

**JOINT STAFF CONSULTATIVE COMMITTEE  
5 APRIL 2017**

**\*PART 1 – PUBLIC DOCUMENT**

**AGENDA ITEM No.**

**9**

**TITLE OF INFORMATION NOTE : MANAGEMENT AND STAFF COMPETENCIES-  
GUIDANCE NOTES**

INFORMATION NOTE OF THE LEARNING AND EMPLOYEE ENGAGEMENT MANAGER

**1. SUMMARY**

- 1.1 Following the introduction of RPR earlier in 2016 the organisational competencies both for staff and managers have been reviewed and a guidance booklet setting out how the competencies can be used is attached, appendix A

**2. STEPS TO DATE**

- 2.1 The review of the appraisal process and the subsequent introduction of RPR in April 2016 removed the need to review and score competencies which was widely requested and well received.
- 2.2 The existing competency frameworks have been in place since the original introduction of appraisal and as such do not reflect the changing reality of organisational competencies required to work effectively at NHDC.
- 2.3 The competencies have been widely consulted on and in particular the relationship between them and professional competencies such as those used in legal has been discussed. Whilst there is some overlap flexibility is possible as organisational competencies provide a framework for the more generic behaviours required in the organisation.
- 2.4 The competencies should link with the organisations values and suggested changes have been made in a separate report on IIP considered at this meeting.

**3. INFORMATION TO NOTE**

- 3.1 The intention is for the competencies to provide a framework which can be used flexibly in a number of ways:
- To support discussion and feedback in RPR meetings (without having to score each one)
  - To help shape person specifications and questions in recruitment
  - As an aid to personal development
  - For career progression and talent management
  - To help ensure objective performance management
  - As a basis for coaching

- 3.2 The draft guidance booklet (appendix A) which will be available electronically sets out how to use the competencies to support these uses. It also introduces the idea of 'heat maps' as a means of visually representing the competencies

#### **4. NEXT STEPS**

- 4.1 In the coming months these revisions can be uploaded to the intranet together and with other publicity and drop in sessions to explain how we can develop the use of these new frameworks.

#### **5. APPENDICES**

- 5.1 Appendix A – Guidance notes for the use of NHDC competencies

#### **6. CONTACT OFFICERS**

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#### **7. BACKGROUND PAPERS**

- 7.1 None.