Competencies and behaviours- up to KSJ (previously KR12)

These help our staff to understand what is expected of them at work. They are for all staff up to and including people at KSJ (previously KR12) pay grade.

Kent Competency	Behaviours we need	Behaviours we don't need
Truth and judgement	• Be accountable, make a decision and stand by it • Be truthful, honest and realistic, give reasons for decisions and actions • Stay grounded, speak honestly • Be aware of the political impact of your actions • Open to new ideas • Welcome challenge on how you do things	• Make decisions in isolation • Blame others, start rumours • Hide facts for fear of upsetting others • Hold on to information unnecessarily • Use politics as an excuse • Be defensive
Conversation and compassion	• Encourage free-flowing conversation, pick up the phone or go and speak to a colleague • Being sensitive to someone's needs and adjusting accordingly, accepting differences • Politeness when dealing with others - whatever level, check for mutual understanding • Listen carefully and act on what is being said – use clear language	• Bully and blame others • Be blunt or defensive • Be uncaring about others and their opinions • Use jargon, be dismissive
Empowerment and enterprise	• Delegate and trust staff to deliver, encourage others to succeed and help if needed • Value staff contributions, recognise skills, develop people and the business • Recognise initiative, be creative and share ideas • Have a 'can do' attitude, be positive, deal with things here and now • Make best use of the resources/technology/tools you have	• Stifle ideas or take credit for others' ideas • Ignore others' abilities • Belittle others' opinions and ideas, be dismissive of lower grade staff • Withhold useful, helpful and important information • Give confused instructions
People and partnerships	• Keep communication open, ask questions, listen to answers, act and feedback • Be customer-focused • Be visible and approachable to partners, public and staff • Co-operate with partners and colleagues to achieve common goals	• Work in silos • Focus on processes rather than people • Lack of consultation • Drive through own agenda and forget the end goal • Makes no effort to work with other people
Character and courage	• Be strong even in difficult situations - hold your nerve and stay positive • Be courageous and able to change your mind • Have the self-belief to see problems through to achieve the end goal • Work to find positive solutions, be creative	• Look for the easy option to avoid conflict • Allow, or join in with, power games to slow progress • Hide behind others • Be lazy or negative • Cover your back • Go through the motions

	• Be brave and don't be afraid of failure • Looking to challenge • Be proud of the work we do as one council, delivering positive outcomes	• Work in isolation and never listen to your customers
Outcomes and delivery	• Be clear of what has got to be achieved, keep the end goal in mind • Share knowledge of best practice, learning from things that have not worked so well • Understand the priorities and work within the agreed timescales • Looking to learn • Prioritise and deliver no matter how big or small the task • Look for opportunities to deliver services and developments through joint working	• Lose sight of the objectives and become blinkered • Force customers to fit one size • Unclear instructions/lack of communication • 'Can't do' approach • 'We have always done it this way' attitude
Radicalism and **urgency**	• Dare to be different, have the courage of your convictions • Challenge the status quo, adapt to change • Don't just say it, do it • Move forward, take the initiative, suggest new ideas • Don't wait, initiate • Help people move forward with ideas • Urgent curiosity	• Be closed to new ideas and not be willing to change • 'Not my job' attitude • Managers not listening to front line staff • Assuming a report achieves the required objective
Tools and **professionalism**	• Speak and act professionally at all times • Be personally accountable for managing budgets and controlling costs • Look at ways of getting value for money • Ensure that your knowledge and skills are kept up to date	• Let skills and knowledge become out of date