MEAT HYGIENE SERVICE
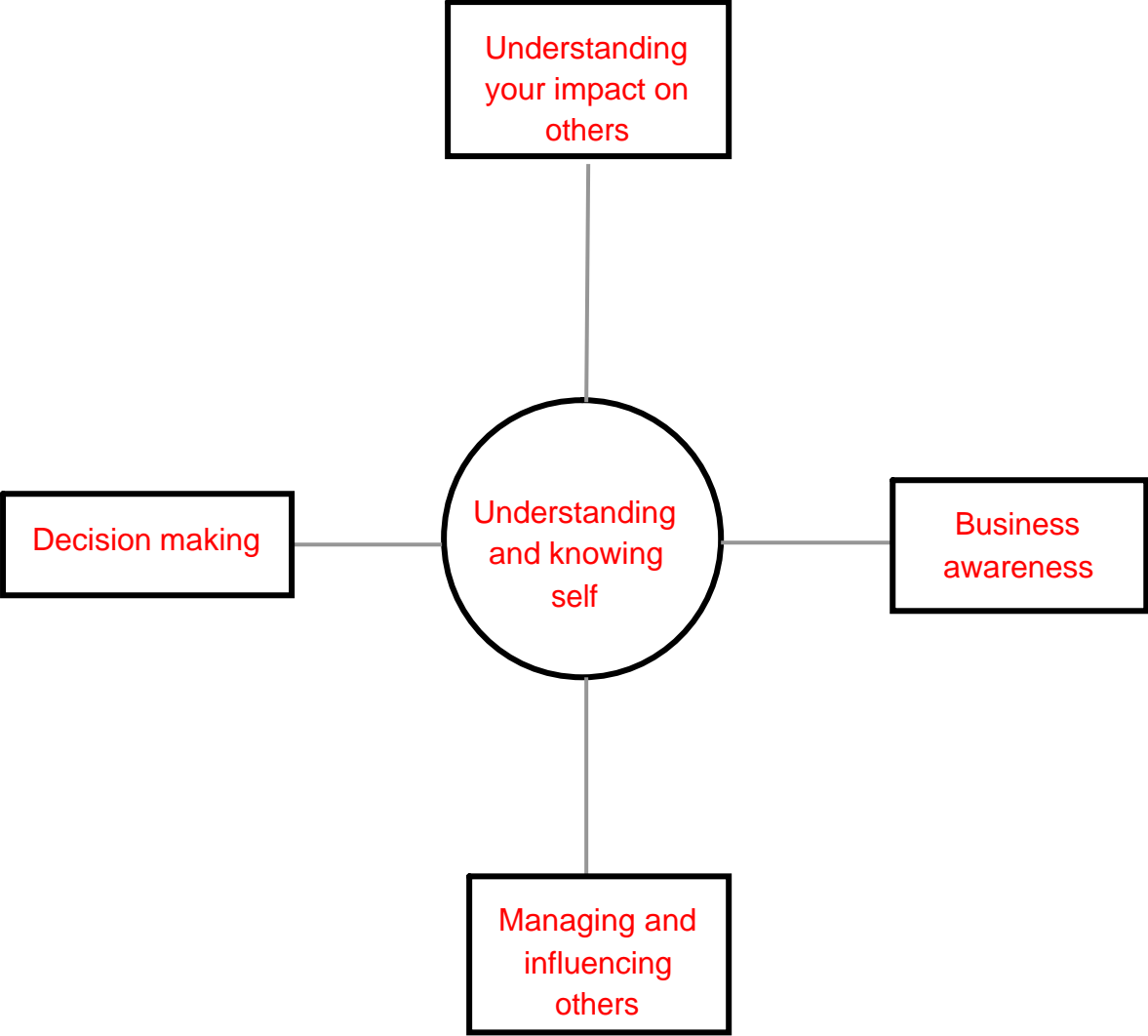
LEADERSHIP AND MANAGEMENT COMPETENCIES

Doing the right things in the right way

Competencies Areas:

BUSINESS AWARENESS

Definition:

Understands the MHS business environment. Able to understand others' perspectives and collaborates both internally and externally. Is able to empathise with customers, monitor levels of satisfaction and respond appropriately in line with business needs.

	LEVELS			
	1	**2**	**3**	**4**
INDICATORS	a) Understands the purpose of the MHS, its relationship with the food industry stakeholders (e.g. food business operators, FSA, DEFRA) and their role within their team in meeting this purpose.	a) Understands the MHS and the role and purpose of each Department, balances stakeholder needs against MHS needs and actively supports a productive working relationship between the MHS and its external customers and stakeholders and ensures that the priorities of the team reflect these objectives.	a) Builds productive and co-operative working relationships with external customers / stakeholders / OGDs and communicates MHS' responsibilities, aims and objectives.	a) Understands the political framework in which the MHS operates and uses this understanding to actively create a framework of partnership, engagement and coalition between the MHS, industry/OGDs/parliamentary bodies and other stakeholders, championing its work within that framework.
	b) Understands the customers / stakeholders of his/her role and their diverse requirements, priorities and expectations and interacts with them in an impartial, objective and consistent way as appropriate, managing any expectations that are unachievable and keeping them informed of progress with issues.	b) Understands and shares with their team the inter-dependant customer / stakeholder relationships throughout the different directorates of the MHS and seeks and acts upon customer / stakeholder feedback.	b) Advocates and builds effective and consultative working relationships with key customers / stakeholders across MHS directorates, and actively encourages others to do the same.	b) Creates a culture of participative and constructive working and drives this through the MHS.
	c) Has a clear understanding of the competency areas for his/her role, updates as appropriate, and applies these as necessary to meet the requirements of the customer.	c) Meets changing business needs through the use, sharing, expanding or adapting of knowledge, either own or that of colleagues, including the re-prioritisation of work as appropriate.	c) Plans work activities for self and others in response to strategic direction supplied by senior managers and adapts and expands business and technical knowledge to meet new requirements.	c) Actively assesses industry, market force and legislative pressures and agrees any necessary changes in business priorities, proactively managing any impact on the MHS as a whole through communication and the provision of a clear vision and direction.
	d) Knows what information is readily available and researches where necessary	d) Understands the various sources of information and their benefits and their limitations and checks for validity and accuracy and uses these appropriately.	d) Ensures that viable and verifiable evidence is used in assessing the success of policies, procedures, project and processes.	d) Creates an environment in which any information utilised in making decisions for the MHS is sourced and processed in line with internal and government policy, financial constraints and MHS ethical values and is open to critical challenge.
	e) Appreciates the concept of 'value for money' (vfm) and uses resources (time, supplies, travel arrangements, meeting venues etc.) as efficiently as possible.	e) Actively works to develop cost-effective methods of working, including resource-management (deployment of people, supplies etc.).	e) Presents bids for resources which demonstrate an understanding of key issues and are based on sound evidence and the principles of cost-efficiency and the value added.	e) Sets stretching targets for MHS performance and resource management whilst managing the expectations of key external stakeholders as regards realistic achievability.

UNDERSTANDING AND KNOWING SELF

Definition:

Has a high awareness of own strengths and limitations and is able to express themselves clearly and openly. Welcomes constructive criticism and feedback and has a willingness to learn. Displays self confidence and takes responsibility for own decisions and actions.

LEVELS			
1	**2**	**3**	**4**
a) Is approachable and receptive to constructive feedback. Takes appropriate action on feedback received, requesting clarification where required, and considering all comments whether challenging or otherwise	a) Identifies and creates opportunities for gaining feedback, takes action where appropriate and uses such feedback to improve working relationships.	a) Creates and welcomes opportunities for feedback, uses feedback to strengthen working relationships both within the MHS and with other bodies as appropriate.	a) Creates and supports a culture of openness where constructive feedback is standard practice and drives this through the MHS and in its relationships with industry / Other Government Departments (OGDs) / parliamentary bodies as appropriate.
b) Understands own areas of strength and personal motivators and where development is required, asks for support.	b) Further develops own areas of strength with an understanding of personal motivators and individual learning style, and where development is required, suggests possible learning opportunities.	b) Supports individuals within own area of responsibility in identifying their own development needs and creates and provides realistic learning opportunities for staff taking into account individual's learning style and motivators.	b) Promotes the MHS as a 'learning organisation' and supports cross-governmental learning and development initiatives. Ensures that people development activities are focussed on the improvement of the MHS' capability and are accessible to all.
c) Takes responsibility for performance in own areas of work and the achievement of successful outcomes, remaining calm under pressure, and delivering on commitments made or pro-actively communicating where difficulties are encountered.	c) Supports colleagues in agreeing courses of action needed to achieve required outcomes and allows people to take responsibility for their own work. Undertakes any necessary informal and formal performance management action to support on-going progress.	c) Creates an environment and opportunities for teams / individuals to take personal responsibility. Supports and works in partnership with colleagues to achieve agreed outcomes.	c) Acknowledges responsibility and accounts for the actions of the MHS as a public body and encourages this at all levels within the organisation.
d) Is open to new challenges, ideas and approaches, including making such suggestions themselves, and contributes to translating these into deliverable work processes.	d) Supports and encourages others in embracing change, innovating and delivering new ideas and challenges through workable and appropriate processes, both existing and new. Listens and takes into account their concerns and opinions.	d) Works with others to ensure that new challenges and ideas are communicated positively and ensures that these are embedded within own work area and the commitment of staff gained through explaining the reason for change.	d) Assesses the need to, and impact of, change and implements appropriate long-term business beneficial solutions to achieve MHS corporate objectives and communicates these throughout the MHS.

(INDICATORS)

UNDERSTANDING YOUR IMPACT ON OTHERS

Definition:

Achieves positive outcomes by utilising strengths and understanding limitations of self and others. Demonstrates self control, remains calm and level headed under pressure and is adaptable and flexible in a range of situations. Embraces change, is a strong team player and generates an atmosphere of respect, friendliness and cooperation.

	LEVELS			
	1	**2**	**3**	**4**
INDICATORS	a) Actively communicates appropriately all relevant information, using methods of communication / information sharing that are timely, appropriate to the knowledge level and needs of the audience, the prevailing circumstances and any accessibility and diversity issues. Checks own correct understanding of communications and seeks advice where appropriate.	a) Encourages and creates appropriate communication channels (up, down and across) and mediums and ensures their correct usage. Supports, communicates and explains complex issues clearly, accurately and concisely. Ensures correction of message where appropriate.	a) Ensures that all communications and their messages to team and peers are managed appropriately.	a) Creates and supports a culture of open and honest communication and drives this through the MHS and in its relationships with industry / OGDs / parliamentary bodies. Demonstrates an understanding of the wider Government communication agenda.
	b) Positively supports decisions through actively implementing agreed actions within specified timeframes.	b) Actively drives the implementation of decisions and supports colleagues in delivering such decisions in practice.	b) Communicates support for decisions to others, providing clear direction on implementation of such decisions.	b) Ensures that decisions made are supported and communicated within the MHS and to other interested external stakeholders showing active commitment to the agreed message.
	c) Demonstrates respect and consideration for self and others at all times, showing honesty, integrity and tact and using assertive behaviours to support approach. Listens to others and appreciates their views and opinion. Actively seeks to understand own strengths and limitations and develop as appropriate.	c) Understands own approach to various situations and is prepared to adapt such approaches to ensure positive and equitable working relationships whilst ensuring personal integrity.	c) Understands approaches of others and demonstrates respect and consideration for such differences by adapting own approach and influencing that of others to ensure positive outcomes for the work area.	c) Creates a culture (supported by policies, procedures, working practices and actions) which encourages diversity and equality, supports different approaches and acknowledges that all individuals have a contribution to make to the success of the MHS.
	d) Is receptive to constructive feedback regarding work approach and gives accurate, timely and constructive feedback to others in an appropriate manner and is willing to discuss further.	d) Identifies and creates opportunities for giving and gaining feedback from MHS contacts on own work approach.	d) Creates and welcomes opportunities for feedback to be given and received from internal and external stakeholders on approach and impact on organisational relationships.	d) Creates and supports a culture where feedback is encouraged to and from industry / OGDs / parliamentary bodies as to approach and impact and drives relevant changes through the MHS.

MANAGING AND INFLUENCING OTHERS

Definition:

Has the ability to inspire people with a clear vision and common purpose, and is able to influence across all levels in a wide range of situations. Shows genuine interest in developing others through understanding their goals and aspirations and coaching them towards success. Challenges unethical behaviour in others and drives for performance improvements in self and others.

	LEVELS			
INDICATORS	**1**	**2**	**3**	**4**
	a) Is fair, consistent, tactful and appropriate in interactions with others, demonstrating awareness of diversity and equality considerations. Actively works to MHS behavioural standards and for the good of the team, giving support to colleagues where required. Reviews own behaviours as appropriate and challenges inappropriate behaviour when required.	a) Actively promotes appropriate standards of behaviour in others, including fairness and consistency in communications, and ensures good working relationships between teams and across departments, identifying common goals and purposes and addressing inappropriate behaviour where possible.	a) Drives MHS behavioural standards through providing a positive example and encourages and develops such standards in staff within own area of responsibility, addressing inappropriate behaviours and taking any necessary action as required.	a) Defines and champions clear standards of acceptable behaviour through the MHS, valuing diversity and promoting policies and procedures that define and endorse appropriate behavioural standards.
	b) Actively makes positive contributions to improve performance, constructively challenging established processes to ensure continued validity. Recognises the need to work in and with a variety of teams and participates appropriately.	b) Encourages the evaluation of work undertaken, welcoming positive contributions from staff, acknowledging their contribution.	b) Drives the process of continuous improvement within work area, champions positive contributions from individuals and ensures lessons learned are embedded.	b) Creates and promotes a culture of innovation and continuous improvement where projects are fully evaluated and lessons learned communicated and utilised into the future. Encourages input from both within the MHS and, if appropriate, from other external stakeholders to the continuous improvement cycle.
	c) Manages own workload and resources, including the meeting of required outcomes, and knows when, where and how to seek support when required.	c) Sets priorities and defines their SMART (Specific, Measurable, Agreed, Realistic and Time based) outcomes for self and others in the light of available team resources and capabilities, involving the team in such decisions, delegating as appropriate and allowing the team to take responsibility. Considers the impact on diversity of any project or piece of work.	c) Uses area business plan to set priorities and required SMART outcomes for self and work area, defining and redistributing resources to support the meeting of objectives.	c) Develops and drives MHS business plan and monitors performance, taking into account staff, stakeholder, legislative and diversity requirements, the available MHS resources and other OGD initiatives.
	d) Seeks coaching to personally and professionally develop.	d) Coaches others to personally and professionally develop in line with business and personal objectives, taking into account the personal motivators of individuals.	d) Encourages the use of coaching within own work area, developing others as coaches as appropriate and drives personal and professional development across the work area.	d) Creates and promotes a culture of personal and professional development and identifies opportunities within the MHS organisational professional skills base.
	e) Seeks to reduce conflict in own role through the use of open and honest communication.	e) Encourages the resolution of conflict within own area of responsibility through open and honest discussion focussed on solving the issue.	e) Champions a pro-active relationship management and conflict resolution culture within own area(s) of responsibility and working towards positive outcomes.	e) Promotes an ethos of the MHS as a single entity and creates an environment where open and 'safe' discussion of issues is encouraged.
	f) Demonstrates a commitment to MHS business priorities in the delivery of responsibilities.	f) Demonstrates a commitment to MHS business priorities in the setting of own priorities and those within the area of responsibility. Influences and persuades others through identifying the value and benefits of the proposed course of action.	f) Uses awareness of MHS business priorities and issues and external factors to give clear direction to others within own area(s) of responsibility.	f) Provides clear and definitive direction for the MHS, ensuring all actions and communications (individual and departmental) are supportive of MHS business objectives.

DECISION MAKING

Definition:

Has a clear understanding of their remit for decision making. Finds and delivers solutions by effectively analysing all the information, probing to develop alternatives and taking sound and timely decisions. Is able to prioritise tasks and provide direction against agreed objectives.

LEVELS			
1	**2**	**3**	**4**
a) Understands and exercises personal decision making boundaries. Prioritises workloads and refers upwards as appropriate.	a) Defines and agrees with individuals their personal decision making boundaries, where not specified by legislation, and supports appropriately any such decisions made.	a) Defines and agrees team decisions and supports where necessary. Takes responsibility for team actions and decisions and their outcomes.	a) Creates and drives a culture of sound, justifiable and appropriate decision-making that is beneficial to the MHS and its vision and purpose and ensures that MHS organisational infrastructure supports such activity.
b) Accepts responsibility for own decisions and their outcomes. Reflects upon the impact of previous decisions and considers whether things should be done differently in the future.	b) Makes informed decisions by consideration of all relevant factors, consulting as appropriate, and reflecting on the impact of any previous similar experiences, acknowledging that decisions may need reviewing in the light of new information, and changes to business environment.	b) Makes decisions that are appropriate to the MHS, balancing risk against potential benefits, and ensuring that relevant links are made with other internal and external stakeholders.	b) Defines and maintains the MHS' appetite for risk, amending as necessary, and supports appropriate decision-making within this remit, accepting that low risk appetite will restrict the range of decisions made.
c) Readily shares information with others and makes timely and informed decisions based on such information.	c) Gathers, analyses, and interprets relevant information to make sound, justifiable and workable decisions based on an understanding of the whole context and manages any potential impact(s). Supports an environment where it is acceptable to make and learn from mistakes.	c) Understands MHS strategic objectives and ensures decisions support these and are translated into achievable actions, ensuring that appropriate contingency plans are made where necessary.	c) Creates and supports a culture which enables and empowers individuals to make decisions which take account of the strategic direction of the MHS. Promotes an environment where it is acceptable to make and learn from mistakes.
d) Clearly communicates own decisions, explaining logic, rationale and reasoning and checking understanding through questioning and requesting feedback.	d) Actively promotes decisions made, regardless of personal view, and ensures that such decisions are communicated positively.	d) Communicates and promotes MHS corporate decisions, translating into workable actions for self and others within own work area.	d) Creates a culture by which the decision-making process is open and transparent and communicated widely.
e) Seeks to understand issues / opportunities, and asks questions to clarify understanding.	e) Investigates issues / opportunities beyond the obvious, asking pertinent questions to understand the root cause and identifies the range of suitable solutions.	e) Takes the MHS business environment (including any legislative constraints) into account when recommending a range of creative and workable solutions to issues /opportunities raised. Is prepared to take decisions that may prove unpopular but are in the best interests of the MHS.	e) Creates an MHS which works with internal and external stakeholders to to agree a mutually beneficial outcome whilst recognising that certain issues cannot be resolved to the satisfaction of others due to legislative and other constraints and is supportive of staff in making decisions that are difficult or unpopular in such circumstances.

Note: The leftmost column header is "INDICATORS" (rotated vertical label).