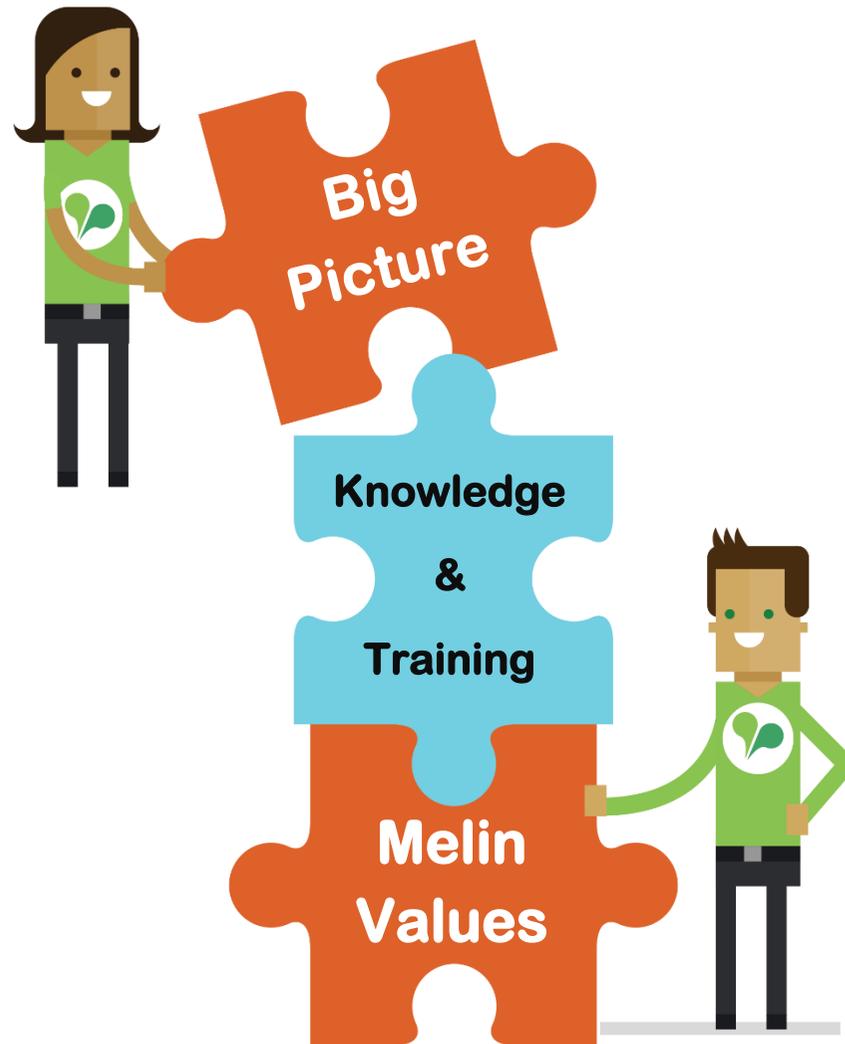


MELIN COMPETENCIES



Level 5

- Executive Director
- Director

Level 4

- Head of Service
- Manager

Level 3

- Team Leader
- Principal Officer

Level 2

- Officer
- Scheme Manager
- Maintenance Surveyor
- Skilled Trade
- Electrician
- Gas Engineer
- Painter & Decorator

Level 1

- Assistant
- Semi Skilled Trade
- Labourer
- Cleaners
- Caretakers

together we can...



Do the right thing

Acting in the best interest of Melin, our staff and our customers

Positive Behaviours

Level 3-5	Level 2	Level 1
Acts to promote a friendly culture, good morale and co-operation within teams	Helps to deal with team issues and identifies where they can help	Goes out of their way to helps other team members out
Empower staff to do what they think is best whilst taking responsibility for their own and their teams actions	Encourages others to try new things without being afraid to make a mistake	Never saying 'it's not my job' and not being afraid to 'have a go'
Leads by example to adopt a 'no compromise' approach to inappropriate behaviour and ensures staff show respect in their actions	Actively challenges inappropriate behaviour and influences others to demonstrate a caring nature	Demonstrates a caring nature to all customers and colleagues
Develops policies and procedures that take into account customer needs and equality considerations	Ensures team members and services delivered take consideration of equality issues	Aware of equality issues and conducts themselves accordingly
Demonstrates a commitment to the highest possible values for the whole of Melin	Ensures the values of Melin are deployed by those around them	Lives the Melin values

Find a way

Maintaining a 'can-do attitude' to finding solutions and managing change

Positive Behaviours

Level 3-5	Level 2	Level 1
Takes a lead role in maintaining and developing effective relationships throughout Melin	Encourages the exchange of ideas and options within the team and between other teams	Gives opinions and solutions in a constructive way when required to do so
Ensuring the teams have the appropriate skills and abilities to adapt and deliver effective services	Learns new skills and acquires knowledge to help anticipate and take advantage of change	Utilises skills effectively to contribute to problem solving or determine new ways of working
Actively drives change and manages people through the process	Encourages teams and colleagues to welcome and manage change that benefits Melin	Welcomes change
Implements and manages new ideas and solutions to help Melin adapt	Encourages teams to find better ways of operating to benefit customers	Looks for new ways of working to improve services and processes
Tries to anticipate problems or new ways of working before they happen and adapts working methods accordingly	Uses skills and abilities to solve problems for customers and colleagues	Maintains a positive attitude to finding solutions and adopts a 'can-do' mentality

Make things happen

Demonstrates ambition to deliver added value services and projects

Positive Behaviours

Level 3-5	Level 2	Level 1
Ensures a 'One Team Melin' approach to activities and ensures all team and corporate objectives are met	Goes out of their way to enhance inter-team working and adapts ways of working to continue to meet objectives	Always sees their work and their contribution as part of a team and actively ensures objectives are met. Believing in 'together we can'
Leads by example and influences others to demonstrate a can-do attitude to getting the job done	Encourage those around them to demonstrate a can-do attitude to everything they are involved in	Demonstrates a can-do positive outlook to everything they do and consistently goes the extra mile
Is confident at developing and managing challenging projects, whether within or outside their normal remit, to deliver value added results	Looks for challenging new projects and responsibilities and supports colleagues to work outside of their comfort zone	Tries to help at all times and actively pushes themselves out of their comfort zone
Ensures that their teams provide a valuable resource and they are proactively involved throughout Melin	Going out of their way to ensure team actions are delivered and add value to wider Melin services	Never waiting to be told to do something and willing to be involved in tasks outside their normal remit
Takes responsibility for the success of Melin, ensuring their teams maintain ambition to be the best they can be at all times	Takes responsibility for the success of their team and encourages others to show ambition to be the best they can be at all times	Takes responsibility for their own personal development to ensure they demonstrate ambition to be the best they can be at all times

Make a difference

Delivering excellent results that benefit staff, customers and our communities

Positive Behaviours

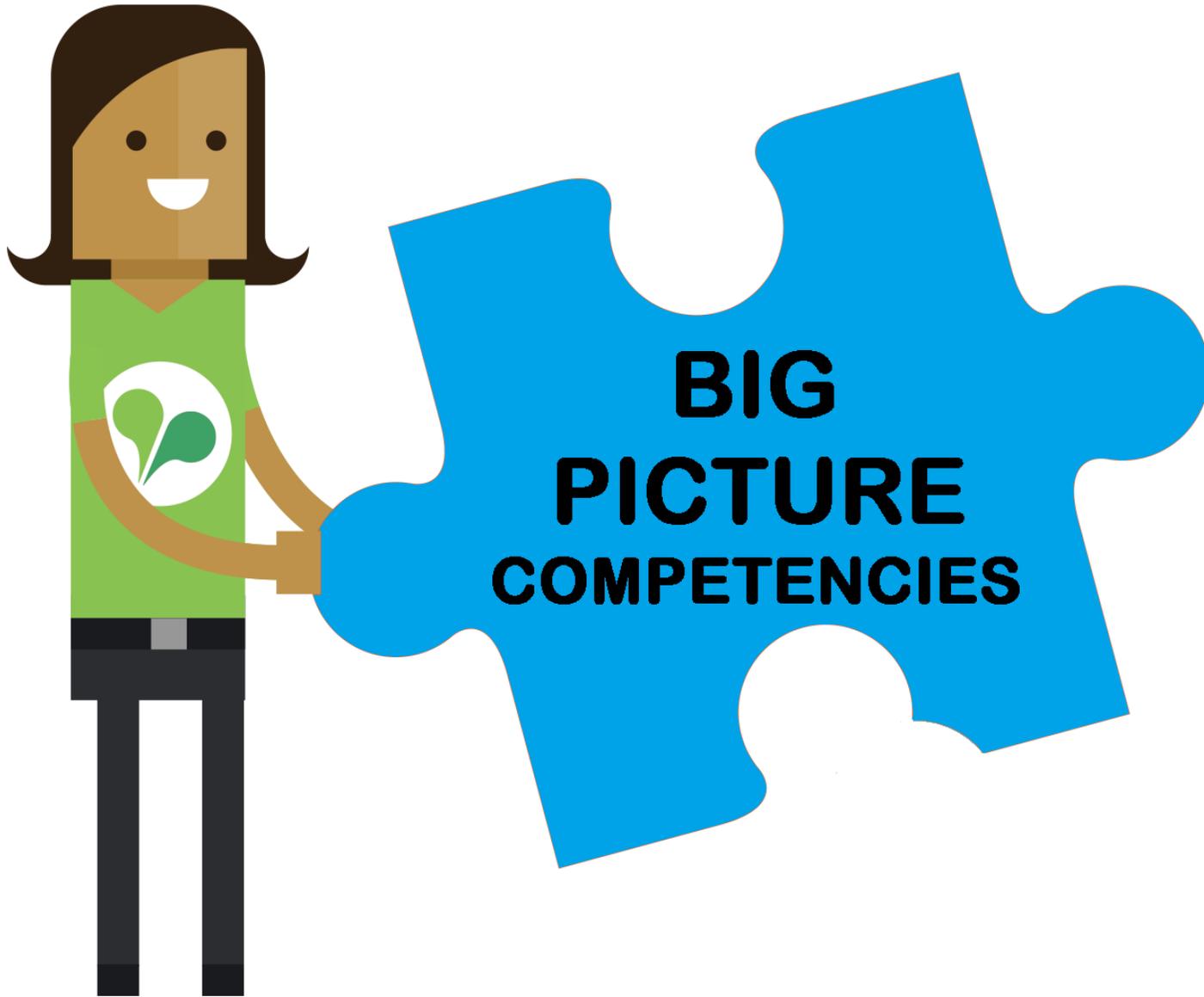
Level 3-5	Level 2	Level 1
Actively seek ways to understand customer need and effectively manages and develops services that suit	Actively looks at new ways to receive customer feedback in order to propose and develop plans to meet customer needs	Welcomes customer feedback and positively surprises customers by giving more than is expected
Ensures all activities and services contribute to creating opportunities for people and communities to thrive	Delivers services and develops processes that have a positive impact and deliver results	Contributes to the customer journey being a happy and positive one
Encourages an innovative culture to enhance services and support to staff and customers	Actively looks at new ways of doing things to improve team performance	Open to learning new things and actively pushes themselves to do more
Delivers effective business results that contribute to the overall success of Melin and our customers	Works at making sure their team operate effectively against agreed targets and measures	Excited and passionate about achieving customer service excellence
Coaches and develops teams to get the best out of them and encourage a learning culture which delivers real results	Motivates others to improve and develop their performance in order to deliver effective services	Manages own development and performance to ensure they are meeting the required standards

Enjoy the journey

Maintaining a happy and positive attitude to contribute to Melin' s great culture

Positive Behaviours

Level 3-5	Level 2	Level 1
Actively seeks external opportunities to champion Melin as a great place to work and takes pride in doing so	Effectively maintains external professional relationships where relevant and shows pride to work for Melin	Openly acknowledges their experience of working for Melin and takes pride in representing Melin
Develops happy effective teams and staff maintain a good work life balance	Encourages and enables people around them to enjoy their work	Understands the balance in having fun at work and getting the job done
Ensures Melin is a vibrant place to work and has a positive impact on those around them	Influencing others to maintain a positive outlook and supports Melin to be a vibrant place to work	Maintains a positive outlook to everything they do
Leads by example to ensure participation and involvement in Melin events where appropriate	Ensures added value is brought to Melin activities and events through continued involvement and participation	Actively and positively participates in Melin activities and events
Actively takes a lead role in ensuring that Melin as a whole has a great culture	Ensuring their colleagues maintain a warm and friendly culture	Helps to create a great culture



**BIG
PICTURE
COMPETENCIES**

Leadership

Actively provides support and sets an example to inspire others

Positive Behaviours

Level 5	Level 4	Level 3	Level 2	Level 1
Is seen as a trusted leader both inside and outside of Melin	Leads by example and is seen as a role model for the whole of Melin	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
Maintains both personal and corporate resilience to ensure Melin remains a stable and successful organisation	Develops resilient staff and services to ensure Melin achieves the required objectives	Develops resilience within their team and ensures consistent services are delivered	Demonstrates resilience and contributes to their team working well under pressure	Demonstrates resilience whilst under pressure
Strategically manages the capability of the department and plans for the future in line with organisational needs	Actively works towards growing sustainable capability and resilience for the future	Identifies capability requirements needed to deliver future team objectives	Supports the team to develop skills in line with future needs	Effectively assesses their own skills and evaluates how these fit in with the rest of the team
Inspires staff and partners to engage fully with the long term vision of Melin	Communicates in a truthful manner with integrity 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 for the future 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	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 develop the team	Keeps up to date with relevant knowledge associated with their role
Effectively identifies and evaluates strategic risk and develops Melin wide strategies to manage them	Identifies and analyses operational risks and develops plans to manage and mitigate these risks	Analyses and evaluates relevant data to identify options to effectively assess risks	Takes an effective role in evaluating relevant risks and developing plans to mitigate risks	Ensures they are aware of relevant risks and manages them appropriately
Creates clear long-term strategies with a clear direction focused on adding value and making a difference for Melin	Creates clear joined up strategies and translates strategic priorities into clear outcome-focused objectives for the team	Creates policies, plans and services in line with strategic priorities and maintains the drive to achieve them	Assists in the development of plans and policies that have a positive impact for customers and communities	Effectively contributes to the teams future planning and 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 undertake their work

Building and Managing Relationships

Works effectively with a diverse range of people to deliver business objectives

Positive Behaviours

Level 5	Level 4	Level 3	Level 2	Level 1
Identifies and engages a diverse range of influential contacts within partner organisations	Proactively 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 strategic alliances to establish mutually beneficial working arrangements	Understands and utilises the contributions that staff at all levels make to delivering priorities	Understands the needs of others, the challenges they face and the best ways to work together	Shares information openly with colleagues within and outside their 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 in 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 objectives	Adapts style to work effectively with others, building, 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 outcomes and positive results

Positive Behaviours

Level 5	Level 4	Level 3	Level 2	Level 1
Promotes a culture of `Value for Money` across the whole of Melin	Consistently monitors team activities to provide Value for money services	Recommends and implements ways to improve efficiency and value for money	Confident to challenge where they identify waste and takes corrective 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 joint working across a wide range of people in relation to innovation and improvement	Create opportunities for teams to generate ideas for improvement	Suggest and help develop solutions to improve services	Openly discuss and debate ideas for improvement
Considers long term strategic requirements of the organisation when determining required resources	Accurately identifies the appropriate level of resources required to deliver 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 on the business	Understands how resources are utilised within their team
Evaluates business performance and takes action to deliver effective results that impact Melin as a whole	Reviews performance along with customer feedback to implement plans to deliver improved results	Builds learning into future plans to improve and drives the team to deliver results	Analyses performance information from a range of sources and takes action to improve	Takes personal responsibility for ensuring they deliver 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 relevant expenditure and justify variances	Is aware of the general income & spend associated with their role

Decision Making and Influence

Uses sound judgement and knowledge to make accurate and professional decisions

Positive Behaviours

Level 5	Level 4	Level 3	Level 2	Level 1
Confidently makes decisions in the most difficult or risky situations that results in beneficial outcomes for Melin	Is able to confidently take charge of a group when it is necessary to make a decision under challenging circumstances	Makes decisions under challenging circumstances with limited input from Management	Demonstrate accountability and be able to make objective decisions	Makes decisions in a timely manner when the options and consequences are clear
Ensures 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	Is able to obtain appropriate 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 objectives	Identify the main issues in complex problems, clarify understanding or expectations and seek the best options	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