Local Councils' Association
Training Proposals

Elected Members, Executive Secretaries, Regional Managers and Clerical Employees

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Personal Profiling

A scientific skills profiling must be carried out for all Local and Regional Councils employees. This will provide a vital insight into the different level of competencies of each employee and will identify any skills gap that need to be filled.

The management will establish a set of competencies relevant to the different scales. The below are crucial competencies for both management and clerical positions. Hence, the LCA propose that a set of competencies from the below list will be chosen for different administrative positions and for the Executive Secretaries.

The competencies will be based on:
- **Goal Seeking**
- **Organisation**
- **Interpersonal**
- **Enterprise**
- **Strategy**

Goal Seeking

Delegating

Delegation is a key aspect of talent management, defining the working relationships that distribute responsibilities throughout the organisation. Effective delegation requires that tasks are dealt with by the most suitable individuals available. This may mean letting go of cherished responsibilities and appreciating the capabilities of others and their need to be set appropriate challenges. At an organisational level, this competency recognises that success requires effective talent management and clarity about who is responsible to whom, for what and by when.

Independence

This involves making autonomous decisions, direct expression and the ability to make decisions even if they are unpopular.

Managing Change

Being able to take responsibility for doing whatever is necessary to ensure that change is successfully implemented, with objectives achieved on time and within budget. Such people should be achievement orientated, organised, comfortable challenging procedures, have appropriate people skills and be committed to the values and objectives of the organisation. It is the ability to question established behaviors and processes, and being proactive rather than, reactive to change.

Persuasive Communication

This competency is concerned with the ability to express oneself well, to influence others and to negotiate effectively. Such people should be articulate and express ideas with clarity as well as having the insight to appreciate the likely impact of different presentation styles on others. High scorers on this competency will be determined to persuade and be able to articulate their viewpoint coherently and convincingly. They will also be attuned to the reactions of an audience and be flexible in adapting to the needs of the moment. This also includes the aspects of memorable presentations, public speaking, the effective use of images as well as aspects of public relations and promotion.

Project Management

This competency is concerned with taking responsibility and doing whatever it takes to achieve project objectives; being driven, energetic and keen to test one's skills. People who fit this profile will be calm, reliable and able to work under pressure. They should achieve a balance between being organised and attentive to detail and being flexible enough to cope with snags and complications. Finally, they need to be able to complement their focus on task completion with the interpersonal skills required to get the best from a project team. Participants should acquire the skill for dividing projects into tasks and subtasks, as well as allot human and financial resources as needed. They should also be able to draw Gantt Charts and calculate critical path, allowing them to make decisions and aspire to implement them.

Results Orientation

This competency is concerned with performance targets and efficiency and highlights four contributing characteristics. Firstly, the ideal candidates should be task oriented and single minded in their focus on getting the job done. Secondly, they should be independently minded and able to make unpopular decisions when necessary. Thirdly, they need to be assertive, competitive, and persistent in their drive to deliver whatever is required for the business to succeed. And finally, they should be self-confident and have a positive and optimistic 'can do' disposition. These persons should be aware of setting Key Performance Indicators, be able to achieve them through planning, teamwork, and flexibility according to circumstances.

Organisation

Attention to Detail

This competency is concerned with being attentive to detail in the planning and the execution of tasks. Individuals who are a good fit with this competency take great care with tasks and have a respect for craftsmanship, for doing things properly and for complying with policies and procedures. They have a single-minded focus on the task in hand and would be quick to spot errors and inconsistencies. Their high standards are rooted in a desire for order and for perfection, and a deep concern to avoid error and doing it right first time. On the other hand errors are identified promptly and corrected in a timely manner, becoming a learning opportunity.

Commitment

The people involved need to find a sense of purpose for all the work they do; they need to evangelise this reason not only to themselves, but also to those they come in touch with., this will be a constant guiding light in whatever they do. This will have an impact on their work, their personal well-being, as well as on the clients they set out to serve. They also need to be capable of handling and tacking the dangers of indifference that could creep in within their organisaton.

Information Management

This competence includes the following:

a. Identifiying the knowledge needed;
b. make a difference between information and data;
c. sourcing this knowledge through research and from third-party networks
d. Weed out relevant from irrelevant information or data;
e. knowing how to interpret information and apply it as a basis for decision-making and implimentation.

Communication and Presentation Skills

This competency is concerned with the ability to engage with others, to appreciate and cater for the needs of different audiences, to hold their attention and to interest them. High scorers will communicate purposefully, having the confidence to address groups and to make presentations. They should also have the ease and informality appropriate to networking and social situations. These persons should feel comfortable being in the spotlight, and know how to handle different types of audiences. The vital aspect of being able to decipher different perceptions and to deal with them, even if they are not fair. The ability to have difficult conversations is also a key aspect of communication skills.

Customer Experience

It is not what you did for them: it is how you made them feel. Investing in the customer experience points the spotlight onto the customer, rather than on the service provider. Persons involved would be engaged in enhancing customer experience in their communications, front desk, as well as in their behaviours and processes. This competency is concerned with the

capacity to deal with customers in an engaging, professional, and courteous way. High ratings suggest individuals who are warm, friendly, and averse to confrontation or tension. Such people should be approachable, attentive, and sufficiently sociable to enjoy the person-to-person aspects of their role, but not so gregarious that they lose sight of their objectives and responsibilities. They also need to be compliant enough to recognise their role as a representative of the organisation and its values.

Developing Others

This competency requires an appreciation for knowledge and skills and of the 'win-win' benefits of information and skills transfer, as well as exerting a positive influence on others. This will also be carried out through effective communication and teamwork, as well as through the identification of possible skills gaps, and the training needed for the person to progress further.

Interpersonal Skills

This competency is concerned with the chemistry of interpersonal relationships and an awareness of the way that one comes across to others. It involves interpersonal sensitivity and the ability to appreciate another

person's motivational and emotional needs. Whether as a leader, a colleague or a subordinate, high scorers on this competency are likely to develop effective working relationships with others both within and beyond their own area of responsibility.

People Management

This competency concerns the ability to manage others in a positive, effective and motivating way. Such people are seen as having integrity and being fair-minded and consistent in their dealings with others. Their effectiveness depends on striking a balance between being task focused and being sufficiently people oriented to be aware of issues and sensitivities. They need to draw the line between formality and informality of approach so that they can deal with issues of performance and discipline, but still enlist the support required to get the job done.

Team Orientation

In effective team dynamics, interpersonal skills are paramount; getting along with others and enjoying collaboration. Effective team players should be receptive,

tolerant and willing to share. In terms of emotionality, people who readily overcome setbacks, change direction easily and do not easily take offence will be net contributors to team resilience, rather than net beneficiaries. Team players also need the self-belief to make their case and to support their point of view, but not to be so competitive that they fail to appreciate other approaches. There is also a team aspect to decision-making, where decisions could be taken after effective consultation, and where everyone feels a sense of ownership. The team needs to be consistently empowered and maintained.

Enterprise
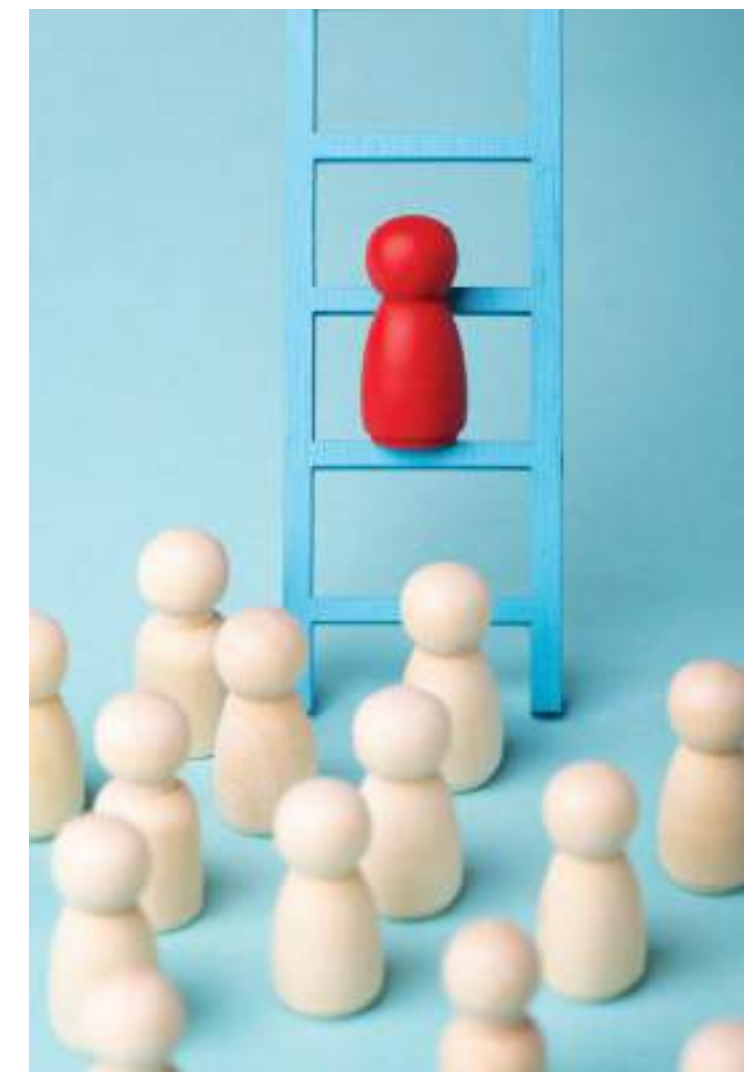
Leadership Potential

Many different characteristics have been associated with iconic and illustrious leaders and the debate about which of these are essential for leadership success continues. In this assessment we have focused on core qualities about which there is general agreement and that support leadership behaviour at any level within an organisation; effectiveness under pressure, determination to succeed, creating a vision, and creating the necessary synergies within the team to make this happen.

Motivation

Motivated people are self-starters who have the drive and aspiration to turn challenges into opportunities. Being results orientated, they willingly accept personal responsibility, and are determined to see things through to a successful conclusion. Their positive, optimistic, can-do attitude combined with their energy and enthusiasm helps to get projects started and goals achieved. These people will readily take the initiative and be motivated to succeed not just for themselves but for the team and for the organisation as a whole.

Resilience

This competency is concerned with coping with stress and remaining calm under pressure. High scorers will be confident and sure of themselves, without seeming arrogant. They will be neither moody nor inclined to take things personally and will discuss contrary views without taking offence. Such people are calm, self-confident and optimistic and have the personal autonomy to deal with issues (including criticism, conflict or abuse) without overreacting. These persons are emotionally intelligent, and can handle their, and their team's stress, in a positive way.

Risk Taking

This competency is concerned with having a propensity for risk taking. High scores are associated with calm, confident inquisitiveness, and optimistic enthusiasm rather than anxious, pessimistic self-doubt. Such people are not afraid to turn failure into lessons. They should be spontaneous, excitement seeking and willing to challenge convention. They focus more on opportunity than on the potential downside of any events or decisions.

Self Confidence

Individuals who possess self-confidence are generally comfortable with themselves, exhibit resilience in the face of challenges, and maintain a sense of self-assuredness even when encountering setbacks or failures. They have a strong belief in their capacity to achieve their goals, make decisions, and handle various situations effectively. Such persons develop themselves through self-reflection, personal growth, acquiring new skills, gaining experience, and setting and achieving realistic goals.

Analytic

Concerned with having a systematic and considered problem solving style, this competency requires a calm, logical approach to organisational issues. Such people will be wary of superficial conclusions and will want to base decisions on a thorough examination of all relevant information. High scorers will critically evaluate information from various sources and question the efficacy of different proposals or solutions. They will have an inquisitive and analytical approach, a big picture orientation and a preference for working from a sound knowledge base.

Creative

This competency is concerned with being curious and having lots of ideas - being a resourceful problem solver. It relies on an ability to make unusual, or even improbable, associations and to apply these to the conception of alternative strategies and solutions. Such people are divergent thinkers who allow their line of thought to move into previously unconsidered areas. While convergent strategies zoom in to a single best solution, divergent strategies zoom out to open things up and to bring in new perspectives and new material.

Decision Making

This competency is concerned with achieving an effective balance between cautious indecisiveness and inappropriate risk taking. High scorers will seek to ensure that they are adequately informed rather than taking unnecessary risks. However, effective decision makers need to be confident in their own abilities and able to make decisions in the face of uncertainty and unresolved questions when necessary. They need to know when deliberation has to be replaced by action. They also need the vision and big picture perspective to see the issues in their wider context.

Flexibility

This competency is concerned with having the capacity to cope with the unexpected. Candidates receiving a high rating are likely to appreciate when established or traditional approaches no longer work and may be due for review. Such people will recognise the need for re-organisation, whether they are a proponent or are on the receiving end of change. They welcome the views of others and are receptive to learning and to new ideas from a wide range of sources. They have the ability to adapt and welcome variety in their work.

Problem Solving

This competency is concerned with delivering effective solutions and having a good practical understanding of issues. High scorers will be imaginative and open to a wide range of ideas and influences and will consider both traditional and innovative options before committing to a solution. They should also be driven and concerned to quickly and successfully resolve any problems for which they have taken responsibility. Finally, high scorers should also have the confidence and self-belief to implement their ideas or put them forward for others to do so.

Strategic Awareness

This competency is concerned with the capacity to step back from events, to make an objective appraisal and to put this larger perspective to strategic advantage. This broader perspective may take in the wider environment, global trends, or future developments. High ratings on this competency also suggest an ability to appreciate an organisation's strategic advantages and disadvantages as well as the factors to be negotiated in meeting and achieving objectives. Such people will prefer evidence over opinion and will appreciate the wider implications of their decisions, both within and beyond the organisation.

Training Programme

The LCA suggests that the following modules will be offered to all levels. However, the cohorts will be fragmented according to the participants' requirements.

The Personal Development Bootcamp

- Introduction to interpersonal skills
- Mastering emotional intelligence at work
- Effective communication
- The power of assertiveness and self-confidence
- Delegation and decision making
- Time Management – Getting things done
- Developing personal motivation
- Dealing with conflict
- Thinking critically for independence
- Creativity and innovation
- Mental Health and Stress Management

Executive Secretaries

- Getting prepared for the audit process
- The Financial Requirements and financial reporting
- Effective Communication with internal and external stakeholders
- Effective leadership skills
- Developing effective teams
- Human Resources Management
- Human Resources Regulations and Recruitment process and tools
- Interviewing skills
- Effective Performance Appraisals
- Self confidence, assertiveness and decision making
- Report Writing

- Public Speaking, Speech Writing and Presentation Skills
- Digital marketing
- Project Management
- Green Public Procurement
- Tender writing
- Electronic Tendering
- Management Accounts
- Local Tribunals – their function and administrative process

Scale 11 and Scale 10

- Tender document writing
- Using EPPS fluently
- Requested and external audit preparation
- Report Writing
- Understanding the Financial Report
- GDPR for Data Protection Officers
- Supervisory Skills for the Public Service Employees
- The use of social media as a marketing tool
- Project Management
- Minute taking
- Introduction to Management accounts

Scale 13

- GDPR
- Public Relations and Social Media
- Developing your leadership skills
- Minute taking
- Understanding basic financial regulations in the Local Government Context
- Basic procurement Regulations in the Local Government Context
- SAGE overview and
- Basic project management and event coordination

Scale 16 and Scale 15

- Basic use of word document, excel and PowerPoint / ICDL
- ICT – access, disseminate, store and manage data and information
- Customer Care
- GDPR
- Teamwork
- Better writing in Maltese and English
- Basic knowledge on services offered by the Central Government
- Better work relations
- Communication with people with special needs

This training set is aimed at providing a kaleidoscope of skills that can produce comprehensive and effective professional excellence.

Training

The Art of Creativity and Innovation:

Unleashing the boundless potential of the mind, this course is a canvas for original thought. It guides participants through the nuances of creativity and innovation, fostering a mindset that sees challenges as opportunities for ingenious solutions.

Events Coordination:

This course transforms chaos into choreography, teaching the intricate dance of orchestrating seamless events. From meticulous planning to on-the-spot problem-solving, it equips participants with the skills needed to turn any gathering into a memorable experience.

Writing Project Proposals and Selecting the Right Partners:

Words matter: this is a masterclass in persuasive communication: This course sharpens participants ability to craft compelling project proposals that communicate, ispire and motivate. It will also delve into the best ways to strategically choose the right partners for their projects.

Public Relations:

This course delves into the intricate world of image-building and relationship management. Public Relations is a delicate dance of crafting narratives, managing crises, and fostering positive perceptions that are pivotal in today's interconnected working and organisational environments.

Stakeholder Engagement:

In this course, participants learn the art of balancing diverse interests. It explores different strategies to engage and satisfy stakeholders, ensuring a harmonious relationship that goes beyond mere transactions, whilst creating lasting value.

Digital Marketing and the Use of Social Media:

This course will help participants navigate the dynamic landscape of the digital world, that is so essential for communications and business. It is a playbook for leveraging social media and digital platforms to build brand presence, connect with audiences, and drive impactful marketing campaigns.

Speech Writing, Debating, and Public Speaking:

Developing the skills to transform thoughts into eloquence. This course is a journey through the intricacies of effective communication. From crafting powerful speeches to honing debating skills, it moulds participants towards becoming captivating and persuasive speakers.

Change Management:

Embracing the inevitability of change with strategic finesse. This course turns change problems into opportunities. It equips participants with the tools to navigate organizational transitions, foster adaptability and ensure that change becomes a catalyst for growth rather than a disruptor.

Managing Data and Statistics:

Decode the language of numbers. This course empowers participants to extract meaningful insights from data, and foster a data-driven decision-making approach that is so essential for navigating the complexities of the modern business landscape.

Report Writing and Presentation Skills:

Effective communication, written or verbal, masters the art of distilling complexity into clarity. This course polishes participants ability to communicate complex information in a way that works, whether in written reports or dynamic presentations, ensuring that the message resonates and becomes memorable.

Managing Focus Groups:

This course will help participants become aware and be able to analyse diverse perspectives. It is a guide to extracting valuable insights from focus groups, and will help in developing skills in understanding and integrating varied opinions into effective decision-making processes.

Teambuilding

As part of the training programme, teambuilding sessions can create a positive environment in which skills can be developed and synergised. Teambuilding sessions can include staff only, staff and councillors, as well as staff and councillors on a regional level. This has the potential to facilitate relationships and work processes, as well as inculcating team confidence and wellbeing.