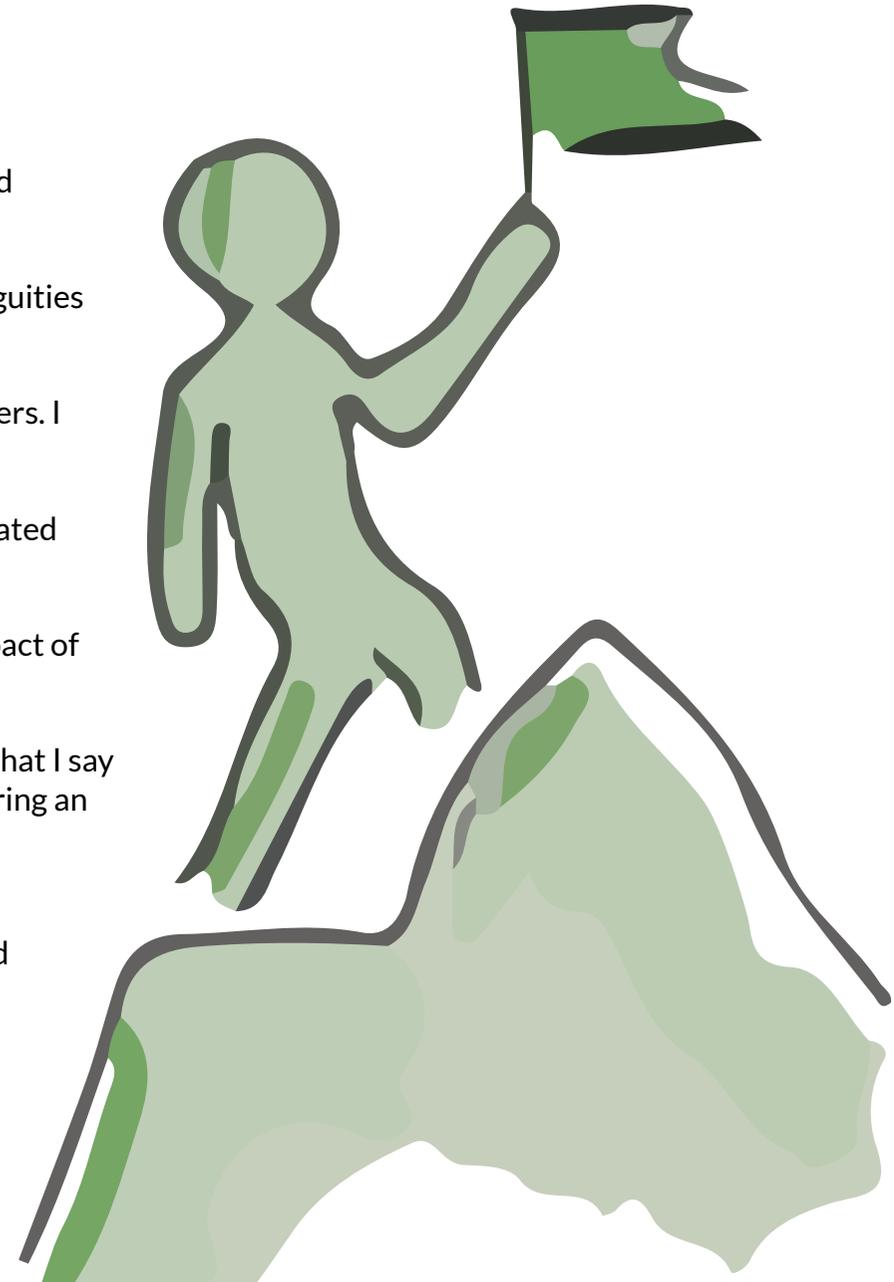
Leadership

STRENGTHS

Inclusive Empathetic Engaging
Resilient Inspirational Listener

POSITIVE INDICATORS

- I curate a compelling and ambitious vision for the future and engage internal and external stakeholders in working collaboratively to make this a reality.
- I communicate purpose and direction with clarity and positivity, resolving ambiguities and overcoming resistance.
- I engage positively in debate and listen and seek to understand the views of others. I am open to challenge and don't shy away from having difficult conversations.
- I embed a culture of inclusion and equal opportunity in which diversity is celebrated and employees are motivated to secure the best outcomes for Wirral residents.
- I am self-aware; I understand my strengths and limitations and consider the impact of my own behaviour on people and culture.
- I am visible, authentic and a role model. I cultivate a positive environment, do what I say I will and expect the highest standards of integrity from myself and others ensuring an environment in which unacceptable conduct is challenged.
- I inspire others to aspire to and strive for better, building a sense of belief in individuals, teams, partners and communities as well as a commitment to shared goals.



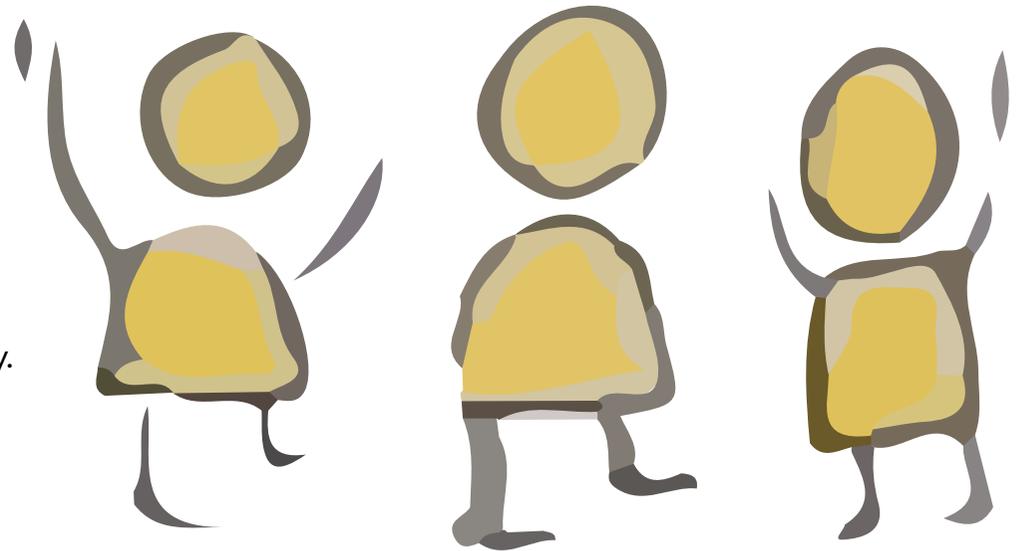
STRENGTHS

Authentic Flexible Collaborative
Negotiator Reliable Networker
Mediator

Working together

POSITIVE INDICATORS

- I involve internal and external stakeholders and communities in meaningful ways to generate better ideas, local solutions and improved outcomes.
- I break down silos and create an environment where collaborative working flourishes, both across the Council and with partners and communities.
- I navigate diverse and sometimes conflicting perspectives; communicating, negotiating and influencing with credibility and confidence.
- I proactively develop my network across and beyond the Council and build trust-based relationships.
- I curate a culture of trust and support, in which the wellbeing of individuals is routinely considered and conflict is resolved effectively.
- I am politically astute and seek to understand the goals and motivations of different stakeholders early on, to identify similarities and differences upon which to base negotiations.
- I actively seek to understand, promote and lead on work outside of my own immediate sphere and take ownership of corporate projects.
- I ensure that knowledge and resources are shared and pooled to achieve corporate objectives in the most efficient and effective way.



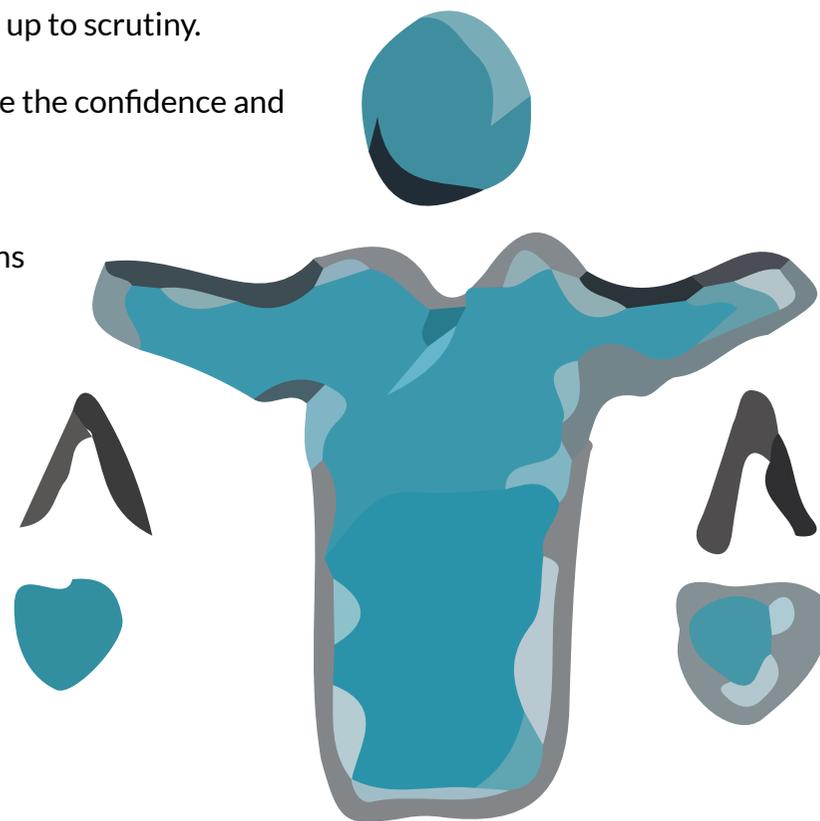
Decision Making

STRENGTHS

Pragmatic Decisive Analytical
Problem Solver Preventer
Measured

POSITIVE INDICATORS

- I make effective decisions quickly and confidently under pressure, in the face of uncertainty or incomplete information where necessary.
- I foster a culture of accountability and transparency in which the needs of Elected Members and other stakeholders are routinely considered in decision-making.
- I ensure and make evidence-based decisions and recommendations which stand up to scrutiny.
- I am prepared to make unpopular or difficult decisions where necessary and have the confidence and credibility to defend decisions, whilst responding positively to challenge.
- I effectively consider a range of complex internal and external factors, financial implications and risks and opportunities in evaluating and communicating options and making decisions.
- I actively engage and work with the right stakeholders and partners early on to ensure my decisions are informed and thinking tested.
- I understand when I can make a decision and recognise when further input or expert advice is required or escalation necessary.
- I set and embed an effective decision-making framework, empowering my teams to make appropriate decisions at all levels.



Delivering Results

STRENGTHS

Empowering Outcomes-focused
Commercial Action-orientated
Organised

POSITIVE INDICATORS

- I role model a people-centric approach to leading teams, ensuring diverse strengths and talents are leveraged for high performance.
- I ensure an environment in which teams are empowered and have the autonomy, skills and confidence to deliver against objectives.
- I promote a culture of accountability and ensure clear, simple and transparent performance management and monitoring processes and practices are in place; holding myself and others to account.
- I proactively seek to increase my understanding of how well the Council & key programmes are performing, ensuring remedial action is taken as necessary and opportunities to improve performance are routinely explored.
- I ensure the needs and experience of customers is at the heart of service design and delivery and that Council services are modern, inclusive and accessible to all.
- I am commercially aware, maximise financial opportunities and routinely seek opportunities to increase the efficiency and effectiveness of Council operations and services making the best use of technology.
- I ensure Council resources are prioritised, aligned to strategic objectives and deliver value for money.



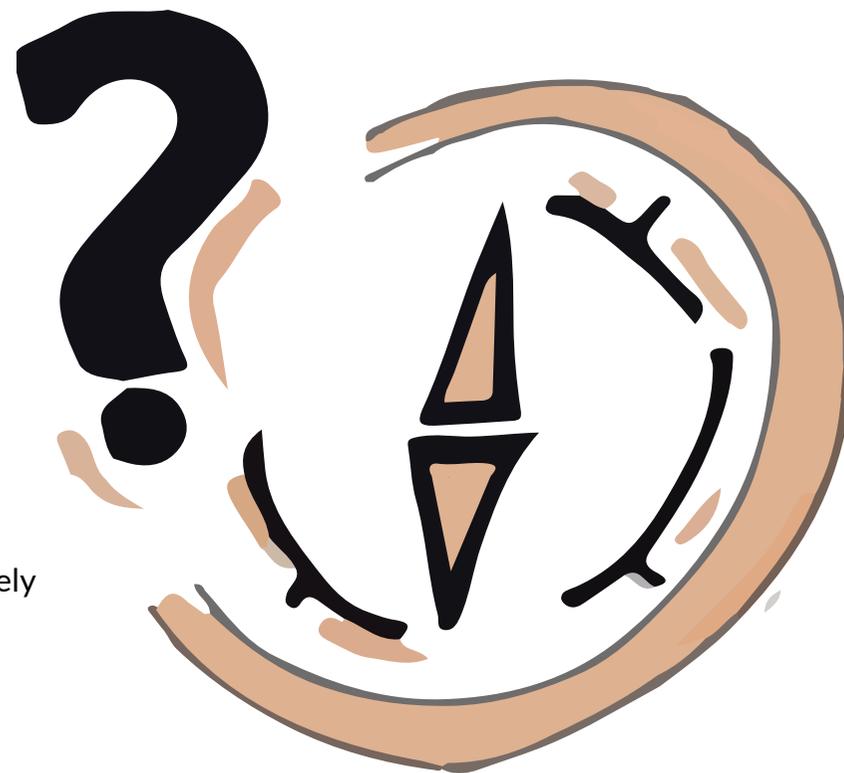
Change Orientation

STRENGTHS

Adaptive Ambitious Catalyst
Strategic Brave

POSITIVE INDICATORS

- I challenge the status quo, inspiring and driving forward new ways of working across the Council and wider which deliver improved outcomes.
- I can navigate and provide strategic direction and leadership in a complex, uncertain and ambiguous environment.
- I am future focussed and monitor, analyse and predict changes in the internal and external environment, taking action to influence, change and shape strategic priorities and resolve local issues.
- I think outside the box and am comfortable taking calculated risks whilst being aware of contextual factors and stakeholder interests which might enable or inhibit an idea for change.
- I can adapt to changing circumstances and adjust priorities. I am not afraid to change direction to ensure the right result and ensure efforts and resources are swiftly re-aligned as necessary whilst ensuring a focus is maintained on long terms goals and vision.
- I ensure the wider impact of change on people, processes and culture is considered and managed effectively and sensitively.
- I engage internal and external stakeholders in change, communicating effectively and positively to overcome resistance and to secure a commitment to goals.



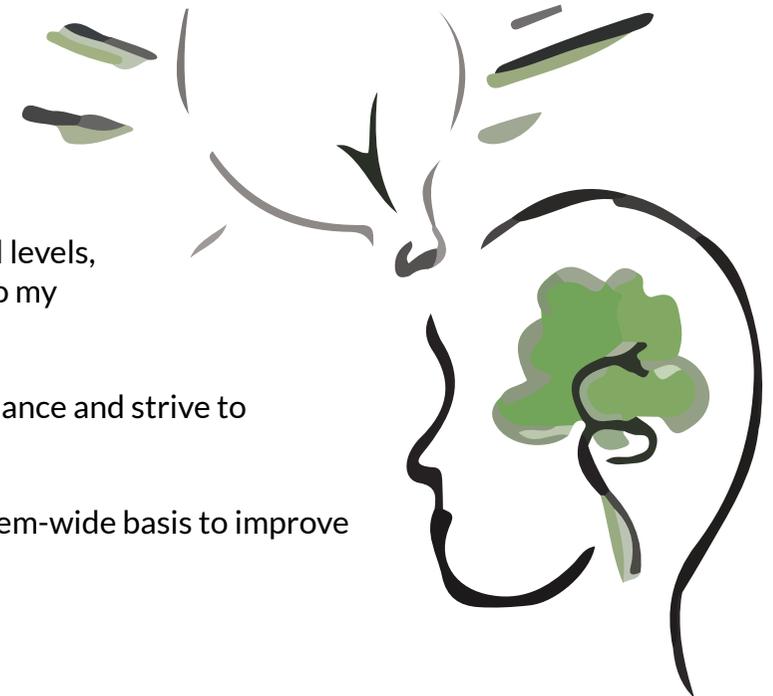
Learning and Improvement

STRENGTHS

Confident Curious Reflective
Enabler Growth Mindset

POSITIVE INDICATORS

- I foster a culture of continuous learning and improvement, encouraging pilots or experimentation of good ideas at all levels and proactively seek to remove barriers to innovation.
- I create capability strategies to address current and future skills gaps across the organisation and to harness diverse talent.
- I ensure an environment in which all individuals are supported in reaching their full potential and I take personal responsibility for developing talent at all levels.
- I create and role model an environment of learning over blame, fostering a safe environment in which partners, colleagues and staff feel confident to challenge and to share learning in order to deliver improved outcomes.
- I ensure quality conversations about performance and development are routine at all levels, that opportunities for reverse mentoring are in place and provide regular feedback to my colleagues and teams.
- I proactively seek and act upon a broad range of feedback regarding my own performance and strive to continuously develop myself, others & the organisation.
- I ensure a proactive and systematic approach to identifying lessons learned on a system-wide basis to improve



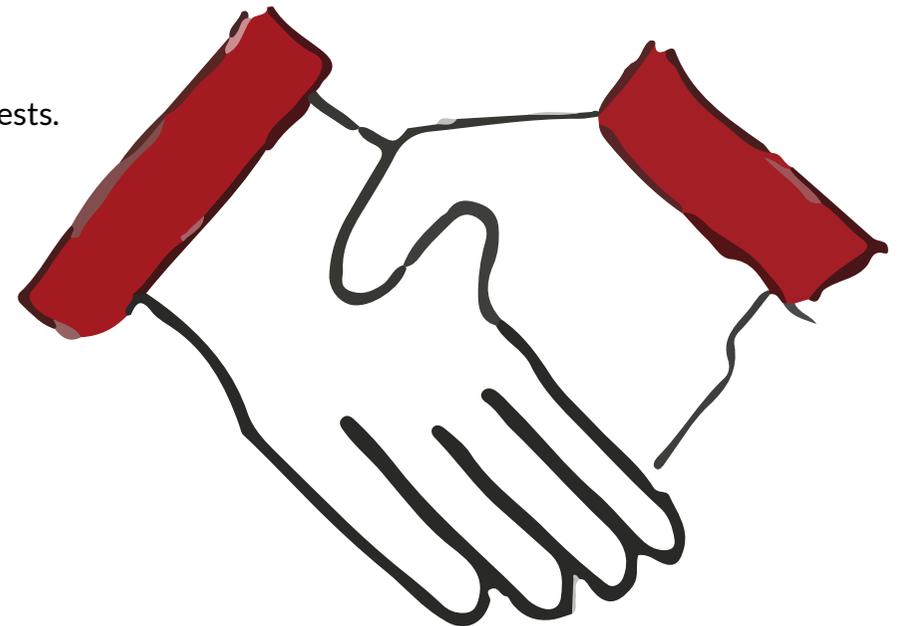
Organisational Commitment and Context

STRENGTHS

Politically astute Strategic Ethical
Systems-thinker Tenacious

POSITIVE INDICATORS

- I understand and effectively navigate formal and informal politics at national and local level and routinely consider the political implications of my decisions, actions and recommendations.
- I remain professional and impartial when advising Elected Members and build credibility by effectively supporting and advising them.
- I act as an ambassador for the Council, credibly communicating the future vision and direction externally and actively developing and promoting the reputation of the Council at a local and national level.
- I can distinguish between operational, strategic and political matters.
- I put the interests of the Council and of the borough ahead of personal interests.
- I ensure staff understand political process and the role of Councillors
- I understand and take account of the role of the Council within the wider public service and health system and have the credibility and confidence to lead, communicate, collaborate and drive improvements across the system.



OUR VALUES



CUSTOMER FOCUSED

- We listen to our customers and acknowledge what they tell us. We let them know we have heard them and take action.
- We are flexible, open, honest, and respectful with our residents and customers, and always look for ways to make it easier for them to do business with us.
- We view things from the customer's perspective and focus on what we can do to give them the best possible service.



ACCOUNTABLE

- We are leaders and take personal responsibility for our work. We act with integrity to be the best we can be.
- We take ownership and solve problems. If we don't know the answer, we don't stop until we have found the solution.
- We take pride in doing what we say we are going to do. We are trusted by our colleagues, Members and residents to do a great job.



PROFESSIONAL

- We treat everyone with respect. This includes our colleagues, residents and Members. We are courteous, punctual and communicate effectively to get the best results
- We provide a professional service that people in Wirral are proud of. We know how our role makes a difference and lead by example.
- We are positive, honest and value the contributions of others. We build positive and trusting relationships to work together to deliver the best possible service for colleagues, Members and residents.
- We acknowledge when we are asked something and answer quickly and clearly. We are clear about how we will provide the best possible service.



AMBITIOUS

- We aim high in everything we do. We do what we can and learn from experience to get the best for our colleagues, Members and residents.
- We will challenge, as well as support, each other to try new things and improve what we do. We continually look for better ways of doing things for our colleagues, Members and residents.
- We have high standards and expectations for ourselves, colleagues, Members and residents. We celebrate when we do well and recognise the achievements of others.

APPLICATION AND INTERVIEW PREPARATION

REVIEW THE JOB DESCRIPTION

Consider the examples you can give to demonstrate your knowledge, skills and experience.

Consider how you demonstrate the desired behaviours. You will be asked to provide evidence and specific examples within the assessment process. Whilst candidates are not expected to cover all positive indicators under a heading, when preparing for interviews you might find it helpful to think about examples which meet a range of these indicators.

REFLECT ON YOUR STRENGTHS AND WAYS OF WORKING

You may also find it beneficial to reflect on your personal strengths, preferred ways of working and your Facet5 profile. The panel may wish to explore these areas with their questions so they can understand you better and assess your suitability for the role.

CONSIDER HOW YOU REFLECT OUR VALUES

Our values are at the heart of our organisational culture. They define how we work with each other and how we go about our daily work. Consider examples of how you embody our values.



TYPES OF QUESTIONS TO EXPECT

Candidates should typically expect a range of different types of questions at interview and will be asked to provide specific examples to evidence their experience or to show how they have demonstrated behaviours at the appropriate level or articulate a key desired strength. Here are some examples of question types:

BEHAVIOURS

Tell me about a time when you made a significant decision?

Tell me about a time when you and your team faced a challenging situation. How did you...

STRENGTHS

What energises you at work?

What does a successful day at work look like?

VALUES

How do you ensure a customer-centric approach? (Provide example)

PROFESSIONAL EXPERTISE

What relevant experience would you bring to this role?

You might also be asked follow up questions or questions to probe for more detail.

STAR TECHNIQUE

For questions where you are asked to draw upon your personal experience or give an example of a specific situation and how you responded, it may be helpful to use the STAR technique to provide answers.

S

Situation: Set the context for your story and describe the situation. This will allow the panel to visualise the issue you were required to address. Don't assume the recruiting manager will know or understand the situation you were facing.

T

Task: Outline what was required of you. State what the objectives were and talk about your specific role and responsibilities.

A

Action: Explain what you did and how you did it. Talk briefly about the action taken and what skills you deployed. Consider how you demonstrated the desired behaviours as outlined in framework.

R

Result: Summarise what happened because of the action you took and what the impact was for the business, and any learning you applied or will apply.

THANK YOU FOR YOUR INTEREST IN WORKING AT
WIRRAL.

WE LOOK FORWARD TO MEETING YOU.