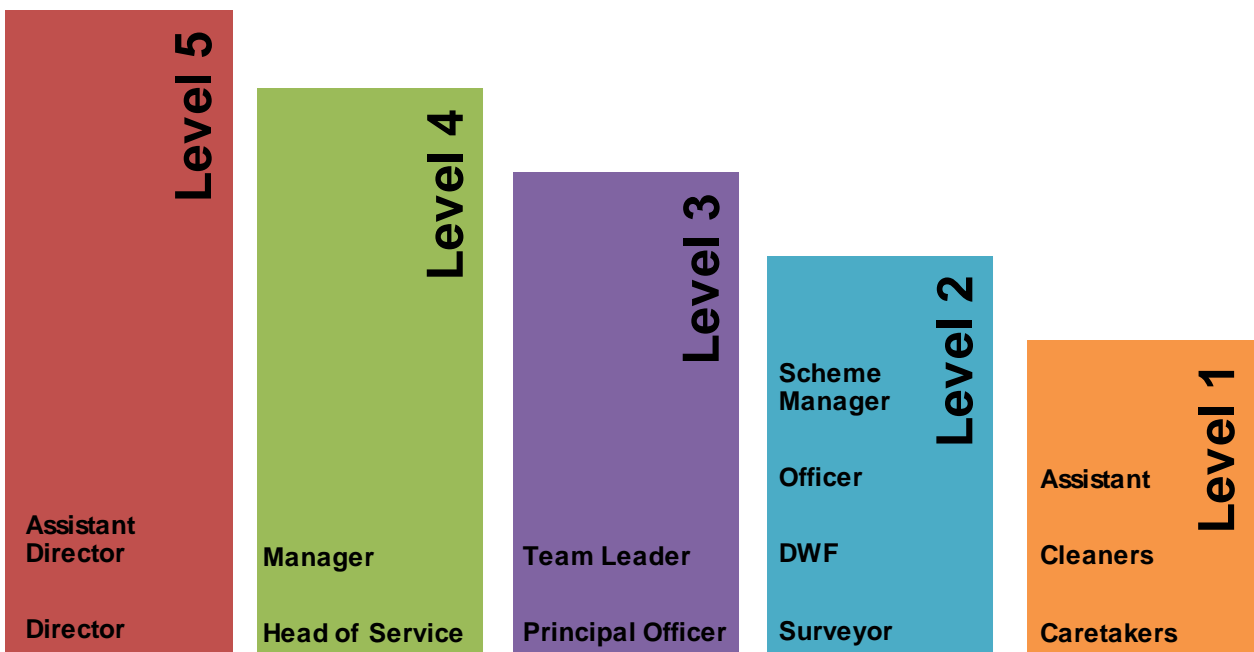
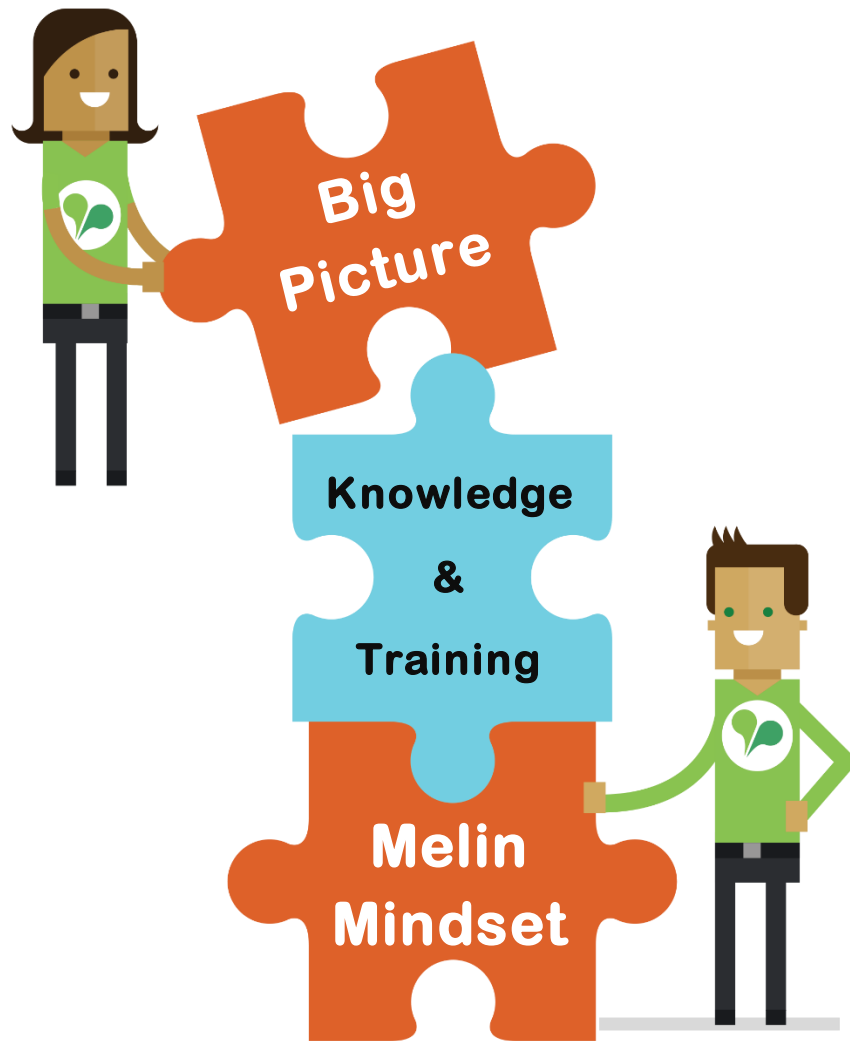
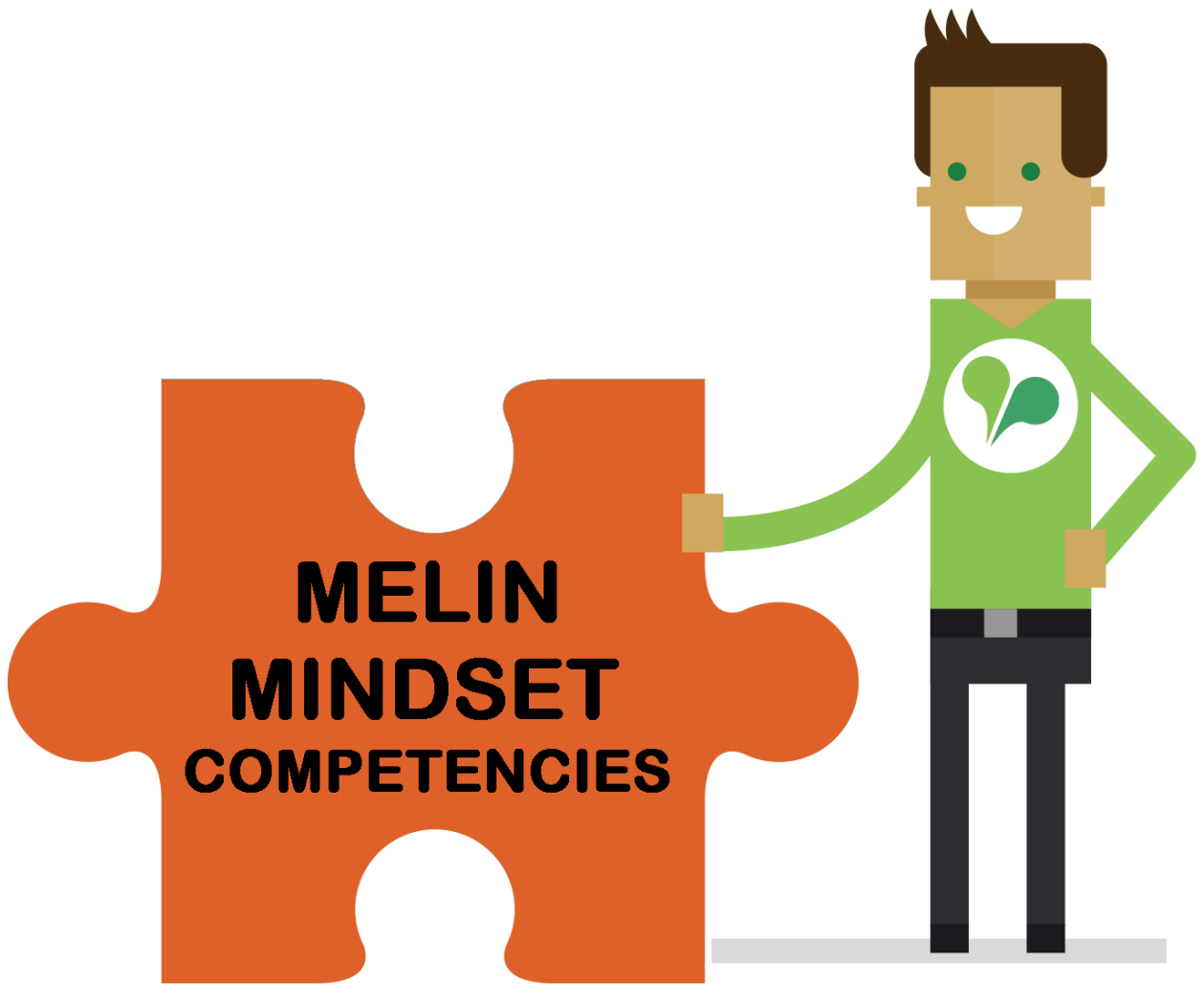


MELIN HOMES COMPETENCIES





**MELIN
MINDSET
COMPETENCIES**

One Team Melin

Contributes to the overall success of both the team and Melin as a whole

Level 3 - 5	Level 2	Level 1
Develops the effectiveness of both the team and Melin	Encourages team and Melin activities	Participates in team and Melin activities
Positive Behaviours		
<ul style="list-style-type: none"> • Takes a leading role in maintaining and developing effective relationships to make the team more effective • Skilled in creating trust and respect between team members • Promotes collaboration both within the team and across Melin • Develops co-operation with other teams and builds relationships • Ensures a whole Melin approach to team activities • Looks to find ways of contributing to the success of other teams • Acts to promote a friendly culture, good morale and co-operation within teams 	<ul style="list-style-type: none"> • Actively helps to build team effectiveness • Encourages the exchange of ideas and options within the team and between other teams • Understands and takes into account the strengths and weaknesses of the team • Makes every effort to maintain relationships between team members and between teams • Actively contributes to Melin events, meetings and corporate activities • Actively challenges 'silo attitudes' and looks for ways to overcome them 	<ul style="list-style-type: none"> • Shares information and ideas • Gives opinions in a constructive way when required to do so • Helps other team members out • Supports people in time of need • Understands when to offer help and is happy to do so • Never sees their team in isolation from others • Believing in 'together we can' • Always sees their work and their contribution as part of a team • Has a positive view of Melin as a whole and looks for ways of contributing to its overall success

Welcomes Change

Demonstrates a positive attitude towards change

Level 3 - 5	Level 2	Level 1
Anticipates and drives change	Adapts well to change	Open to change
Positive Behaviours		
<ul style="list-style-type: none"> • Learns new skills and acquires knowledge to help anticipate and take advantage of change • Creates processes and practices which facilitate the implementation of change • Paces change appropriately for others • Keeps abreast of changes and understands how external changes might affect Melin • Puts forward new ideas and solutions to help Melin adapt • Tries to anticipate change before it happens and adapts working methods accordingly 	<ul style="list-style-type: none"> • Helps implement / make changes possible • Helps others to understand the reasons for change • Looks for new solutions to cope with change • Recognises when there is a need to agree changes to team or personal objectives • Adapts ways of working as necessary to continue to meet objectives • Steps 'up a gear' to cope with change • Communicates change in a clear and helpful way • Finds ways to build on changes being introduced 	<ul style="list-style-type: none"> • Not fazed by new ways of doing things • Readily adapts to change without complaint • Maintains performance in changing circumstances • Willing to change plans and objectives to account for new circumstances • Accepts that change happens and understands the need • Willing to work with a wide range of people • Responds quickly to changing tasks • Responds enthusiastically to new ways of working

Customer Service Excellence

Passionate about giving a great and brilliant service

Level 3 - 5	Level 2	Level 1
Develops policies around customer needs / expectations	Develops and encourages excellent customer service	Maintains a Customer focus
Positive Behaviours		
<ul style="list-style-type: none"> • Sets clear policies for meeting internal and external customer needs • Implements customer care policies effectively • Anticipates changes in customers' needs and plans accordingly • Provides expert guidance on customer care • Actively seeks ways to understand customer need and develop services that suit • Develops systems to collect customer feedback and uses the information for future improvement • Works to exceed customer expectations by implementing more efficient solutions 	<ul style="list-style-type: none"> • Resolves customers' complaints and confrontation effectively • Develops clear standards for dealing with customers • Helps develop plans to meet new customer needs • Creates a positive commitment to customer care • Focuses the team on customer services • Changes behaviour and services to suit customer need • Corrects problems promptly and un-defensively to put the customer first • Actively looks at new ways to receive customer feedback 	<ul style="list-style-type: none"> • Gets to know the customer to understand their needs • Treats customers as they want to be treated • Gives a friendly and helpful service • Helps customers get what they want • Avoids customers becoming difficult by being helpful • Tries to delight customers • Positively surprises customers by giving more than is expected • Tries to understand how the customer feels • Timely referral of customers issues to the most appropriate person • Happy to receive customer feedback

Excellent Communicator

Communicates clearly and consistently with colleagues and customers

Level 3 - 5	Level 2	Level 1
Communicates clearly and consistently and adapts their style to ensure understanding	Communicates relevant information clearly and concisely to others	Ensures people are given the right information
Positive Behaviours		
<ul style="list-style-type: none"> • Actively engages groups of people with effective presentation skills • Manages difficult conversations confidently and effectively • Checks understanding and responds accordingly • Let's people know where they fit and what's happening that might affect them • Understands who will be affected by an issues / changes in approach and ensures all customers are kept informed • Influences others through effective communication 	<ul style="list-style-type: none"> • Explains things clearly and adapts approach to suit the audience • Actively listens and shows understanding • Uses appropriate body language and tone of voice • Keeps colleagues and customers effectively informed • Uses all forms of communication appropriate to the task • Ensures processes are in place to improve information flow within and between teams • Shows a genuine interest in other people's views • Actively promotes and provides information across Melin 	<ul style="list-style-type: none"> • Speaks clearly to colleagues and customers • Gives the right information • Follows the Melin code of conduct in all communications • Is easily understood • Is open to suggestions and takes on board feedback • Is approachable and friendly • Doesn't wait to be told and isn't afraid to ask • Ensures the timing of communication is effective • Openly shares information • Takes action to keep themselves informed and up-to-date

Can-Do Attitude

Enthusiastic approach to go the extra mile

Level 3 - 5	Level 2	Level 1
<p>Leads by example and influences others to demonstrate a positive and enthusiastic outlook</p>	<p>Encourages those around them to demonstrate a positive and enthusiastic outlook</p>	<p>Positive and enthusiastic outlook to everything they do</p>
Positive Behaviours		
<ul style="list-style-type: none"> • Spreads enthusiasm within their team and peer group to go the extra mile • Leads by example to demonstrate a positive and enthusiastic approach • Believing that Melin can achieve great things and playing an active part in its success • Getting involved in as much across the whole of Melin as they can • Is confident at managing challenging projects • Actively seeks opportunities for Melin to try new things • Encourages their teams to work outside their comfort zone 	<ul style="list-style-type: none"> • Encourages enthusiasm within their team and peer group • Actively tries to find ways their team can help • Goes out of their way to enhance inter-team working for the greater good • Thinking outside of the box and seeking different approaches • Looks for challenging new projects and new responsibilities • Supports the integration of new technology to improve performance • Tries to break new ground and be creative • Supports colleagues to work outside of their comfort zone 	<ul style="list-style-type: none"> • Has an enthusiastic approach to everything they do • Goes the extra mile in everything they do • Is enthusiastic and positive about everything Melin • Tries to help at all times • Believing they can achieve great things • Always believing 'We can' and not 'We can't' • Works effectively under tight deadlines • Is prepared to 'have a go' at trying new ways of doing things or different ideas • Always finds a way to get things done • Actively pushes themselves out of their comfort zone

Takes Responsibility

Makes an effort to get things done and accepts accountability

Level 3 - 5	Level 2	Level 1
Ensure actions are taken responsibility for throughout Melin	Ensuring you and your team are accountable for their actions	Being accountable for your own actions

Positive Behaviours

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| <ul style="list-style-type: none"> • Takes responsibility for the actions of their team and team members • Dealing with difficult staffing issues confidently and effectively • Being accountable for their own and their teams actions • Takes responsibility for the success of Melin and understands the role they play • Ensuring team members comply with corporate requirements e.g. health & safety, training, equalities, VfM • Willingness to step in and deal with issues outside their normal remit | <ul style="list-style-type: none"> • Helps to deals with team issues and identifies where they can help • Challenging team actions and finding better ways of doing things • Takes responsibility for the success of their team and understands the role they play • Encouraging others to comply with corporate requirements e.g. health & safety, training, equalities, VfM • Is willing to publicly admit to a mistake and does not 'pass the buck' • Going out of their way to ensure team actions are completed | <ul style="list-style-type: none"> • Sees tasks through to the end • Never saying 'it's not my job' • Thinking about how they can help at all times • Will answer someone else's phone and deal with an issue • Being accountable for their own actions • Takes responsibility for their own personal development • Understanding and complying with corporate requirements e.g. health & safety, training, equalities, VfM • Never waiting to be told to do something |
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Professional

Representing Melin in the best possible light

Level 3 - 5	Level 2	Level 1
Take pride in representing Melin at all levels	Encouraging others around them to conduct themselves appropriately	Conducts themselves in an appropriate manner

Positive Behaviours

<ul style="list-style-type: none"> Actively seeks opportunities to represent Melin in the external environment Is an expert in their field Conducts themselves in relation to their position in Melin Develops and sustains new & effective professional relationships Ensures appropriate qualifications are obtained and uses knowledge to benefit Melin Ensures they sustain a good standing within relevant professional networks Ensures their teams consistently project a professional image 	<ul style="list-style-type: none"> Is knowledgeable in their field of expertise Uses skills and abilities to solve problems for customers and colleagues Encourages colleagues to project a courteous and professional image when dealing with customers and other colleagues Effectively maintains external professional relationships where relevant Ensures knowledge is kept up-to-date and uses this knowledge to benefit Melin Ensure they contribute to the team to enhance the teams professional image 	<ul style="list-style-type: none"> Has a good knowledge of their area of work Conducts themselves positively Will do the right thing for customers and colleagues Is objective and keeps an open mind Aware they represent Melin in everything they do and takes pride in this Ensures appropriate training is attended and uses knowledge to benefit Melin Projects a courteous and professional image when dealing with customers Always aims to project Melin in the best possible light
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Fun at Work

Helps to create a great place to work

Level 3 - 5	Level 2	Level 1
Ensuring Melin is a vibrant place to work and having a positive impact on those around them	Influencing others to maintain a positive outlook and supporting Melin to be a vibrant place to work	Having a positive and happy attitude in everything they do

Positive Behaviours

<ul style="list-style-type: none"> Actively encourages team members to get involved in Melin activities and events Leads by example to ensure participation in events where appropriate Actively influences the atmosphere and mood of those around them Ensure their teams strike the right balance between having fun and getting the job done Actively takes a role in ensuring that Melin as a whole has a warm and friendly culture Is an external advocate for Melin being a great and vibrant place to work 	<ul style="list-style-type: none"> Influences team members & colleagues to maintain a happy outlook Contributes to others enjoying coming to work Contributes to the team in a positive manner Encourages team members to be aware of the balance between having fun and getting the job done Ensuring their colleagues maintain a warm and friendly culture Contributes to the customer journey being a happy and positive one 	<ul style="list-style-type: none"> Contributes towards a fun and happy environment Has a laugh with colleagues but knows where to draw the line Maintains a positive outlook to everything they do Enjoys coming to work Actively and positively participates in Melin activities and events Knows how to strike the right balance between having fun and getting the job done Openly acknowledges that Melin is a great place to work Helps to create a warm and friendly culture
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Top Performer

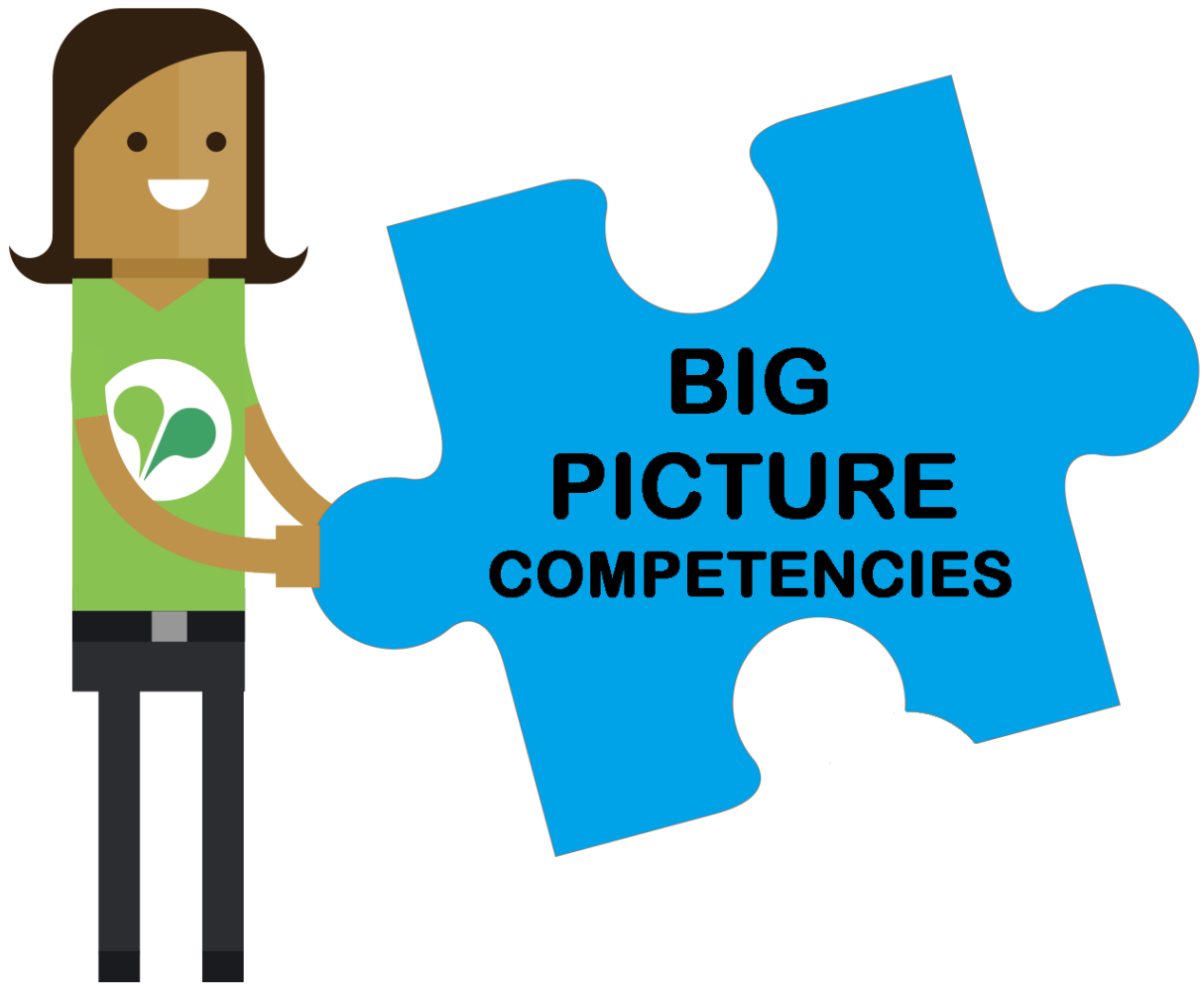
Takes pride in what they do and strives to be the best they can

Level 3 - 5	Level 2	Level 1
Ensures that Melin strives for excellence	Being the best they can to contribute to an effective team	Being the best they can
Positive Behaviours		
<ul style="list-style-type: none"> • Ensures their teams are the best they can be at all times • Is passionate about ensuring that Melin as a whole achieves excellence • Drive themselves and their teams to deliver excellent results • Actively encourages and supports creative and innovative thinking in others • Coaches and develops individuals to get the best out of them • Creates an environment which allows people to improve the way they work • Encourage an innovative culture 	<ul style="list-style-type: none"> • Encourages others to be the best they can at all times • Works at making sure their team operate effectively and provide excellent services • Achieves great results for themselves and their team • Demonstrates resourcefulness in identifying solutions • Motivates others to improve and develop their performance • Develops processes to ensure we learn from our mistakes • Actively looks at new ways of doing things to improve the team • Is proud to lead the way for their team 	<ul style="list-style-type: none"> • Tries to be the best they can at all times • Pushes themselves to achieve great things • Wants to be the best for themselves and for Melin • Excited about achieving excellence • Manages own time and workload effectively • Is prepared to 'have a go' at trying new things • Open to learning new things and actively pushes themselves to do more • Identifies mistakes and takes constructive action to ensure lessons are learned • Manages own development and performance

Respect

Ensure that all customers and colleagues are treated with respect

Level 3 - 5	Level 2	Level 1
<p>Leads by example to ensure everyone in Melin shows respect</p>	<p>Influencing others to demonstrate a caring nature</p>	<p>Demonstrates a caring nature to never cause upset</p>
Positive Behaviours		
<ul style="list-style-type: none"> • Leads by example to adopt a 'no compromise' approach to inappropriate behaviour • Develops policies and procedures that take into account equality considerations • Conducts themselves appropriately when representing Melin at both internal and external events • Publicly demonstrates respect for and pride in Melin • Demonstrates a commitment to the highest possible values • Takes responsibility for the actions of their team and takes action where appropriate 	<ul style="list-style-type: none"> • Actively challenges behaviour that may cause offense • Encourages team members to take consideration of equality issues • Encourages others to value each other and challenges those who don't • Actively influencing behaviour in colleagues to ensure a positive outcome • Creates a positive commitment to Equalities & Diversity • Changes behaviour to suit customer need • Ensures the values of Melin are deployed by those around them 	<ul style="list-style-type: none"> • Genuinely cares for all customers and colleagues • Never behaves in a way to upset and cause offense to others • Living the Melin Mindset values • Aware of equality issues and conducts themselves accordingly • Consistently treats others in the same way they wish to be treated • Maintaining a calm demeanour whilst conducting Melin business • Goes out of their way to make customers and colleagues feel valued • Shows appreciation of other people's views and beliefs



LEADERSHIP

Actively provides support and sets an example to inspire others

Positive Behaviours

Level 5	Level 4	Level 3	Level 2	Level 1
Leads by example in every aspect of their role	Leads by example wherever possible	Is seen as a role model within their team	Effectively shares their knowledge within the team	Actively has a positive impact on team morale
Is renowned as an effective coach and sounding board for senior people	Demonstrates effective skills in motivating and coaching teams to succeed	Devotes dedicated time to empowering and supporting people within their team	Coaches and supports colleagues	Effectively supports colleagues within their team
Champions continuous learning and self-development and evaluates their own effectiveness and growth	Prioritises continuous learning within their teams and acts on feedback to self-develop	Continually seeks and acts on feedback to evaluate and improve their own and their teams performance	Encourages colleagues to take responsibility for their development and takes an active role in the teams development	Takes responsibility for their own self-development and demonstrates a passion to improve
Strategically manages the capability needs of the Department and effectively plans for the future in line with whole organisational needs	Effectively identifies the capability requirements of the team and works towards growing sustainable capability for the future	Identifies capability requirements needed to deliver future team objectives and supports the team to develop for the future	Assists in identifying capability requirements of the team and supports the team to develop in unison and in line with future needs	Effectively assesses their own capability needs and evaluates how these align with the rest of the team and future requirements
Inspires staff and delivery partners to engage fully with the long term vision of Melin	Communicates in a truthful manner with integrity and impartiality to promote a positive working environment	Listens to, understands, respects and accepts the value of different views, ideas and ways of working	Puts forward their views in a clear and constructive manner, choosing an appropriate approach to suit the audience	Follows the Melin code of conduct in all activities and acts in a fair and respectful way in dealing with others

SETTING DIRECTION

Consistently sees the bigger picture and plans and looks forward in a positive way

Positive Behaviours

Level 5	Level 4	Level 3	Level 2	Level 1
Effectively balances a range of external pressures to shape sustainable long-term strategies & priorities	Interprets a wide range of external pressures and influences to develop sustainable strategies	Gives consideration to external factors and pressures to develop sustainable plans	Is aware of external pressures and uses this knowledge to help develop effective plans	Keeps up to date with relevant knowledge around external pressures and shares this knowledge
Effectively identifies and evaluates strategic risk and develops Melin wide strategies to manage options and mitigate risks	Identifies and analyses operational risks and develops options and plans to manage and mitigate these risks	Analyses and evaluates relevant data to identify options and effectively assess risks to make well considered decisions	Takes an effective role in evaluating relevant risks and developing plans to mitigate risks	Ensures they are aware of relevant risks and adopts all practices to effectively manage risks
Creates clear long-term strategies with a clear direction focused on adding value, making a real long lasting difference for Melin	Creates clear joined up strategies and translates strategic priorities into clear outcome-focused objectives for the team	Creates policies, plans and service provision in line with strategic priorities and provides the energy and drive to achieve these	Assists in the development of plans and policies that have a positive impact and add value for customers and communities	Effectively contributes to the teams future planning that positively impacts upon service delivery
Takes a lead role in actively shaping and promoting Melin's values and culture	Ensures that the team works to support Melins culture in line with other departments	Encourages their team to work towards a common goal and develop Melins positive culture	Demonstrates a positive attitude and encourages others to get involved in Melins culture	Display enthusiasm around goals, adopting a positive approach to all Melin activities
Develops plans across the organisation that actively demonstrate joint working	Balances own team plans and priorities with other members of Management team	Liaises with colleagues and team members in planning and prioritising	Ensures plans and actions are flexible and takes account of the needs and work patterns of others	Plans their workload and activities to fulfil work requirements and commitments

BUILDING AND MANAGING RELATIONSHIPS

Works effectively with a diverse range of people, sharing knowledge and skills to deliver business goals

Positive Behaviours

Level5	Level4	Level3	Level2	Level1
Identifies and engages a diverse range of influential contacts within partner organisations	Actively engages partners and encourages others to build relationships that support Melin objectives	Develops new internal and external relationships and utilises them for the benefit of Melin	Deals with partners and colleagues in a manner that strengthens relationships	Builds rapport quickly with people at all levels and from different backgrounds
Builds alliances to establish mutually beneficial working arrangements, openly sharing knowledge and insights	Understands and recognises the contributions that staff at all levels make to delivering priorities	Understands the needs of others, the constraints they face and the levers to their engagement	Shares information openly with colleagues within and outside own team	Actively listens to others and is open to their ideas
Actively challenges and addresses 'silo attitudes' to encourage effective relationship building inside and outside Melin	Proactively manages partner relationships, preventing or resolving any conflict	Understands differences between people and teams, anticipates areas of conflict and takes action	Identifies and resolves conflict between self and others	Conducts themselves on a manner as not to cause offense or create conflict
Builds on established relationships to ensure that Strategic goals are met	Delivers objectives by bringing together diverse stakeholders to work effectively in partnership	Identifies opportunities for joint working to minimise duplication and deliver shared goals	Adapts style to work effectively with others, building consensus, trust and respect	Makes others feel comfortable and respected by being positive and friendly
Confidently leads meetings, bringing together a diverse range of backgrounds	Confidently manages meetings across multi-disciplines	Confidently contributes to professional forums or meetings	Confidently contributes to team or working group meetings	Confidently takes part in group based discussions to share experiences

ADDED VALUE

Makes optimal use of resources to achieve identified outcomes and positive results

Positive Behaviours

Level5	Level4	Level3	Level2	Level1
Promotes a culture of `Value for Money` across the whole of Melin	Consistently monitors team activities to provide Value for money services	Recommends actions to improve efficiency and value for money	Challenges appropriately where they identify waste and takes remedial action	Consistently works to identify more efficient/cost effective ways of working
Act as a positive role model for innovation and consistently looks for new ways of working	Encourage dialogue and debate across a wide range of people in relation to innovation	Create opportunities for teams to generate ideas for improvement and innovation	Suggest and help develop creative solutions to transform services provided	Openly discuss and debate ideas for improvement
Considers long term strategic requirements of the whole organisation when determining resources required	Accurately identifies the appropriate level of resources required to deliver safe, effective services	Monitors the use of resources within teams and takes responsibility for their actions	Considers all types of resources that they use and the effect it has upon the business	Understands how resources are utilised within their team
Evaluates and assesses business performance and takes action to deliver effective results that impact Melin as a whole	Effectively reviews performance along with customer feedback to implement plans to deliver results and improve	Builds learning into future plans to improve and drives the team to deliver results	Analyse performance information from a range of sources and take action to improve	Takes personal responsibility for ensuring the team deliver effective results
Takes responsibility for departmental budgets and understands financial impacts across Melin	Effectively monitors team budgets and understands its impact on the rest of Melin	Takes responsibility for team expenditure and adherence to financial procedures	Can account for team expenditure and justify variances	Checks information for accuracy and is aware of the general income & spend in the team

DECISION MAKING AND INFLUENCE

Uses sound judgement, evidence and knowledge to arrive at accurate, expert and professional decisions and advice

Positive Behaviours

Level5	Level4	Level3	Level2	Level1
Confidently makes the right decision in the most difficult or risky situations that results in a beneficial outcomes for Melin	Is able to confidently take charge of a group when it is necessary to facilitate or make a decision under challenging circumstances	Makes decisions under challenging circumstances with limited input and reassurance from Management	Demonstrate accountability and be able to make unbiased decisions	Makes decisions in a timely manner when the options and consequences are clear
Ensure involvement and consultation where necessary and take decisive action as required	Evaluate data from various sources to identify options and risks to make well considered decisions	Considers consequences and risks in order to make a decision	Examine complex information and obtain further information to make accurate decisions	Uses clear criteria for making a decision
Take quick, confident decisions at a strategic level to move things forward to meet organisational goals and priorities	Identify the main issues in complex problems, clarify understanding or stakeholder expectations, to seek best option	Invite challenge and involve others in decision making to help build engagement and present robust recommendations	Provide advice and feedback to support others to make accurate decisions	Speak with the relevant people in order to obtain information or advice when unsure of how to proceed
Effectively and clearly explain difficult decisions for the whole of Melin both internally and externally	Make and explain the rationale behind difficult decisions to a variety of different people	Make decisions when needed, even if difficult or unpopular and effectively communicate reasoning	Explain clearly, verbally and in writing, how a decision has been reached	Explain clearly how a decision has been reached
Actively seek to influence key external partners where it will result in beneficial developments for Melin	Actively contribute to and influence decisions that affect the team and Melin as a whole	Advise management and colleagues on future developments and exert appropriate influence	Educate and inform key people who influence and make decisions	Actives contributes to discussions about future developments

