



# COMPETENCY HANDBOOK

This handbook is to be read in conjunction with your Position Description, providing further information on the Core Competencies.



# USING A COMPETENCY FRAMEWORK

## **What is a competency?**

Competencies can be defined as the behavioural (and sometimes technical) attributes that individuals must have, or must acquire, in order to be effective and achieve superior performance in their role. They are broad concepts that encompass demonstrable performance outputs as a result of behavioural and technical inputs.

## **Why do the Central Highlands Regional Council (CHRC) have a competency framework?**

When we talk about a position, we talk about what qualifications, what knowledge and what experience somebody needs to have in order to successfully perform the key responsibilities of a role. However, there's another side to successful performance. As well as the 'whats', there's also the 'hows' – how they carry out activities, how they approach situations. The competency framework describes the characteristics and behaviours which allow for successful performance of the role – the things we say, think and do.

## **Establishing a common language**

When describing behaviours, we all use different words and different terms to essentially say the same thing. This framework is intended to provide a common language that we can all use when describing what we recognise as effective behaviour.

## **CHRC's Core Competencies**

Following a process of research and review, CHRC has identified 8 core competencies which are relevant to all positions throughout Council, regardless of the agreement or level of the role. These core competencies have each been divided into four levels to reflect different expectations in different roles.

## **How do the competencies relate to me?**

Each position within Council has been analysed and assigned a competency profile. This profile can be found on each position description. During recruitment processes, performance reviews and when looking at personal development, the competency profile details CHRC's expectations of the role holder; what behaviours and attributes you need to be consistently demonstrating to be successful in that role.

For Central Highlands Regional Council to achieve its Corporate Plan, we need the right people in the right positions. The competencies provide us with the descriptions of behaviours where we are able to rate ourselves; how we think we are performing in our role and how we can do it better. They also assist in selection processes – not only is the process easier to follow, it is more consistent.

As well as satisfying the organisation, we also need our own job satisfaction. Council is committed to providing its employees with training and development opportunities that will support ongoing learning and career development in line with individual goals. However, as employees we must also take responsibility for our own development. Competencies will help us to recognise what areas we need to develop and can support discussions with supervisors, coordinators and managers around appropriate development opportunities.

## **How to use this handbook**

In your Position Description, you will have a section called 'Core Competencies.' This details the competency profile for your role. Each competency has been assigned a level from one to four. On the following pages you will find a detailed breakdown of what those levels mean, and the minimum attributes you are expected to consistently demonstrate in order to be considered as operating at the required level.

As you progress up the levels, the expectation increases, therefore if you are assigned a level 2 you should still be displaying the indicators identified in level 1.

Every employee will be provided with a copy of this handbook, and you should keep it with you when having any discussions about your development, performance or when preparing for an interview.

<b>Delivering Results</b>	Having the ability to set objectives for yourself and others, taking a forward-looking perspective, and delivering successful outcomes within agreed parameters.
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### Why is it important?

Delivering results is vital for Council to successfully operate. Once a direction has been established, it is essential that tasks are broken down and plans are translated into achievable objectives for everyone involved.

Level 1	Level 2	Level 3	Level 4
Understands what is required in order to achieve an objective	Ensures others achieve objectives as appropriate	Sets clear performance standards for others and guides them towards achievement	Develops a long term plan that is aligned with Council strategy
Sets clear and measurable personal objectives	Ensures all resources are in place to achieve goals	Ensures all activities contribute to the achievement of Council's vision, mission, corporate and community plans	Drives the team towards the execution of long term goals
Reviews and monitors own progress	Creates clear plans for future activities	Identifies all relevant milestones associated with a long term project	Keeps focussed on results, even when dealing with very diverse, complex tasks
Recognises the need and value of planning and prioritising	Thinks a project through to conclusion	Reflects about possible contingency needs	Considers the long-term impact of their decisions and activities
Thinks ahead about key milestones	Prioritises work, delegates where appropriate		



<b>Communication</b>	Identifying and using appropriate communication styles and methods, taking into consideration the audience and the desired outcome. Building and maintaining effective working relationships with key stakeholders, both internal and external.
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### Why is it important?

Effective communication is key to the success of any organisation. Communication goes beyond the written and verbal word. How our messages are perceived can shape the outcome of all situations, and communication has a role to play in each of Council's core competencies.

Level 1	Level 2	Level 3	Level 4
<p>Provides accurate written information using appropriate forms, log books &amp; templates</p> <p>Takes time to listen to and consider the views of others</p> <p>Recognises the impact of own words and actions on others, and takes responsibility for them</p> <p>Responds appropriately to sensitive issues</p>	<p>Promotes an environment that encourages open and honest communication</p> <p>Presents ideas and information clearly, in speech and in writing, checking for understanding</p> <p>Is aware of and anticipates the impact of decisions and words on the feelings of others</p> <p>Can say 'no' when necessary, explains reasoning</p> <p>Gives constructive and effective feedback, focussed on continuous improvement and developing others</p>	<p>Seeks to understand the motives and behaviours of others</p> <p>Creates 'win-win' solutions, even in difficult circumstances</p> <p>Has an accurate perception of how others will react to situations or changes, and prepares a response in order to get the desired result</p> <p>Is guided by a range of considerations in deciding the best course of action in influencing people</p> <p>Engages in proactive behaviour to build and maintain strong working relationships to meet both current and long term needs</p>	<p>Presents complex ideas in ways that convince/inspire often negative people</p> <p>Successfully influences very large groups of people who are initially opposed</p> <p>Is able to observe non-verbal behaviour and is sensitive to the unspoken meaning of others behaviour or actions</p> <p>Constantly uses a deep understanding of working relationships in order to influence and shape the future direction of Council</p>



<b>Initiative &amp; Innovation</b>	Anticipating situations and problems, finding appropriate solutions, grasping opportunities for improvements and taking ownership for continuous improvement that goes above and beyond the call of duty.
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### Why is it important?

Central Highlands Regional Council is always striving for continuous improvement. Our people are our most powerful asset, and it's their ideas and suggestions that ensure we continuously improve and move forward. Without initiative and innovation, we can't change. We need people who can make things happen whilst being mindful of the regulations and policies that must be adhered to.

Level 1	Level 2	Level 3	Level 4
<p>A self-starter, taking action before being directed by others</p> <p>Generates ideas for new ways of working, develops ideas with others and assists with the implementation of the change</p> <p>Takes action on own accord to deal with anticipated problems</p>	<p>Does not take tasks at face value, but looks for ways to add value</p> <p>Generates ideas for new ways of working and actions them</p> <p>Demonstrates common sense and uses logical methods and initiative to solve problems</p>	<p>Encourages teams to show initiative and looks for ways to work more efficiently</p> <p>Establishes ways to capture, communicate and share innovative ideas and practices</p> <p>Implements strategies and assists teams in taking proactive approaches to problem solving</p>	<p>Generates opportunities and ideas, and actions those which enhance Council performance</p> <p>Encourages initiative and innovation across the whole of Council</p> <p>Challenges the status quo by introducing new and radical approaches to ways of working Sees emerging problems for the organisation and takes proactive steps to ensure that risks are managed</p>



<b>Flexibility</b>	Being able to adapt your thinking and behaviour to suit different situations and changing circumstances. Taking other people's views on board, accepting new and different ways of working and encouraging others to embrace change.
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### Why is it important?

Council can only survive if it responds to changes in the external environment. Political and economic circumstances change regularly and being responsive to those changes is critical to Council's success. Internally, our focus and priorities sometimes have to change, and in order for us deliver change successfully, our people must be flexible.

Level 1	Level 2	Level 3	Level 4
<p>Appreciates the need to change when circumstances dictate</p> <p>Understands the importance of change for Council to meet requirements</p> <p>Doesn't conform to 'that's the way we've always done it' thinking</p>	<p>Looks at issues from different angles</p> <p>Able to see merits of differing positions or opposing viewpoints and is prepared to change</p> <p>Modifies thinking, behaviour or plans in response to a changing situation.</p> <p>Balances conflicting and changing priorities</p>	<p>Sustains the focus, effectiveness and need to deliver results, even when change is continuous, long term and unsettling</p> <p>Able to see merits of differing positions or opposing viewpoints and embraces the change</p> <p>Eager to explore new approaches and understand the need for change. Seeks to find the organisational benefit of change</p> <p>Willingly accepts new or different work or projects</p>	<p>Is highly motivated in situations of significant change</p> <p>Eager to develop new approaches in light of changing organisational circumstances</p> <p>Develops and implements effective organisational strategies for leading and managing change</p> <p>Actively encourages others to anticipate in change strategies and to constructively challenge one another</p>



<b>Teamwork</b>	Having the ability to work as part of a team, actively encouraging team working and recognising the role you play as part of the CHRC team.
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### Why is it important?

The power of a team is far greater than the power of a sum of individuals. Working as a team helps Council achieve results, efficiencies and generate new ideas in a supportive environment.

Level 1	Level 2	Level 3	Level 4
<p>Aware of own roles and responsibilities as part of the team</p> <p>Shares knowledge and experience to benefit the team</p> <p>Recognises the benefits of collaborative working</p>	<p>Ensures team members clearly understand their roles &amp; responsibilities</p> <p>Consistently demonstrates commitment to the team's purpose and goals, encouraging team members to achieve them</p> <p>Manages conflict within team to achieve mutually acceptable outcomes</p> <p>Promotes knowledge sharing, sets an example for others</p> <p>Understands the team, plays to strengths and encourages development</p>	<p>Is adaptable in responding to the needs of the team</p> <p>Actively develops team members for professional growth</p> <p>Accepts and provides feedback in a constructive and considerate way</p> <p>Works effectively with different personalities across a variety of situations and circumstances</p>	<p>Demonstrates accountability to the team and follows through on commitments</p> <p>Is able to balance priorities amongst a number of teams</p> <p>Considers diverse, cross cultural perspectives and working styles</p>



<b>Commitment to Council</b>	Being willing and able to align your own behaviours with the objectives, goals and values of CHRC; contributing to Council's growth, acting as a role model and promoting the values to others.
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### Why is it important?

As a local government, our community places their trust in us to act in their best interest. In turn, we always place trust in our employees to represent the best interests of Council .

Bringing our values to life shapes our image in the community.

Level 1	Level 2	Level 3	Level 4
<p>Understands the culture and working practices of Council</p> <p>Strives to understand and fulfil Council's goals and values</p> <p>Recognises the individual contribution required to achieve Council's vision and corporate plan</p> <p>Demonstrates commitment to the continuous growth of Council through effective knowledge capture and management</p>	<p>Demonstrates through own actions, a commitment to the organisation's goals and values</p> <p>Stands by controversial decisions where they benefit the organisation, maintaining a professional image</p> <p>Promotes the organisation's goals, acting as a role model</p>	<p>Ensures behaviour of self and others continually upholds the image of Council</p> <p>Promotes the benefit and instils the values of Council into the team</p> <p>Praises the demonstrated commitment of others</p> <p>Puts strategies in place to capture and manage knowledge, recognising the role it plays in Council's growth and continuous improvement</p>	<p>Champions Council's vision and mission</p> <p>Presents a consistent and positive image of Council, both internally and externally</p> <p>Proactively engages in activities which help to promote Council in the community</p> <p>Protects Council by implementing and maintaining risk management strategies</p>

<b>Customer Service</b>	Aligning behaviour with the CHRC Customer Service Charter to ensure both internal and external customer needs are met; taking a positive attitude, showing commitment and having a can do approach.
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### Why is it important?

Council exists to serve the needs of the community; members of the community are our customers and as employees we are each other's customers. No matter how we look at it, customers are central to what we do; therefore, customer service is imperative to our success.

Level 1	Level 2	Level 3	Level 4
<p>Recognises that everyone is a customer, both internally and externally</p> <p>Treats all customers with respect, open mindedness, courtesy and understanding</p> <p>Takes responsibility to deliver excellent customer service from initial enquiry to successful outcome</p> <p>Makes suggestions to continuously improve the customer experience, and assists in the implementation</p>	<p>Acts as a role model for Customer Service</p> <p>Gives constructive feedback to help others develop their customer service skills</p> <p>Accepts and makes suggestions for continuous improvement and actions them</p>	<p>Anticipates customer needs and puts measures in place to meet them</p> <p>Empowers others to improve their service delivery strategies</p> <p>Measures customer satisfaction and uses the data to develop Council's Customer Service Strategies</p> <p>Instils a customer services culture within the team</p>	<p>Champions customer service, sets the standard, leading by example</p> <p>Promotes a consistent yet flexible approach to customer service</p>

<b>Workplace Health &amp; Safety</b>	Taking reasonable care for the health and safety of yourself and others, complying with reasonable instruction and co-operating with CHRC policy and procedure.
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### Why is it important?

Under the Work Health & Safety Act 2011, employees have a duty to reasonably ensure the health and safety of themselves and others. Not only is it the law, but it is Council's focus to nurture the health, safety and wellbeing of all our employees.

Level 1	Level 2	Level 3	Level 4
<p>Contributes to and participates in workplace safety arrangements</p> <p>Accurately completes risk, accident and incident reports</p> <p>Demonstrates a willingness to cooperate with Council's Workplace Health and Safety policies and procedures.</p> <p>Refers WHS issues and requirements to supervisors and managers</p> <p>Performs role using safe work practices</p>	<p>Proactively identifies, assesses and determines appropriate controls for WHS risks</p> <p>Participates in coaching and mentoring activities to improve understanding and capabilities of staff</p> <p>Maintains an understanding of the principles and application of WHS requirements with a focus on hazard management, incident investigation and injury prevention</p> <p>Displays and fosters a safety culture through the promotion and demonstration of high safety standards</p> <p>Monitors, reports, reviews and evaluates safety in the workplace Ensures so far as is reasonably practicable that persons under their control do not perform tasks for which they have not been trained.</p>	<p>Sets clear performance standards for WHS for the activities being conducted in the areas under their control Identifies and implements improvements and innovations that increase efficiencies and decreases hazards and risks.</p> <p>Provides suitable and adequate supervision to make sure so far as is reasonably practicable, the health and safety of persons who are under their management</p> <p>Ensures WH&amp;S is managed in accordance with Council policy and procedures so supervisors are supported in ensuring a safe workplace</p>	<p>Ensures organisational support for maintaining legislative compliance</p> <p>Provides direction for WHS system development, implementation, review and continuous improvement activities</p> <p>Develops a budgetary expenditure plan necessary for the development, implementation, review and continuous improvement of WHS training, information and instruction</p> <p>Enforces remedial actions when required outcomes have not been met</p>

