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COMPETENCY FRAMEWORK

RIGHT PEOPLE RIGHT ROLES

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Competencies:

1 Leading and Deciding

- 1.1 Deciding and Initiating Action
- 1.2 Leadership

2 Supporting and Co-operating

- 2.1 Working Together
- 2.2 Lives the Company Values and Behaviours

3 Interacting and Presenting

- 3.1 Builds Alliances
- 3.2 Is Persuasive and Influential
- 3.3 Presenting and Communicating Information

4 Analysing and Interpreting

- 4.1 Writing and Reporting
- 4.2 Applying Expertise and Technology
- 4.3 Analysing

5 Creating and Conceptualising

- 5.1 Learning and Researching
- 5.2 Innovation
- 5.3 Creates Vision and Strategies

6 Organising and Executing

- 6.1 Planning and Delivering Results
- 6.2 Passionate about Customer Service
- 6.3 Following Instructions and Procedures

7 Adapting and Coping

- 7.1 Embraces Change
- 7.2 Coping with Pressure and Setbacks

8 Enterprising and Performing

- 8.1 Strives for Success
- 8.2 Entrepreneurial and Commercial Thinking

9 Health and Safety

10 Driving Outperformance

11 People Leader

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Rating Scale

The rating below summaries the extent to which a participant has demonstrated the behaviours resulting in effective performance on a competency. As a participant's behaviour more closely 'fits' the competency, the higher the rating assigned.

Rating	Level	Description	Summary
5	Excellent	Meets all of the competency definition	Area of considerable strength
4	Good	Meets more than half of the competency definition	Area of strength
3	Moderate	Meets half of the competency definition	Area of acceptable performance
2	Marginal	Meets less than half of the competency definition	Area for development
1	Poor	Meets none / almost none of the competency definition	Area for considerable development

How to score:

Write up and summarise your notes as soon as possible after the interview. Objectively assess the evidence you have for each competency. Decide whether the evidence has a positive or negative impact on the competency (by using your competency definitions and example behaviours). Finally, 'rate' the candidate on each competency using the 1 to 5 rating scale (using the score definition as your guide).

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1.1 Deciding and Initiating Action

Descriptors:

Makes prompt, clear decisions which may involve tough choices or considered risks. Takes responsibility for own actions, projects and people. Takes initiative, acts with confidence and works well under own direction; Initiates and generates activity/action.

Describe a situation that required you to take a particularly prompt decision?

- What factors did you consider?
- How did you assess the risks involved?
- How comfortable were you making this decision?

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1.2 Leadership

Descriptors:

Provides others with a clear direction and vision; Sets appropriate standards of behaviour; Delegates work appropriately and fairly. Motivates and empowers others; Provides employees with development opportunities and coaching. Recruits employees of a high calibre. Creates a culture of trust and excellence within the team.

Tell me about a time when you managed a group of people in order to achieve an important outcome?

- How did you set objectives for the group?
- How did you lead and motivate them?
- What was the most difficult part of the role?

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2.1 Working Together

Descriptors:

Demonstrates an interest in and understanding of others; Adapts to the team and builds team spirit; Recognises and rewards the contribution of others; Listens, consults others and communicates proactively; Supports and cares for others; Develops and openly communicates self-insight.

Describe a situation where it was important that you identified and understood the needs of others?

- How did this come about?
- How did you involve and communicate to those involved?
- What was the outcome?

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2.2 Lives the Company's Values and Behaviours

Descriptors:

Demonstrates commitment to corporate values of Respect, Responsibility, Resourcefulness and Teamwork. Upholds ethics and values; Demonstrates integrity; Promotes and defends equal opportunities; builds diverse teams; Encourages organisational and individual responsibility towards the community and environment.

What sort of ethics or values do you need to uphold in your work?

- Why are these important?
- What do you do to uphold these?
- How have you dealt with company ethics or values which were different from your own?

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3.1 Builds Alliances

Descriptors:

Establishes good relationships with customers and employees; Builds wide and effective networks of contacts inside and outside the organisation to generate opportunities for YW; Relates well to people at all levels; Manages conflict; Uses humour appropriately to enhance relationships with others.

Tell me about a time when you found it difficult to build an effective working relationship with a customer or colleague.

- How did you deal with this?
- To what degree did you adapt your approach to others?
- What efforts did you make to understand the situation from other people's perspective?

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3.2 Is Persuasive and Influential

Descriptors:

Makes a strong personal impression on others; Gains clear agreement and commitment from others by persuading, convincing and negotiating; Promotes ideas on behalf of self or others; Makes effective use of political process to influence and persuade others.

Describe a situation where you had difficulty persuading someone around to your point of view?

- How did you try to persuade him/her?
- How successful were you?
- What would you do differently next time?

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3.3 Presenting and Communicating Information

Descriptors:

Speaks clearly and fluently; Expresses opinions, information and key points of an argument clearly; Makes presentations and undertakes public speaking with skill and confidence; Responds quickly to the needs of an audience and to their reactions and feedback; Projects credibility.

Tell me about a time when you have had to present ideas or information in a formal setting to others (such as a presentation to a group of people).

- What went well/less well?
- How did you feel in this situation?
- What feedback did you receive?

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4.1 Writing and Reporting

Descriptors:

Writes clearly, succinctly and correctly; Writes convincingly in an engaging and expressive manner; Avoids the unnecessary use of jargon or complicated language; Writes in a well-structured and logical way; Structures information to meet the needs and understanding of the intended audience.

What type of written work do you produce in your current (most recent) role?

- Which of these do you find most difficult or challenging to produce?
- What do you/do not enjoy about this aspect of your work?
- What feedback have you received about your written communication at work?

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4.2 Applying Expertise and Technology

Descriptors:

Applies specialist and detailed technical expertise; Develops job knowledge and expertise through continual professional development; Shares expertise and knowledge with others; Uses technology to achieve work objectives; Demonstrates appropriate physical co-ordination and endurance, manual skill, spatial awareness and dexterity; Demonstrates an understanding of different organisational departments and functions.

How do you ensure that you keep your technical or specialist knowledge up-to-date?

- How do you decide which are the most useful sources of information to refer to?
- How up-to-date do you think you are in relation to your colleagues/other professionals?

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4.3 Analysing

Descriptors:

Analyses numerical data, verbal data and all other sources of information; Breaks information into component parts, patterns and relationships; Probes for further information or greater understanding of a problem; Makes rational judgements from the available information or greater understanding of a problem; Makes rational judgements from the available information and analysis; Produces workable solutions to a range of problems; Demonstrates an understanding of how one issue may be part of a much larger system.

Describe a decision you made that required you to be especially rational and objective.

- What information did you collect to ensure that you remained objective?
- How did you ensure you had sufficient information on which to base your decision?
- To what extent did your final decision differ from your own initial view of the situation?

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5.1 Learning and Researching

Descriptors:

*Rapidly learns new tasks and quickly commits information to memory;
Gathers comprehensive information to support decision making;
Demonstrates a rapid understanding of newly presented information;
Encourages an organisational learning approach (i.e. learns from successes and failures and seeks employees and customer feedback);
Manages knowledge (collects, catalogues, and disseminates knowledge of use to the organisation).*

Tell me about a time when you had to learn about a new task or technique quickly.

- What do you find is the most effective way for you to learn a new task or technique? (e.g. actively doing, applying, or undertaking this new skill)?
- What attention would you typically pay to understanding the theory behind what you are learning?

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5.2 Innovation

Descriptors:

Produces new ideas, approaches or insights; Creates innovative products or designs for business benefit; Produces a range of solutions to problems; Seeks opportunities for organisational improvement; Devises effective change initiatives; Promotes freedom to experiment. Challenges conventional thinking.

Give me an example of when you feel you have shown some creativity or innovation in your job.

- How many ideas or options did you consider?
- How did you decide which idea or alternatives to apply in practice?
- How well did your idea(s) work in practice?

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5.3 Creates Vision and Strategy

Descriptors:

Works strategically to realise organisational goals; Sets and develops strategies; Identifies and develops positive and compelling visions of the organisation's future potential; Takes account of a wide range of issues across, and related to, the organisation.

Talk me through a decision or plan that you have made that has had a wider impact upon other functions or departments within the organisation

- How did this impact other departments or areas of the organisation?
- To what extent did you take this into account when making your decision?
- To what extent did the actual impact match what you had expected when making your decision?

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6.1 Planning and Delivering Results

Descriptors:

Sets clearly defined objectives; Plans activities and projects well in advance and takes account of possible changing circumstances; Manages time effectively; Identifies and organises resources needed to accomplish tasks; Monitors performance against deadlines, milestones and quality.

Give me an example of when you had to work to a deadline

- How did you monitor progress towards the deadline?
- What problems did you encounter?
- What would you have done differently?

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6.2 Passionate about Customer Service

Descriptors:

Always strives to exceed customer expectations; Focuses on customer needs and satisfaction; Sets high standards for quality and quantity; Monitors and maintains quality and productivity; Works in a systematic, methodical and orderly way; consistently achieves project goals.

How important are quality standards in you current (most recent) role?

- What do you find most difficult or challenging about working to quality standards?
- What might you do to improve quality standards?
- How do you personally ensure that all quality standards are met?

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6.3 Following Instructions and Procedures

Descriptors:

Appropriately follows instructions from others without unnecessarily challenging authority; Follows procedures and policies; Keeps to schedules; Arrives punctually for work and meetings; Demonstrates commitment to the organisation; Complies with legal obligations and safety requirements of the role.

Can you tell me about a time when it was essential that you followed clear policies or procedures?

- What do you think were the benefits in following rules and procedures in such a situation?
- What were the drawbacks in having to follow policies and procedures closely?
- How comfortable do you feel in a situation which is quite rule-bound and procedural?
- To what extent do you feel it is appropriate to challenge authority?

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7.1 Embraces Change

Descriptors:

Open to change and keen to embrace new opportunities; Accepts new ideas and change initiatives; Adapts interpersonal style to suit different people or situations; Shows respect and sensitivity towards cultural and religious differences; Deals with ambiguity, making positive use of the opportunities it presents; Not afraid to challenge; Seeks continual improvement.

Tell me about a time when you felt it was particularly important that you adapted your behaviour to suit a different person or situation.

- What was effective about the way you adapted your behaviour?
- What did you learn from adapting your behaviour?
- When have you needed to take into account any differences in culture or religion of those involved?

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7.2 Coping with Pressures and Setbacks

Descriptors:

Works productively in a pressured environment; Keeps emotions under control during difficult situations; Balances the demands of a work life and a personal life; Maintains a positive outlook at work; Handles criticism well and learns from it.

Describe a situation where you felt you were working under a high degree of pressure.

- How did it affect your behaviour?
- What did you do to maintain your quality of work?
- What did you learn from the situation?

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8.1 Strives for Success

Descriptors:

Accepts and tackles demanding goals with enthusiasm; Works hard and puts in longer hours when necessary; Identifies development strategies needed to achieve career goals and makes use of developmental or training opportunities; Seeks progression to roles of increased responsibility and influence.

Describe a particularly stretching target that you have worked towards

- How was the target set?
- How did you go about tackling the target?
- How successful were you in reaching the goal?

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8.2 Entrepreneurial and Commercial Thinking

Descriptors:

Keeps up to date with competitor information and market trends; Identifies business opportunities for the organisation; Demonstrates financial awareness; Controls costs and thinks in terms of profit, loss and added values.

To what extent does your current (previous) role require you to take a commercial view of the organisations performance?

- How do you keep up-to-date with competitor information and market trends?
- How do you use this information in your daily work?
- How useful do you find this information?

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9 Health and Safety

Descriptors:

Drive excellent standards and performance in health and safety, risk management and control of work and ensure compliance with the YW Safety Policy.

Tell me how you will ensure Health and Safety is a key priority in your function/team going forward?

- How can you ensure that all your team understand their health and safety obligations?
- What do you do to personally demonstrate your commitment to Health and Safety standards in the workplace?

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10 Driving Out Performance

Descriptors:

Demonstrates relentless drive, energy and determination to deliver sustainable outperformance for YW that rigorously achieves our vision to be clearly the best against demanding competitive industry benchmarks.

How will you make a step change in performance to drive future outperformance and operational excellence?

- How will you ensure it is sustainable?
- What measures will you put in place?

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**11 People Leader
(Managing People and their Performance)**

Descriptors:

Lead the team to deliver excellent performance by setting clear expectations linked to business targets, having meaningful performance discussions that recognise and reward the right performance and behaviours and challenges where individual performance and behaviours do not meet expectations.

Tell me about a time when you were overwhelmed with your own tasks but still had to make yourself available to your team?

- How did you do it?
- What support did you require?