



# Tees Valley Combined Authority

## Competency Framework

Tees Valley Combined Authority use a competency framework to give clarity on the performance expectations of our roles and the behaviours and technical attributes required for them.

Our roles are grouped into the following categories to allow the competency framework to be navigated, whereby the expectations for each level are set out.

These are:

- Director
- Head of Service
- Senior Manager
- Manager
- Officer
- Assistant

The competency framework is divided into four areas, with an over-arching general competency requirement applicable to all:



Leadership and Direction	Communication and Influence
Experience and Technical	Responsibility and Accountability



### **Leadership and Direction**

This competency is about setting the direction, motivating others, setting objectives and achieving organisational goals and setting the standard for this. This is about how we our organisational goals cascade to every level, embedding ownership and drive in all that we do.

### **Communication and Influence**

This competency cover how we purposefully communicate the organisational objectives. This is how we collaborate and adapt our style to our stakeholders and meet their needs.

### **Experience and Technical**

This competency relates to the experience and breadth and depth of knowledge that we expect for the role level.

### **Responsibility and Accountability**

This competency is about the level of responsibility and delegation within our categorised roles. Each post holder owns challenges, issues and tasks to some degree and knows who they are primarily accountable to whilst they do this.

General Competencies	
All	<ul style="list-style-type: none"> <li>• We do what we say we will</li> <li>• We do it when we say we will</li> <li>• We aim for excellence</li> <li>• We keep people informed</li> <li>• We strive to learn and develop</li> <li>• We give and receive constructive feedback and act on it</li> </ul>
Leadership and Direction	
Director	<ul style="list-style-type: none"> <li>• Sets the Strategic Direction for the organisation and cascades to staff</li> <li>• Represents TVCA at Executive Level and maintains relationships with key stakeholders</li> <li>• Takes responsibility for making the vision and strategy a reality</li> <li>• Clearly links the vision to outcomes that cascade to Heads of Service and beyond</li> <li>• Is an exemplar of integrity and an ambassador for the organisation at the most senior level</li> <li>• Sets the pace for the drive and determination to deliver</li> <li>• Obtains the 'buy-in' from strategic partners; understands their needs and works to design a program of maximised, holistic benefit</li> <li>• Monitors and provides clear, balanced and constructive feedback on individual performance and takes action to deal with performance issues</li> </ul>
Head of Service	<ul style="list-style-type: none"> <li>• Translates the strategic direction to program of delivery</li> <li>• Represents TVCA at Senior Level and maintains relationships with key stakeholders</li> <li>• Involves Managers in planning how the vision and objectives will be achieved</li> <li>• Identifies clear measurable outputs and associated value-added activity to deliver these outputs</li> <li>• Drives delivery and inspires others through demonstrable commitment to the program</li> <li>• Makes decisions to steer the operational and strategic delivery</li> <li>• Analyses risks and anticipates the issues that may arise, implements successful solutions to these</li> <li>• Creates a learning environment by actively coaching and mentoring Senior Managers</li> <li>• Monitors and provides clear, balanced and constructive feedback on individual performance and takes action to deal with performance issues</li> </ul>

<b>Senior Manager</b>	<ul style="list-style-type: none"> <li>• Leads on the program or project delivery; owns and takes ownership for delivery</li> <li>• Manages delivery of value-added activity and identified outputs</li> <li>• Anticipates the issues and challenges that will arise</li> <li>• Demonstrates confidence and judgement when leading others through difficult situations</li> <li>• Motivates through enthusiasm, understanding and knowledge sharing about the program or project</li> <li>• Monitors and provides clear, balanced and constructive feedback on individual performance and takes action to deal with performance issues</li> <li>• Navigates the challenges at the delivery level</li> </ul>
<b>Manager</b>	<ul style="list-style-type: none"> <li>• Understands the plan for going forward and shares their understanding with others</li> <li>• Manages delivery of value-added activity and identified outputs</li> <li>• Ensures that roles are clearly allocated for the completion of tasks</li> <li>• Identifies and resolves issues as they arise</li> <li>• When mistakes are made focuses on the lessons to be learned for the future</li> <li>• Ensures individuals understand the contribution they can make to corporate and service objectives</li> <li>• Provides relevant support, training and resources to enable individuals to deliver their objectives</li> </ul>
<b>Officer</b>	<ul style="list-style-type: none"> <li>• Recognises what they have to do to achieve the vision within their area of work</li> <li>• Communicates clearly about what outcomes will be achieved</li> <li>• Delivers the tasks that form the project or program with diligence to deliver identified value added activities and outputs</li> <li>• Understands the contribution they can make to corporate and service objectives by their delivery</li> <li>• Identifies an issue, suggests solutions and ensures escalation in order to achieve a solution</li> <li>• Brings ideas, suggestions and solutions to the betterment of deliver based on their delivery experience</li> </ul>
<b>Assistant</b>	<ul style="list-style-type: none"> <li>• Takes ownership of assigned tasks</li> <li>• Demonstrates proactivity to see beyond the task in hand,</li> <li>• Maintains enthusiasm and commitment</li> <li>• Lives out 'what good looks like' in all tasks and interactions</li> <li>• Understands the customer need in their daily interaction and aims to deliver service excellence</li> <li>• Learns from the experience of self and others</li> </ul>

	Communication and Influence
<b>Director</b>	<ul style="list-style-type: none"> <li>• Manages the senior stakeholder relationship, navigates their influence and expectations in support the development of the holistic vision</li> <li>• Gains the trust and respect of Elected Members and others</li> <li>• Shares the direction at the highest level, in terms of the external and internal plan</li> <li>• Ensures that Heads of Service know the delivery elements of the strategic plan</li> <li>• Infuses the strategic plan design and implementation with political interface and co-ordinates appropriate action</li> <li>• Demonstrates emotional intelligence when dealing with challenging issues</li> <li>• Builds an organisational strategic programme based on political decisions and funding allocation</li> </ul>
<b>Head of Service</b>	<ul style="list-style-type: none"> <li>• Manages the stakeholder relationship at the strategic and operational level and engages with stakeholders on delivery matters</li> <li>• Communicates a clear and compelling vision of what the strategy will achieve</li> <li>• Works across the organisation to ensure that service delivery delivers against corporate priorities.</li> <li>• Effectively manages the Member / Senior Manager interface with a high degree of probity and integrity</li> <li>• Networks externally to understand the political direction, compliant changes and general influences on the area of delivery; communicates the changes at a proactive level</li> <li>• Adapts their communication in response to others and the situation</li> <li>• Demonstrates emotional intelligence when dealing with challenging issues</li> <li>• Navigates the challenge and difficult conversations that ensue from issues and redirection, both upwards and to their senior managers</li> </ul>
<b>Senior Manager</b>	<ul style="list-style-type: none"> <li>• Communicates with purpose, sets the direction with clarity and enthusiasm</li> <li>• Establishes comprehensive relationships with relevant stakeholders</li> <li>• Checks for understanding with consensus; is able to reiterate the reasoning through own understanding</li> <li>• Is able to utilise persuasive skills to convince others through a well-structured and merit-based argument</li> <li>• Effectively reasons direction changes to those at operational delivery level</li> <li>• Explains the need for re-direction or re-focus as the project or program evolves</li> </ul>

<b>Manager</b>	<ul style="list-style-type: none"> <li>• Communicates clearly what outcomes will be achieved</li> <li>• Is aware of the relevant stakeholders and the necessary interface that this produces</li> <li>• Communicates success or otherwise as the project or program evolves</li> <li>• Delivers consistently at a professional level in the written, spoken and outward facing interactions that are representational of the organisation</li> <li>• Adapts their communication style in response to others and the situation</li> <li>• Checks for understanding and is able to build consensus, where disagreement exists</li> </ul>
<b>Officer</b>	<ul style="list-style-type: none"> <li>• Communicates with colleagues across functional areas to ensure a “joined up” approach to delivering services for the customer</li> <li>• Identifies and articulates issues at the task/delivery level to managers</li> <li>• Listens carefully to understand others’ views</li> <li>• Understands the influences that could affect task delivery and articulates the adaptations that might be necessary for continuous successful delivery</li> <li>• Thinks beyond, to expresses ideas on efficiencies, and streamlined approaches through understanding of the task delivery</li> <li>• Communicates with assistants hourly, daily and weekly on the progress of the tasks</li> </ul>
<b>Assistant</b>	<ul style="list-style-type: none"> <li>• Delivers a harmonious working environment with colleague via the handling of their requests</li> <li>• Anticipates the impact of their communication and adapts accordingly</li> <li>• Captures a query and understand how this will translate to a solution</li> <li>• Feeds back on how a query has been resolved</li> <li>• Communicates respectfully with every level of stakeholder</li> <li>• Understands the service level of delivery and respect attached to each interaction</li> </ul>

	Experience and Technical
<b>Director</b>	<ul style="list-style-type: none"> <li>• Has established career in chosen field with more than 15 years relevant experience</li> <li>• Is highly competent in technical knowledge / skills required by the organisation in their field</li> <li>• Leads the organisation in their field</li> <li>• Leads relationships with Government Departments in their field</li> <li>• Is the senior adviser to the CEO and TVM in their field</li> <li>• Is a recognised expert outside of the organisation in their field</li> <li>• Contributes to regional and where appropriate national policy</li> <li>• Is the senior point of contact for more junior officers in their field</li> </ul>
<b>Head of Service</b>	<ul style="list-style-type: none"> <li>• Has established career in chosen field with more than 10 years relevant experience</li> <li>• Has all of the technical knowledge / skills required by the organisation in their field</li> <li>• Leads the organisation on a day to day basis in their area of responsibility</li> <li>• Manages relationships with Government Departments in their field</li> <li>• Is an adviser to the CEO and TVM in their area of responsibility</li> <li>• Is a recognised expert outside of the organisation in their area of responsibility</li> <li>• Develops, in conjunction with their Director, TVCA and regional policy</li> <li>• Is the primary point of contact for more junior officers in their field</li> </ul>
<b>Senior Manager</b>	<ul style="list-style-type: none"> <li>• Has established career in chosen field with more than 5 years relevant experience</li> <li>• Has most of the technical knowledge / skills required by the organisation in their field and can independently access anything outside of their skillset</li> <li>• Leads the organisation on a day to day basis on significant projects or programmes</li> <li>• Manages relationships with Civil Servants in their field</li> <li>• Is an adviser to the Head of Service and Director in their area of responsibility</li> <li>• Is a recognised expert within the organisation in their project / programme</li> <li>• Manages more junior officers in their projects / programmes</li> </ul>
<b>Manager</b>	<ul style="list-style-type: none"> <li>• Has established career in chosen field with more than 3 years relevant experience</li> <li>• Has most of the technical knowledge / skills required by the organisation in their field and can independently access anything outside of their skillset</li> <li>• Leads the organisation on a day to day basis on defined projects or programmes</li> </ul>

	<ul style="list-style-type: none"> <li>• Manages day to day relationships with Civil Servants in their field</li> <li>• Is an adviser to the Head of Service and Director in their area of responsibility</li> <li>• Is a recognised expert within the organisation in their project / programme</li> <li>• Manages more junior officers in their projects / programmes</li> </ul>
<p><b>Officer</b></p>	<ul style="list-style-type: none"> <li>• Supports the organisation on a day to day basis on defined projects or programmes</li> <li>• Has most of the technical knowledge / skills required to undertake their day to day responsibilities and can independently access anything outside of their skillset</li> <li>• Manages day to day relationships with other staff members within their field</li> <li>• Is responsible for day to day output of work</li> <li>• Manages more junior officers in their projects / programmes</li> </ul>
<p><b>Assistant</b></p>	<ul style="list-style-type: none"> <li>• Supports the organisation on a day to day basis on defined projects or programmes</li> <li>• Is gaining the technical knowledge / skills required to undertake their day to day responsibilities and is supported to access anything outside of their skillset</li> <li>• Manages day to day relationships with other staff members within their field</li> <li>• Is responsible for output of individual tasks</li> </ul>



	Responsibility and Accountability
<b>Director</b>	<ul style="list-style-type: none"> <li>• Has primary responsibility and accountability to CEO for their Directorate</li> <li>• Has primary responsibility and accountability to CEO for delivering the Outputs required in their Directorate</li> <li>• Has primary responsibility and accountability to CEO for financial outcomes within their Directorate</li> <li>• Has primary responsibility and accountability to CEO for People Development within their directorate</li> </ul>
<b>Heads of Service</b>	<ul style="list-style-type: none"> <li>• Has operational responsibility and accountability to Director for their Service Line</li> <li>• Has operational responsibility and accountability to Director for delivering the Outputs required in their Service Line</li> <li>• Has operational responsibility and accountability to Director for financial outcomes within their Service Line</li> <li>• Has operational responsibility and accountability to Director for People Development within their Service Line</li> </ul>
<b>Senior Managers</b>	<ul style="list-style-type: none"> <li>• Has operational responsibility and accountability to Head of Service for their project / programme</li> <li>• Has operational responsibility and accountability to Head of Service for delivering the Outputs required in their project / programme</li> <li>• Has operational responsibility and accountability to Head of Service for financial outcomes within their Project / Programme</li> <li>• Has operational responsibility and accountability to Head of Service for People Development within their Project / Programme</li> </ul>
<b>Managers</b>	<ul style="list-style-type: none"> <li>• Has operational responsibility and accountability to Head of Service for their project / programme</li> <li>• Has operational responsibility and accountability to Head of Service for delivering the Outputs required in their project / programme</li> <li>• Has operational responsibility and accountability to Head of Service for financial outcomes within their Project / Programme</li> <li>• Has operational responsibility and accountability to Head of Service for People Development within their Project / Programme</li> <li>• Takes personal ownership of challenges/issues through to resolution</li> </ul>
<b>Officers</b>	<ul style="list-style-type: none"> <li>• Has operational responsibility and accountability to (Senior) Manager for their delegated areas of responsibility</li> <li>• Has operational responsibility and accountability to (Senior) Manager for their delegated areas of responsibility</li> <li>• takes personal ownership of challenges/issues through to resolution</li> </ul>
<b>Assistants</b>	<ul style="list-style-type: none"> <li>• Has operational responsibility and accountability to Manager for their delegated tasks</li> </ul>

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