

CROYDON HOUSING DIRECTORATE

COMPETENCY MODEL

OUR WAYS OF WORKING



WE PUT
CUSTOMERS FIRST



WE DELIVER
EFFECTIVE SERVICE



WE ADAPT
AND CHANGE



WE COLLABORATE
CONSTRUCTIVELY



WE COMMUNICATE
WITH IMPACT



WE LEAD
INCLUSIVELY



CROYDON
HOUSING

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CROYDON HOUSING DIRECTORATE

COMPETENCY MODEL

OUR WAYS OF WORKING

This document describes the Housing Directorate Competency Model or Ways of Working Model.

It applies to all staff and managers within the housing directorate and is a guide to the way in which we expect our staff to deliver the work. It has been developed following the work with staff, residents and managers as to our future ambitions as a directorate. The model contains 5 competencies for all staff and one additional competency for managers.

It is a tiered model, with different levels applied to the different staff levels (Staff; Managers; Senior managers). Managers are defined as those with direct line management responsibilities, senior managers as those filling Head of Service and above posts. In time, this model will be used at appraisals, development conversations, recruitment and for promotion as part of a wider process.

**WE PUT CUSTOMERS FIRST**

CROYDON VALUES LINK
PROUD TO SERVE
VALUING DIVERSITY
HONEST AND OPEN

**WE DELIVER EFFECTIVE SERVICE**

CROYDON VALUES LINK
TAKING RESPONSIBILITY
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**WE ADAPT AND CHANGE**

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TAKING RESPONSIBILITY



WE PUT CUSTOMERS FIRST

PROUD TO SERVE
VALUING DIVERSITY
HONEST AND OPEN

Positive Behavioural Indicators	Team Members / Officers	Managers	Senior Managers
	Respects and Engages with Customers - Proactively engages with all customers, no matter what their situation, to ensure their views are heard. - Recognises customers may be having difficult times and shows empathy with their situation. - Listens actively and calmly to customers, and keeps own emotions in check, even during difficult conversations.	Respects and Engages with Customers - Encourages the team to engage with customers, and ensures their voices are heard and considered. - Proactively explores how customers experience their service and uses customer feedback to review service effectiveness. - Role-models excellent customer service.	Respects and Engages with Customers - Coaches managers and officers on how to interact constructively and compassionately with customers. - Ensures customers are engaged in key decision-making activities that influence service delivery. - Role models the value of involving customers in shaping service delivery.
	Delivers excellent Customer service - Manages customers' issues and requests in a timely way, keeping them informed of actions being taken and expected timeframes. - Tenacious in resolving customers' issues, follows up on issues raised through to resolution. - Solves problems in a pragmatic way, in line with appropriate regulation and legislation. - Manages customers' expectations from the outset and keeps them informed of progress. - Is open and honest about what will be done to solve customers' problems. - Understands their role in delivering an excellent service to customers despite the situation, issue or challenge. - Is friendly and considerate to customers.	Ensures a Customer Service Ethos - Defines and implements clear customer service standards for their team. - Co-ordinates with senior managers to ensure customer service delivery and improvements are based on strategy. - Identifies ways to make services better for customers, using customer experience feedback and data. - Helps their team see how their work benefits customers. - Addresses negative attitudes or judgmental behaviour towards customers promptly. - Investigates customer complaints promptly, informing them of outcomes. - Tenacious in ensuring customers' needs are considered and problems are resolved as much as possible.	Champions Excellent Customer Service - Identifies how customers can be involved in shaping strategy and policy. - Creates strategic service plans that reflect the customers' voice. - Co-ordinates with managers to translate strategy into service delivery actions and improvements. - Removes organisational blockers to excellent customer service. - Monitors service performance, addressing behaviours and processes that are obstacles to excellent customer service. - Proactively seeks good practice outside organisation, to bring new ideas and enhance the customer experience.



Counter-Cultural Behaviours to watch out for:

	Team Members / Officers	Managers	Senior Managers
Negative Behavioural Indicators	• Not making time to talk to / see customers directly. • Seeing resolving customers issues as a waste of time or getting in the way of doing the job. • Giving up on solving a customer's problem because they are not sure how to help them. • Telling a customer they can't help them, without explaining why, or what to do next. • Allowing their frustration at a customer affect their willingness to solve the problem.	• Allowing staff to avoid speaking to or seeing customers directly. • Allowing staff's negative attitudes to customers to go unchallenged.	• Not recognising the importance of the customers' voice when defining service strategy and delivery plans.



WE DELIVER EFFECTIVE SERVICE

TAKING RESPONSIBILITY
PROUD TO SERVE
VALUING DIVERSITY

Positive Behavioural Indicators	Team Members / Officers	Managers	Senior Managers
	Prioritises and Organises - Organises self to make the best use of time and resources - Takes responsibility for getting activities completed to a high standard. - Adopts a case management approach (where applicable); keeps track of progress of cases and manages them to a conclusion. - Shares with colleagues their commitments and clearly communicates when work will be completed.	Prioritises Service Delivery - Provides clear guidance on priorities to team, and creates team and individual work plans to deliver service priorities. - Seeks clarity on team's priorities from senior managers; questions seemingly unachievable targets when appropriate.	Priorities Service Delivery Direction - Translates the organisation's and directorate's priorities into strategic service plans and tangible delivery plans for their department. - Provides clear guidance on service delivery priorities, through constructive dialogue with their teams based on what is achievable with available resources. - Challenges unrealistic service delivery expectations or requests from external stakeholders.
	Manages own Performance - Delivers what they say they will and monitors own performance against what is expected. - Manages own workload effectively; makes pragmatic decisions about what can and cannot be done taking account of changing priorities, and keeps managers informed.	Manages Performance - Ensures team have the resources and equipment they need to perform their role effectively. - Sets clear team service KPIs, ensuring individuals have clear, specific and stretching objectives. - Monitors team and individual performance against KPI's and objectives, providing support and development to keep the service on track. - Tracks supplier performance against agreed SLA's, holding them to account, and agreeing corrective action.	Manages Departmental Performance - Uses data / evidence to track and monitor department's and suppliers' performance, and taking action to keep it on track. - Removes organisational blockers to delivering an effective service.
	Solves Problems Effectively, taking decisions appropriately - Resolves issues tenaciously, involving others where necessary, and clear accountability of who owns the issue. - Solves problems in a resourceful, structured and innovative way and thinks creatively to overcome obstacles. - Takes initiative; shows a 'can do' attitude and suggests ways to resolve problems. - Makes sound, evidence-based decisions, using data to support recommendations. Escalates to manager appropriately.	Facilitates Problem Solving - Spots patterns of problems or issues with the service and takes action to deal with the root causes. - Works with colleagues to address cross-departmental issues - Gathers evidence from a variety of sources, to make clear recommendations in complex situations.	Facilitates Problem-Solving - Brings together people with different backgrounds, knowledge and experience to work together to solve complex service delivery issues. - Follows a structured, evidence-based decision-making process, even in complex, ambiguous situations, and making sensible assumptions as necessary. - Is prepared to make difficult decisions to achieve organisational goals in consultation with senior colleagues.



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Counter-Cultural Behaviours to watch out for:

	Team Members / Officers	Managers	Senior Managers
Negative Behavioural Indicators	• Prioritising work that is easier/quicker to do, over important but more difficult jobs. • Letting deadlines slip without warning customers or your manager that work won't be done on time. • Leaving a problem for someone else to sort out because 'it is not their area	• Assuming people know what their priorities are. • Consistently focusing the team on work that is urgent over work that is important. • Setting performance targets that are easy to measure, rather than reflect what the team actually do. • Allowing under performance; not addressing it promptly enough. • Blaming people for poor performance rather than finding a way to help them learn and improve.	• Over-promising what can be achieved under pressure from assertive stakeholders. • Thinking it is quicker to do things themselves rather than giving people accountability to deliver. • Micro-managing or ignoring the managers who work for them, rather than supporting them in managing their own team's performance



WE ADAPT AND CHANGE

TAKING RESPONSIBILITY
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Positive Behavioural Indicators

Team Members / Officers	Managers	Senior Managers
Open to Change - Takes responsibility for evolving practices and behaviours in line with transformation plans. - Contributes constructively to process improvement; highlighting positives to be preserved and areas for improvement. - Demonstrates personal adaptability; is willing to change and consciously adapts own behaviours.	Drives Organisational Change - Supports organisational plans to transform and improve service for customers. - Uses Business Transformation plans to drive team process improvement and seeks effectiveness and efficiency gains. - Promotes innovation and change where best practice is shared and implemented. - Acts as a role model for personal adaptability and change management skills.	Champions Business Transformation - Brings Business Transformation plans to life for teams and employs personal drive to support them with achieving organisational change and process improvement. - Acts as a change champion; relentlessly promotes the rationale for culture change / business transformation and constantly reinforces best practice and innovation. - Ensures lessons are learned and shared from organisational reviews and works with teams to remove blockages to business transformation and culture change. - Inspires staff to succeed through personal example, challenges negativity and overcomes resistance by getting buy-in and exploring concerns.
Strives to Improve - Shows a clear sense of the future direction for Housing and their role within it. - Learns lessons from feedback and treats mistakes as learning opportunities. - Gives and receives constructive feedback to stimulate process improvement and skills development. - Develops self in line with professional skills / standards, and continually develops.	Drives Skills Development - Encourages skills development in a variety of ways including coaching, shadowing, mentoring and courses. Creates and shares team development plans to focus effort on continual process improvement and skills development. - Shares insights and experiences with colleagues to help those with less experience to perform better. - Uses encouragement and coaching to include whole team in skills development activities.	Champions Learning and Development - Supports managers with creating team development plans, monitors progress through constructive reviews, and provides coaching to ensure that progress is achieved. - Champions change agility and professional development through ongoing reviews, coaching and mentoring. - Champions the development of all staff and supports managers with development initiatives.
Resilient - Shows resilience; manages own pressure constructively and takes care of self. - Remains constructive during change; focuses on what is possible and avoids being cynical. - Manages own emotions in pressured situations; keeping calm and taking account of others' needs to resolve differences.	Builds Resilience - Builds team resilience through managing workload and change constructively, and champions wellbeing through people supporting each other. - Encourages others to be constructive in response to improvement plans and change; challenges negativity and overcomes resistance.	Promotes Wellbeing - Appreciates the importance of building staff morale as organisation goes through change; and shows that they care. - Oversees staff wellbeing initiatives, knows where to provide support and rebuilds morale by working with local leadership to create wellbeing actions plans. - Is mindful of the impact of change and encourages early engagement.



WE ADAPT AND CHANGE

TAKING RESPONSIBILITY
PROUD TO SERVE
VALUING DIVERSITY

Counter-Cultural Behaviours to watch out for:

	Team Members / Officers	Managers	Senior Managers
Negative Behavioural Indicators	• Being so busy that they do not question if there is a smarter way to do the task. • Focusing on current workload so much that they miss updates on regulation, legislation or new ways of working. • Being so conscientious that they prioritise work over their own well-being. • Regularly voicing frustration or unhelpful emotions in pressured situations.	• Focusing on reducing backlogs and current workload to the extent that they do not look for ways to support their team's development. • Being too busy to listen to staff members' ideas for ways to do things more efficiently. • Doesn't explain why change is important. • Allowing staff members' cynicism or negativity about new ways of working to go unchallenged.	• Always focusing on the negatives and not building on what the department does well. • Being inconsistent in reinforcing good practice and new ways of working. • Telling staff to 'just do it' rather than helping them understand why change is important



WE COLLABORATE CONSTRUCTIVELY

ONE TEAM
VALUING DIVERSITY
HONEST AND OPEN

Positive Behavioural Indicators

Team Members / Officers

Collaborates for Best Outcomes

- Collaborates for Best Outcomes
- Recognises the importance of working across different Housing teams and the Council, finds common ground and seeking win-wins to deliver better joined-up outcomes.
- Knows what other teams do, and how their work impacts on them and understands their challenges and pressures.
- Considers consequences of actions on other teams and seeks positive ways forward taking accounts of their needs to mitigate negative impacts.

Builds Relationships

- Builds constructive working relationships within and beyond own team through keeping in touch and understanding others' needs.
- Collaborates for better outcomes; connecting with others; knows who to go to for information and shares resources with colleagues.

Considers Impact of Own Actions on Others

- Manages own emotions in pressured situations to avoid negative impacts on colleagues and customers.
- Spots potential conflict and de-escalates.
- Considerate of colleagues; treats people fairly, welcomes others' opinions and acts inclusively, irrespective of their background or experience, makes people feel included in relevant activities.

Managers

Enhances Constructive Collaboration

- Encourages staff to work with colleagues / partners from across Housing and beyond on areas of mutual interest, highlights interdependencies and scope for cooperation.
- Identifies future paths for collaboration with key partners, anticipates how to overcome obstacles / pinch points and plans for ensuring cooperation.

Manages Relationships / Networking

- Demonstrates positive team facilitation skills; highlights mutual goals, facilitates contributions from all parties, recognises relevant inputs, keeps team processes on track without dominating.
- Manages relationships with key stakeholders / partners proactively; builds partnership approach and focuses on mutually beneficial ways forward.

Promotes Constructive Interactions

- Acts as a role model for collaboration; involves staff in decisions affecting them, seeks their opinion and uses their knowledge to produce better outcomes.
- Identifies explicit team charters / guidelines as part of creating a conducive team culture, and ensures team behave in keeping with undertakings.
- Shows keen awareness of potential areas of friction and diffuses differences before they result in conflict.

Senior Managers

Promotes Collaborative Culture

- Builds a clear vision and expectation of what Housing needs to do to foster more constructive collaboration.
- Recognises good collaboration to reinforce positives and supports teams to collaborate better.
- Gives constructive feedback in a careful manner that builds commitment to resolving issues collaboratively.

Develops High Level Partnerships

- Engages key stakeholders deliberately as part of collaboration plans and consciously builds partnerships, based on mutual respect and shared needs.
- Works collaboratively with managers to coach and guide them with their role in managing relationships and building partnerships.

Champions Constructive Interactions

- Acts as a role model for building a conducive collaboration within Housing and with partners.
- Tailors approach to dealing with senior partners / stakeholders and own staff, treating everyone with sensitivity and respect.
- Uses data to identify threats to collaboration and devises mutually agreed ways forward.
- Builds an inclusive working environment where collaboration is encouraged across a diverse staffing group.



WE COLLABORATE CONSTRUCTIVELY

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Counter-Cultural Behaviours to watch out for:

Negative Behavioural Indicators	Team Members / Officers	Managers	Senior Managers
	• Not knowing what other teams actually do. • Suggesting ideas to solve an issue in their work area that will cause problems for colleagues in another team. • Having a low opinion of people in other teams and blaming them when things go wrong.	• Encouraging the team to work in isolation, focusing only on what their role is in helping customers. • Seeking to blame other teams when their team does not meet performance targets. • Allows friction between team members, doesn't address conflict promptly.	• Not creating opportunities to help the department feel part of One Team with the rest of the directorate. • Being too busy to create meaningful relationships with senior stakeholders. • Setting a tone of 'blaming' people, when things go wrong.



WE COMMUNICATE WITH IMPACT

VALUING DIVERSITY
HONEST AND OPEN

Positive Behavioural Indicators	Team Members / Officers	Managers	Senior Managers
	Connects with Others - Communicates directly with others, in person and virtually, in a timely and constructive manner. - Asks relevant questions to understand others' needs, even if these differ from their own. - Listens to others' views attentively and respectfully; showing understanding of their concerns. - Gives difficult messages sensitively and ensures that key messages have been understood.	Connects with Others - Ensures team communicate respectfully to colleagues, suppliers and customers and act as a role model. - Ensures staff interact personally with customers where possible, creating rotas to ensure direct, open two-way communication channels. - Shares clear and engaging organisational messages, explaining why they are important.	Connects with Others - Builds a culture of engagement and ongoing communication, in person and virtually. - Promotes regular open and constructive dialogue between teams to develop shared understanding.
	Communicates with Impact - Communicates clearly, openly and honestly; uses language that other people understand. - Considers the impact of their messages on others, adapts their approach to get the best outcome. - Provides clear indications about agreed actions and associated time-frames. - Produces clear, structured written communications, taking account of the audience's needs.	Communicates with Impact - Communicates clearly, promptly and regularly with residents and staff. - Tailors communication style and methods to meet the needs of a range of different audiences. - Summarises key issues / decisions from meetings to ensure team are clear about agreed next steps. - Produces concise, compelling written communications, papers and business cases.	Communicates with Impact - Acts as a role model for clear, transparent, respectful communication, both orally and in writing. - Shares organisational messages with clarity, conviction and enthusiasm to inspire and engage others. - Delivers impactful communications to a variety of internal and external audiences, adapting messages for impact.
	Influences Others - Identifies common ground and beneficial ways forward to achieve a better outcome. - Influences others with a blend of logical, evidenced arguments and personal conviction. - Is willing to reconsider their own view, through listening, understanding and discussing with others	Influences Others - Adopts a partnership approach that enables all parties to achieve positive outcomes. - Plans for influencing taking account of the needs of all parties and mapping out constructive ways forward. - Encourages constructive, open and honest debate on challenging issues in the team and with customers. - Resolves disputes and difference of opinion fairly and with sensitivity, showing awareness of the needs of all parties.	Influences Others / Resolves conflict - Resolves challenges at senior levels, sensitively and fairly, taking account of different needs and interests. - Encourages teams to constructively debate and discuss issues, listening to views and demonstrating understanding of alternative perspectives.



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Counter-Cultural Behaviours to watch out for:

	Team Members / Officers	Managers	Senior Managers
Negative Behavioural Indicators	• Not taking time to speak to colleagues or others, preferring to only use email/ Teams messages. • Using complicated technical terms to explain what you can/cannot do for others.	• Sharing organisational messages without helping staff understand what it means for them personally. • Using the same approach to communicate messages to different audiences.	• Not being accessible to staff and junior managers. • Communication lacking clarity, transparency and being unaware of their impact on the audience. • Focuses on what they want to say, rather than what the audience needs to hear.



WE LEAD INCLUSIVELY

ONE TEAM
PROUD TO SERVE
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TAKING RESPONSIBILITY

Positive Behavioural Indicators	Managers / Team Leaders / Senior Officers (where applicable)	Senior Managers
	Provides Clarity of Direction - Ensures that team are clear about the future direction of Housing described in Business Plan and vision, clarifying areas of ambiguity through regular team meetings. - Stimulates a sense of optimism about future direction of Housing by highlighting goals, next steps and recognising progress. - Uses knowledge of own team and various motivational techniques to increase effort and overcome resistance.	Provides Clarity of Direction - Brings strategic plans to life for managers and staff, showing desired future state and path ahead. - Creates opportunities to show progress towards business plans, showing how positive action leads to progress. - Supports managers with business plan implementation, to ensure progress is maintained and positive behaviour is recognised.
	Manages Resources - Uses skilful delegation to harness team's contributions towards KPIs, tailoring approach depending on colleagues' needs. - Targets resources flexibly through regular progress reviews against KPIs and making timely adjustments.	Manages and Develops Resources - Acts as a role model for delegation within department; clear, tailored briefings, ongoing support and follow up, recognition of successes. - Supports managers with deploying resources to achieve immediate priorities and longer-term business objectives.
	Interpersonal Sensitivity / Effectiveness - Is aware of tensions and flashpoints within team and acts sensitively to avert or resolve differences of opinion. - Ensures that team get support with emotionally demanding work; is willing to listen and act to relieve pressure.	Interpersonal Sensitivity / Effectiveness - Is acutely aware of own impact on the esteem and morale of staff and manages interactions with others with care and sensitivity. - Displays sensitivity to people issues in highly charged situations and uses empathy / listening to show staff that senior leaders are with them. - Supports managers with dealing highly challenging situations, and provides advice in a considerate manner.

Counter-Cultural Behaviours to watch out for:

Negative Behavioural Indicators	Managers / Team Leaders / Senior Officers (where applicable)	Senior Managers
	- Being too busy to help their team understand why their work is important and how it benefits customers. - Being too busy to support team members' development and personal aspirations. - Finding it difficult to remain calm under pressure and passing on this onto their team.	- Not providing a clear, inspiring vision for where their department and the organisation is going. - Focusing solely on achieving targets at the expense of their department's morale and motivation, leaving people feeling unsupported. - Misjudging the differing levels of support their direct reports need from them (giving too much or too little)

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