

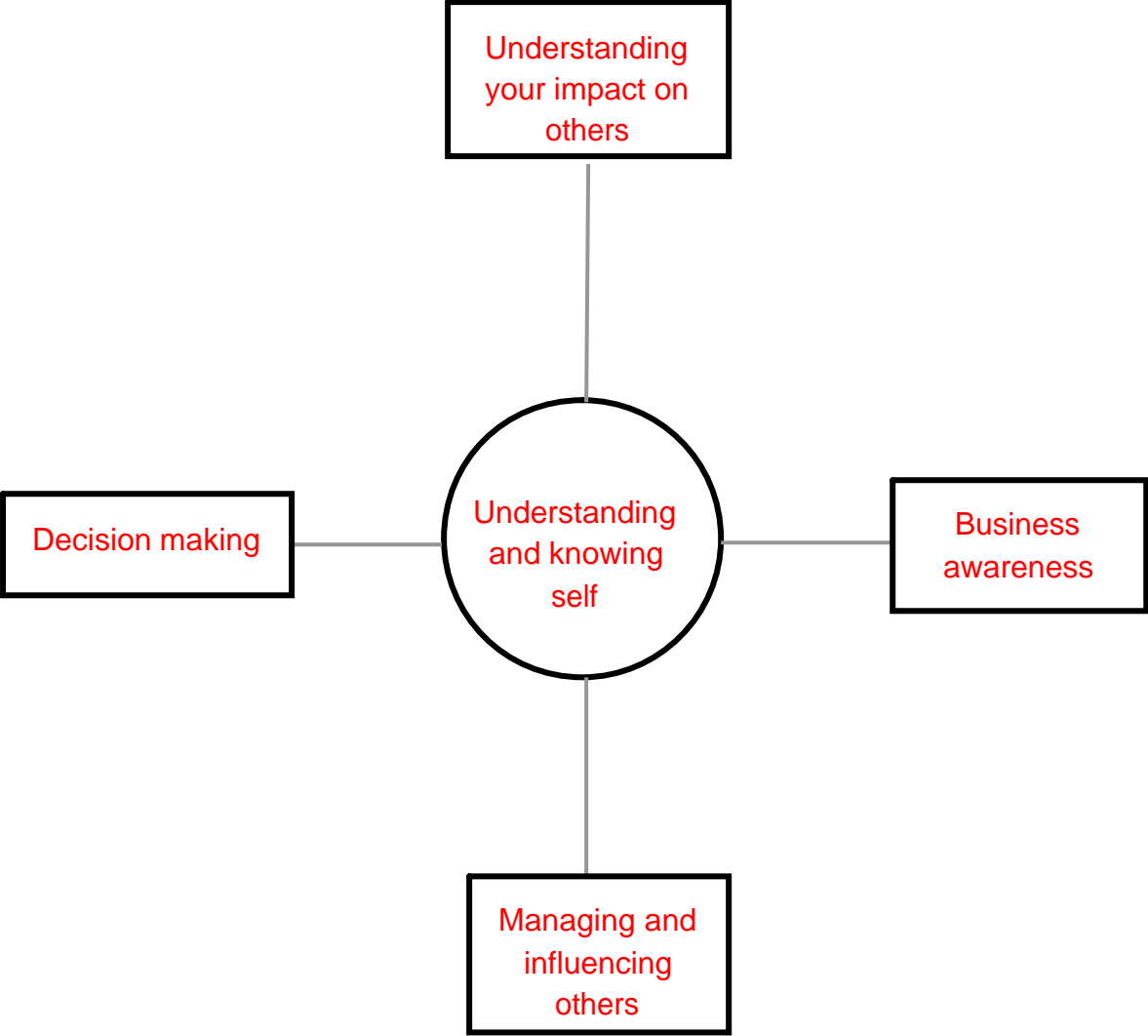


MEAT HYGIENE SERVICE

LEADERSHIP AND MANAGEMENT COMPETENCIES

Doing the right things in the right way

Competencies Areas:



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			
		1	2	3	4
INDICATORS	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.	

