

## Kent Manager Standard

### MODULE 1: personal and organisational leadership

#### Criteria

- 1.4 Make the right, transparent decisions; be accountable and stand by them
- 4.2 Be visible and approachable for staff, the public and partners
- 5.3 'Walk tall'; be bold, strong and hold to decisions, even in difficult situations - keep your nerve and stay positive
- 5.4 Have the self-belief to see problems through to the end and steer people through tough times to achieve clear goals; be courageous and able to change your mind
- 5.5 Stay positive, be creative and find solutions; inspire others with humility;
- 5.6 Be brave and don't be afraid of failure; manage, and own decisions
- 5.7 Look to challenge and step up when people need you to and deal with controversy and conflicts
- 6.2 Be clear about what needs to be achieved, keep the end goal in mind and share it
- 6.3 Instil a clear sense of direction, priority and pace

### MODULE 2: communication and engagement

#### Criteria

- 1.2 Demonstrate, communicate and personify KCC's Priorities, Values, Competencies and Behaviours
- 1.5 Be real and tell the truth: don't blame the messenger; be honest and realistic, give reasons for decisions and actions
- 1.6 Treat adults as adults; stay grounded and speak honestly
- 2.1 Connect and engage at all levels to create a shared knowledge of reality; check mutual understanding and be respectful when dealing with others.
- 2.2 Listen carefully and act on what is being said, using clear language: say it, mean it, do it.
- 2.3 Sense needs and speak sensitively; adjust your approach accordingly, accepting differences
- 2.4 Meaningful talk and prompt feedback flow in all directions at right times; encourage free-flowing conversation
- 4.1 Work alongside and talk with the public outside, staff inside and other organisations; keep communication open, ask questions, listen to answers, act and feedback

## MODULE 3: people performance

### Criteria

- 3.1** Know and value staff: delegate and trust their capability to deliver; encourage others to succeed and help if needed
- 3.3** Enable your staff to be involved in the business planning process to an extent that is appropriate for their role
- 3.4** Enable your staff to use their skills; involve them in decision-making and encourage them to take ownership and responsibility
- 3.5** Ensure that your staff are enabled and empowered through the Total Contribution Pay (TCP) process; people have specific, measurable, agreed, realistic, time-bound (SMART) targets, a Personal Development Plan (PDP) to support these targets, agreed behaviours and where appropriate, agreed 'wider contribution'
- 3.6** Ensure that the tools in criterion 3.5 are supported by action; regular one to one meetings throughout the appraisal year, including mid-year review, end of year appraisal and completion of any supporting documents, with mutual agreement from both parties
- 3.7** Planned learning and development activities happen (including induction) and are evaluated; taking into consideration improvements, increased performance, or added value (at individual, team, division, directorate, and organisational level where appropriate)
- 3.8** Coach for growth and improvement; value staff contributions, recognise skills, develop people and the business
- 3.10** Demonstrate a 'can do' attitude, be positive and deal with things 'here and now'; hold people to account and celebrate their achievements
- 4.7** Ensure that there is a balanced focus on the task, the team and the individual
- 4.8** Champion and take seriously equality and diversity; every day, in all aspects of work and embed into everyday business
- 4.9** Recruit the right people first time; using good practice and the tools available
- 7.5** Develop and embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement

## MODULE 4: business acumen

### Criteria

- 4.5 Act as a partner and colleague of choice; co-operate to achieve common goals
- 6.1 'Deliver, deliver, deliver' and look for opportunities to deliver services and developments through joint working
- 6.4 Balance the Big Projects with the local projects and deliver, no matter how big or small the task
- 6.5 Understand the priorities and work within the agreed timescales; "get" them and get on with them.
- 7.1 Ensure that resources are targeted on the council's 3 ambitions and meeting customer needs; don't just say it, do it
- 7.6 Enable Localism and share resources and risks
- 7.9 Embed new, right sourced models and simple, lean solutions
- 8.2 Ensure that business and financial planning is undertaken in a way that supports 'One Council'
- 8.5 Procure products and services within the rules set out in the 'Spending the Council's Money' document and continuously look at ways of getting value for money
- 8.6 Demonstrate astute commercial and contract management
- 8.7 Be personally accountable for managing budgets and flexing *and* controlling costs

## MODULE 5: policy and systems

### Criteria

- 1.1 Demonstrate knowledge of, fully comply with and actively promote the Statements of Required Management Practice (SORPs)
- 3.9 Be self supporting – make best use of the resources, tools and technology you have available
- 6.7 Assess and manage the environmental impact of delivery, using the Kent Environment Strategy as a guide
- 7.7 Ensure that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty
- 8.3 Contribute to KCC's contingency and continuity planning arrangements in a way that allows the organisation to protect critical functions and enables an effective response to a range of emergencies
- 8.8 Competently and effectively use KCC corporate business systems
- 8.9 Ensure that effective arrangements are in place to secure the health, safety and welfare of all staff and to safeguard those affected by our activities
- 8.10 Ensure suitable control of risks to health and safety through sensible assessment and provision of information, instruction, supervision and training for staff
- 8.11 Effectively use information and communication technology at an appropriate level

## MODULE 6: customer focus

### Criteria

- 1.7 Show an awareness of the Political impact of your actions and that Politics has its proper place
- 4.3 Be customer focussed in every task
- 4.6 Engage with and build positive relationships with customers to ensure that their requirements are at the centre of the design and delivery of services in accordance with the Council's Customer Service Strategy
- 5.2 Actively contribute to the development of the 'One Council' brand in order to enhance the reputation of KCC
- 7.4 Lead place and people; fully interact with and demonstrate knowledge and understanding of locality boards, community budgets and community partnerships
- 8.1 Take an active role, where possible, in promoting and ensuring the Council's responsibilities for safeguarding are met, for children and adults
- 8.12 Ensure that relevant and best professional advice, guidance and information is available to Members in an intelligible and timely fashion
- 8.13 Speak and act professionally at all times; develop, keep up to date and use professional knowledge, skills and competency

## MODULE 7: innovation and change

### Criteria

- 1.3 Welcome and be open to challenge and new ideas about how you do things
- 3.2 Free people to use their initiative and promote innovation and creativity, ensuring that you always acknowledge contributions and take forward or develop where appropriate; be creative yourself and share ideas
- 4.4 Promote cross-organisational team working and across boundaries with other agencies and partners, to improve services and solve problems
- 5.1 Be proud to come together, work together and deliver positive outcomes together, as one council
- 7.2 Challenge the status quo with urgent curiosity, about what and how we deliver; dare to be different, and have the courage of your convictions - don't wait, initiate
- 6.6 Gather evidence of success or failure along the way; share knowledge of best practice, look to learn from the experience and make necessary adjustments going forward
- 7.3 Discover new ways to reduce the cost of services to taxpayers
- 7.8 Move forward, take the initiative, suggest new ways of working and help people move forward with ideas; adapt, get a move on and be nimble with change