Agenda Item No: 6 Report No: 208/13

Report Title: Proposed changes to redundancy compensation and pay

protection arrangements; implementation of a new

competency framework for all staff.

Report To: Employment Committee

Date: 16 December 2013

Cabinet Member:

Ward(s) Affected: All

Report By: Becky Cooke, Head of Organisational Development

Contact Officer(s)-

Name(s): Becky Cooke

Post Title(s): Head of Organisational Development

E-mail(s): Becky.cooke@lewes.gov.uk

Tel No(s): 07805 812060

1. Purpose of Report:

- 1.1 To provide guidance on proposed amendments to redundancy compensation and pay protection arrangements at Lewes District Council, in order that Employment Committee can make an appropriate recommendation to full Council and changes can be reflected in the 2014 Pay Policy Statement.
- 1.2 To provide guidance on the proposed implementation of a competency framework for all staff at Lewes District Council.

2. Officers Recommendation(s):

- 2.1 To note the contents of the report.
- 2.2 To agree to amend Lewes District Council's redundancy multiplier to 1.75 (see paragraphs 4.1 4.7).
- 2.3 To agree to maintain the period of pay protection at a maximum of 3 years, but to introduce a tapering down arrangement of Year 1 100%; Year 2 66%; Year 3 33% (see paragraphs 4.8 4.12).
- 2.4 To agree to revise the redundancy policy so that where the difference in salary between the two posts (current and proposed) exceeds 10%, pay protection will not usually apply (subject to exceptional circumstances) on the basis that it is unlikely to be considered a 'suitable alternative' to redundancy.

- 2.5 To make a recommendation to full Council to accept these proposed changes, so that our policy on the use of discretionary powers can be picked up in the revised Pay Policy Statement due to go to Council for annual approval on 26 February 2014.
- 2.6 To note the implementation of the draft Core and Management Competency Framework attached as Appendix 4 (see paragraphs 4.13 4.19).

3 Reasons for Recommendations

- 3.1 Current pressure on public finances providing an opportunity to scrutinise all expenditure to ensure it represents appropriate value for money.
- 3.2 To bring Lewes District Council's compensation arrangements better into line not only with our neighbouring authorities but also with the national drive to reduce public spending.
- 3.3 To provide Lewes District Council with the opportunity to align individual performance with our overall business objectives by having a defined set of competencies by which to measure that performance.

4 Information

Redundancy Compensation

- 4.1 An employee who has worked with us under a contract of employment for 2 years or more and who is made redundant is entitled to a redundancy payment.
- 4.2 Statutory redundancy pay is:
 - half a week's pay for each full year employed whilst under 22
 - 1 week's pay for each full year employed as 22 or older, but under 41
 - 1 and a half week's pay for each full year employed as 41 or older
 - ...with a week's pay being capped at £450. *Appendix 1* is the statutory redundancy calculator.
- 4.3 Under the Local Government Regulations 2006, authorities have the power to base a week's pay for those made redundant on an amount up to the actual weekly pay of the redundant employee. So for employees whose week's pay is above the £450 maximum, local authorities can choose to base the calculation on any sum between £450 and an actual week's earnings. As a general rule, actual week's pay is used (89% of LAs who responded to LGA 2013 survey).
- 4.4 Authorities also have the power to augment the redundancy payment see table in *Appendix 2* for details of enhancements locally. Compulsory redundancy will always be a last resort after all other alternative options have been considered. The purpose of authorities augmenting the statutory payment is to recognise the impact redundancy has on our staff, that the termination is involuntary, the loss of service related benefits and the risk of

not finding a comparable job.

4.5 Options to consider:

- 4.5.1 pay only statutory redundancy pay translates as a maximum of £450 per week. The benefit would be minimal outlay for LEWES DISTRICT COUNCIL but we could predict strong resistance from unions and staff and negative perceptions in terms of the value we place in our staff and around being an employer of choice.
- 4.5.2 continue current arrangements but reduce multiplier. So severance is based on a multiplier of statutory redundancy provisions (Appendix 1) using actual week's pay. Benefits are that the calculation has a basis in statutory provisions as protection against legal challenge, it would allow us to increase payments by the same factor for all staff and would still provide an enhancement to the statutory requirement.
- 4.6 Appendix 3 shows potential financial savings in the event that the multiplier is reduced from 2 to 1.75. It shows that financial impact on individuals would be relatively small, but it is anticipated that there would be a more significant collective impact for Lewes District Council over a period of time. A reduction to 1.75 would also bring the Council into line with East Sussex County Council, Eastbourne Borough and Rother District Councils, and is agreed in principle by the Corporate Management Team.
- 4.7 These proposed changes to current arrangements will need to involve consultation with the unions, consideration by full Council and one month's notice of change publicised before putting into action.

Pay Protection

- 4.8 Councils can also choose to apply pay protection arrangements in particular circumstances. See table in *Appendix 2* for details of arrangements locally.
- 4.9 Lewes District Council has historically had a low number of staff on pay protection arrangements, however it's reasonable to assume this picture could change as we embark on this period of change.

4.10 Options to consider:

- 4.10.1 reducing pay protection period and / or introducing a tapering arrangement
- 4.10.2 providing further clarification in the Redundancy and Redeployment Procedure around circumstances in which pay protection may or may not apply e.g. guideline around maximum reduction (as % or number of grades)
- 4.11 CMT have agreed in principle to maintaining the current 3 years protection period, but introducing a tapering arrangement of Year 1 100% protection, Year 2 66% and Year 3. This seems an appropriate compromise between needing to reduce the generous existing scheme, but also wanting to minimise

- the impact as far as practicable for any staff who take up a role at a lesser salary in the new structure in the face of redundancy.
- 4.12 Again, these proposed changes will need to be subject to consultation with the unions and notice given.

Draft Core and Management Competency Framework

- 4.13 Lewes District Council needs to be able to define the attitudes and behaviours that it requires of its staff and have a mechanism by which to support and measure to ensure staff are reaching the required level or standard.
- 4.14 By having a defined set of competencies we are demonstrating the kind of behaviours we value and which we require to help us perform our business.
- 4.15 Competencies have a range of uses:
 - Support the selection of the right person for the role
 - Provide a consistent measure of performance
 - Provide a structured way of describing behaviour
 - Shape and define a culture based around strong principles such as customer service, collaborative working and positive attitude
 - Provide a tool to help managers give constructive feedback
 - Inform staff what they can expect from their managers
 - Provide a self assessment tool for individuals
 - Provide a mechanism to support the development of personal development plans
- 4.16 The framework (attached as **Appendix 4**) will be a cornerstone to delivering the Corporate Plan and supporting the Council's ambitions to continually improve the services we provide to our customers.
- 4.17 The draft framework consists of 6 core and 4 management competencies, with the core applying to all staff regardless of their role and function, and the management ones applying to any staff who have supervisory responsibility.
- 4.18 They will form an integral part of our appraisal process and employees will be recruited with the competencies in mind.
- 4.19 Briefing sessions and workshops will be held to inform staff of the competencies and what they mean, and to train managers in using them appropriately.

5 Financial Appraisal

5.1 See paragraph 4.6 and Appendix 3. Lewes District Council has enjoyed a situation in recent years of very few redundancy and pay protection situations

- so there is limited scope for assessing financial impact based on extrapolation of previous arrangements.
- 5.2 This situation is likely to change over the course of the next 2 to 3 years and Lewes District Council needs to be in the best position to react to and accommodate the changes financially.

6 Legal Implications

The Legal Services Department has made the following comments:

6.1 All implications covered in the body of the report.

7 Sustainability Implications

I have completed the Sustainability Implications Questionnaire and there are no significant effects as a result of these recommendations *(or)*

8 Risk Management Implications

There are no risk management implications arising as a result of these recommendations.

9 Equality Screening

9.1 An initial screening will be undertaken to determine whether a full analysis is required for both the proposed policy changes and the implementation of the competency framework. The corporate Equalities Officer has been alerted to the potential changes.

Appendices

Appendix 1 - statutory redundancy calculator

Appendix 2 – local enhancements of neighbouring authorities

Appendix 3 – potential financial savings of reducing redundancy multiplier from 2 to 1.75

Appendix 4 – draft Core and Management Competency Framework

Appendix 1

									S	ervic	e (Ye	ars)							
Age	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
17*	1																		
18	1	1½	Ì				İ										İ		
19	1	1½	2				İ										İ		
20	1	1½	2	2½	-														
21	1	1½	2	2½	3	-													
22	1	1½	2	2½	3	3½	-												
23	11/2	2	2½	3	3½	4	4½	-											
24	2	2½	3	3½	4	41/2	5	5½	-										
25	2	3			4½	5	5½	6	6½	-									
26	2		4	41/2	5	5½	6	6½	7	71/2	-								
27	2	3	4	5	5½	6	6½	7	7½	8	81/2	-							
28	2		4	5	6	6½	7	71/2	8	8½	9	9½	-						
29	2	3	4	5	6	7	7½	8	8½	9	91/2	10	10½	-					
30	2	3	4	5	6	7	8	8½	9	9½	10	10½	11	11½	-				
31	2	3	4	5	6	7	8	9	9½	10	10½	11	11½	12	12½	-			
32	2	3	4	5	6	7	8	9	10	10½	11	11½	12	12½	13	13½	-		
33	2	3	4	5	6	7	8	9	10	11	11½	12	12½	13	13½	14	141/2	-	
34	2	3	4	5	6	7	8	9	10	11	12	12½	13	13½	14	141/2	15	15½	-
35	2	3	4	5	6	7	8	9	10	11	12	13	13½	14	141/2	15	15½	16	16½
36	2	3	4	5	6	7	8	9	10	11	12	13	14	141/2	15	15½	16	16½	17
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15½	16	16½	17	17½
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16½	17	171/2	18
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17½	18	18½
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18½	19
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19½
42	21/2	3½	41/2	5½	61/2	71/2	8½	9½	10½	11½	121/2	13½	141/2	15½	16½	17½	18½	19½	20½
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
44	3	41/2	5½	61/2	71/2	8½	9½	10½	11½	12½	13½	141/2	15½	16½	17½	18½	19½	20½	21½
45	3	4½	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
46	3	4½	6	71/2	81/2	9½	10½	11½	12½	13½	141/2	15½	16½	17½	18½	19½	20½	21½	22½
47	3	4½	6	71/2	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
48	3	41/2	6	71/2	9	10½	11½	12½	13½	141/2	15½	16½	17½	18½	19½	20½	21½	22½	23½
49	3	41/2	6	71/2	9	10½	12	13	14	15	16	17	18	19	20	21	22	23	24
50	3	41/2	6	71/2	9	10½	12	13½	141/2	15½	16½	17½	18½	19½	20½	21½	22½	23½	24½
51	3	41/2	6	71/2	9	10½	12	13½	15	16	17	18	19	20	21	22	23	24	25
52	3	4½	6	71/2	9	10½	12	13½	15	16½	17½	18½	19½	20½	21½	22½	23½	24½	25½
53	3	4½	6	71/2	9	10½	12	13½	15	16½	18	19	20	21	22	23	24	25	26
54	3	4½	6	71/2	9	10½	12	13½	15	16½	18	19½	20½	21½	22½	23½	241/2	25½	26½
55	3	41/2	6	71/2	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27
56	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½
57	3	4½	6	7½	i –	10½	i 	13½	i 	16½	18	19½		22½		25	26	27	28
58	3	4½	-	7½	-	10½		13½		16½		19½	i 	22½		25½	26½	27½	28½
59	3	4½	6	7½	_	10½		13½	-	16½		19½	_	22½	_	25½	_	28	29
60	3	4½	i -	7½	-	10½	i 	13½	i 	16½	18	19½	1	22½	_	25½	1	28½	29½
61+	3	4½	-	7½	-	10½	12	13½		16½	18	19½	 	22½		25½		28½	30

Appendix 2 Local enhancements to statutory redundancy payment:

Authority	Multiplier	Pay Protection Arrangements
Arun	2.2	1 year in a redeployment situation following redundancy
Chichester	2.2	No protection where post at risk, offered redundancy but accepted role at lower level. Where post is regraded or employee moves role due to ill health, 3 years protection (tapered)
Crawley	tbc	2 years where individual is redeployed to a post within 2 grades
Eastbourne	1.75	Up to 2 years where employee redeployed into 'same or similar' role
ESCC	1.75	As an alternative to redundancy – pay protected up to 10% for up to 1 year As result of move to single status grade – pay protected for up to 3 years
Hastings	2	
Horsham	2.2 (1.5 times based on actual salary and 0.7 times capped at statutory minimum)	3 years (looking to reduce to 1 year)
Lewes	2	3 years
Mid Sussex	2 for compulsory; 2.1 for voluntary	3 years
Rother	1.75	3 years. If drop is more than 1 grade down, immediate reduction of 1 grade then protected for 3 years.
Wealden	2 (but the multiplied element can be clawed back in part of full to offset pension capital costs)	2 years protection (or up to the equivalent cost of the severance, whichever is the lower). Up to 3 years for cases of ill health.
West Sussex	1.5	3 years, no more than 15%, graded reduction (100%, 60%, 40%)

Appendix 3

	<u> </u>																			
note LDC norm is	s that total payr	nent will not	exceed 60	weeks. Amo	ounts below	are not limi	ited to the no	orm - impact n	ot significar	t										
				Current m	ultiplier 2				A	Iternative m	ultiplier 1.7	5				Savir	na			
rade: SC03	£18,018			0 0.11011111	.a.ap.io. 2						anapiror iii					- Cum	·s			
		Years servi						Years servi						Years service						
	Age	5	10	15	20	25	30	5	10	15	20	25	30	5	10	15	20	25	30	Average
	25	2,772						2,426						346						
	35	3,465	6,930	9,702	45.040	40.050		3,032	6,064	8,489	10.010	40.075		433	866	1,213	4.000	0.000		
	45 55	4,851	8,316	11,781	15,246	19,058	05.000	4,244	7,276	10,308	13,340	16,675	00.700	607	1,040	1,473	1,906	2,383	0.040	1.502
	55	5,198	10,395	15,246	18,711	22,522	25,988	4,548	9,096	13,340	16,372	19,707	22,739	650	1,299	1,906	2,339	2,815	3,249	1,502
irade: SC05	23,093																			
		Years serv	ce					Years serv	ce					Years service	9					
	Age	5	10	15	20	25	30	5	10	15	20	25	30	5	10	15	20	25	30	Average
	25	3,553						3,109						444						
	35	4,441	8,882	12,435				3,886	7,772	10,880				555	1,110	1,555				
	45	6,217	10,658	15,099	19,540	24,425		5,440	9,326	13,212	17,098	21,372		777	1,332	1,887	2,442	3,053		
	55	6,661	13,323	19,540	23,982	28,866	33,307	5,829	11,658	17,098	20,984	25,258	29,144	832	1,665	2,442	2,998	3,608	4,163	1,924
Grade: SO01	28,197																			
		V						V						Vanua aamia	_					
	٨٥٥	Years serv	ce 10	15	20	25	30	Years serv	ce 10	15	20	25	30	Years service	e 10	15	20	25	20	Averese
	Age 25	4,338	10	10	20	25	30	3,796	10	15	20	25	30	542	10	15	20	25	30	Average
	35	5,423	10,845	15,183				4.745	9.489	13,285				678	1.356	1.898				
	45	7,592	13,014	18,437	23,859	29,824		6,643	11,387	16,132	20,877	26,096		949	1,627	2,305	2,982	3,728		
	55	8,134	16,267	23,859	29,282	35,246	40,669	7,117	14,234	20,877	25,621	30,840	35,585	1,017	2,033	2,982	3,661	4,406	5,084	2,350
Grade: PO 3-6	34.076																			
rade: PO 3-6	34,076	V						V						V						
	Ago	Years serv	10	15	20	25	30	Years serv	10	15	20	25	30	Years service	10	15	20	25	20	Averege
	Age 25	5,242	10	10	20	25	30	4,587	10	15	20	25	30	655	10	10	20	20	30	Average
	35	6,553	13,106	18,349				5,734	11,468	16,055				819	1.638	2.294				
	45	9,174	15,727	22,280	28,834	36,042		8,028	13,761	19,495	25,229	31,537		1,146	1,966	2,785	3,605	4,505		
	55	9,830	19,659	28,834	35,387	42,595	49,148	8,601	17,202	25,229	30,963	37,271	43,005	1,229	2,457	3,605	4,424	5,324	6,143	2,840
Grade: PO 11-14	41,810																			
Jiaue. 1 O 11-14	41,010	V2255 225						V						Voore comin	-					
	Ago	Years serv	ce 10	15	20	25	30	Years serv	ce 10	15	20	25	30	Years service	e 10	15	20	25	20	Averes
	Age 25	6,432	10	10	20	∠5	30	5,628	10	10	20	25	30	804	10	10	20	20	30	Average
	35	8,040	16,081	22,513				7,035	14,071	19,699				1,005	2.010	2,814				
	45	11,257	19,297	27,337	35,378	44,222		9,849	16,885	23,920	30,955	38,694		1,408	2,412	3,417	4,423	5,528		
	45	11,201	10,201	35,378	43,418	52,262	60,303	10,553	21,106	30,955	37,991	45,730	52,765	1,508	3,015	4,423	5,427	6,532	7,538	3,484

Statutory calculation

£41,810 <-- Annual Salary £804.04

£450.00 <-- Weekly Salary (capped at £450)

20 <-- Completed Years Service</p>

45 <-- Age

29 <-- Row ref = age in table</pre>

20 <-- Column ref = years service in table</p>

22 <-- Index = number of weeks equivalent looked up</p>

£9,900.00 <-- Payment

LDC Calculation

£41,810 <-- Annual Salary

£804.04 <-- Weekly Salary (not capped)

20 <-- Completed Years Service</p>

45 <-- Age

<-- Row ref = age in table</pre>

20 <-- Column ref = years service in table</p>

44 <-- Index = number of weeks equivalent looked up

£35,377.69 <-- Payment

2 FACTOR

			. 1		-					40		1 40 1	40		45	41	47	40	40		04		00	0.4	05	0.1	0.7			
Age	0	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
17	0	1																												
18	0	1	1.5																									$oxed{\Box}$		
19 20	0	1	1.5 1.5	2	2.5																									
21	0	1	1.5	2	2.5	3																								
22	0	1	1.5	2	2.5	3	3.5																							
23 24	0	1.5 2	2.5	2.5	3.5	3.5 4	4.5	4.5 5	5.5																					
25	0	2	3	3.5	4	4.5	5	5.5	6	6.5																				
26	0	2	3	4	4.5	5	5.5	6	6.5	7	7.5																			
27 28	0	2	3	4	5 5	5.5 6	6.5	6.5 7	7.5	7.5 8	8 8.5	8.5 9	9.5																	
29	0	2	3	4	5	6	7	7.5	8	8.5	9	9.5	10	10.5																
30	0	2	3	4	5	6	7	8	8.5	9	9.5	10	10.5	11	11.5															
31	0	2	3	4	5	6	7	8	9	9.5	10	10.5	11	11.5	12	12.5	40.5													
32 33	0	2	3	4	5 5	6	7	8	9	10 10	10.5 11	11 11.5	11.5 12	12 12.5	12.5 13	13 13.5	13.5 14	14.5												
34	0	2	3	4	5	6	7	8	9	10	11	12	12.5	13	13.5	14	14.5	15	15.5											
35	0	2	3	4	5	6	7	8	9	10	11	12	13	13.5	14	14.5	15	15.5	16	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5
36 37	0	2	3	4	5 5	6	7	8	9	10 10	11 11	12 12	13 13	14 14	14.5 15	15 15.5	15.5 16	16 16.5	16.5 17	17 17.5	17 17.5	17 17.5	17 17.5	17 17.5	17 17.5	17 17.5	17 17.5	17 17.5	17 17.5	17 17.5
38	0	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16.5	17	17.5	18	18	18	18	18	18	18	18	18	18	18
39	0	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17.5	18	18.5	18.5	18.5	18.5	18.5	18.5	18.5	18.5	18.5	18.5	18.5
40	0	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17 17	18	18.5	19 19.5	19	19	19	19	19	19	19	19	19	19
41	0	2.5	3.5	4.5	5 5.5	6.5	7.5	8.5	9.5	10 10.5	11 11.5	12 12.5	13 13.5	14 14.5	15 15.5	16 16.5	17.5	18 18.5	19 19.5	19.5 20.5	19.5 20.5	19.5 20.5	19.5 20.5	19.5 20.5	19.5 20.5	19.5 20.5	19.5 20.5	19.5 20.5	19.5 20.5	19.5 20.5
43	0	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	21	21	21	21	21	21	21	21	21	21
44	0	3	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	21.5	21.5	21.5	21.5	21.5	21.5	21.5	21.5	21.5	21.5
45 46	0	3	4.5 4.5	6	7 7.5	8 8.5	9 9.5	10 10.5	11 11.5	12 12.5	13 13.5	14 14.5	15 15.5	16 16.5	17 17.5	18 18.5	19 19.5	20 20.5	21 21.5	22 22.5	22 22.5	22 22.5	22 22.5	22 22.5	22 22.5	22 22.5	22 22.5	22 22.5	22 22.5	22 22.5
47	0	3	4.5	6	7.5	9	10	11	12	13	14	15	16	17	18	19	20	20.5	22	23	23	23	23	23	23	23	23	23	23	23
48	0	3	4.5	6	7.5	9	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	23.5	23.5	23.5	23.5	23.5	23.5	23.5	23.5	23.5	23.5
49	0	3	4.5	6	7.5		10.5	12	13	14	15 15.5	16 16.5	17	18	19	20 20 F	21	22	23	24	24	24	24	24	24	24	24	24	24	24
50 51	0	3	4.5 4.5	6	7.5 7.5	9	10.5 10.5	12 12	13.5 13.5	14.5 15	15.5 16	16.5 17	17.5 18	18.5 19	19.5 20	20.5 21	21.5 22	22.5 23	23.5 24	24.5 25	24.5 25	24.5 25	24.5 25	24.5 25	24.5 25	24.5 25	24.5 25	24.5 25	24.5 25	24.5 25
52	0	3	4.5	6	7.5	9	10.5	12	13.5	15	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	24.5	25.5	25.5	25.5	25.5	25.5	25.5	25.5	25.5	25.5	25.5	25.5
53	0	3	4.5	6	7.5		10.5		13.5	15	16.5	18	19	20	21	22	23	24	25	26	26	26	26	26	26	26	26	26	26	26
54 55	0	3	4.5 4.5	6	7.5 7.5		10.5 10.5		13.5 13.5		16.5 16.5	18 18	19.5 19.5	20.5 21	21.5	22.5 23	23.5 24	24.5 25	25.5 26	26.5 27	26.5 27	26.5 27	26.5 27	26.5 27	26.5 27	26.5 27	26.5 27	26.5 27	26.5 27	26.5 27
56	0	3	4.5	6	7.5	9	10.5		13.5	15	16.5	18	19.5		22.5	23.5	24.5	25.5	26.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5
57	0	3	4.5	6	7.5		10.5	12	13.5	15	16.5	18	19.5		22.5	24	25	26	27	28	28	28	28	28	28	28	28	28	28	28
58	0	3	4.5	6	7.5		10.5		13.5		16.5	18	19.5		22.5	24	25.5	26.5	27.5	28.5	28.5	28.5	28.5	28.5	28.5	28.5	28.5	28.5	28.5	28.5
59 60	0	3	4.5 4.5	6	7.5 7.5	9	10.5 10.5	12 12	13.5 13.5	15 15	16.5 16.5	18 18	19.5 19.5		22.5 22.5		25.5 25.5	27 27	28 28.5	29 29.5	29 29.5	29 29.5	29 29.5	29 29.5	29 29.5	29 29.5	29 29.5	29 29.5	29 29.5	29 29.5
61	0	3	4.5	6	7.5	9	10.5		13.5	15	16.5	18	19.5		22.5	24	25.5	27	28.5	30	30	30	30	30	30	30	30	30	30	30
LDC	Length of	Service 2	3	factor 4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Age	0		J	-	J	J	,	J	,	10	1.1	14	13	1-7	10	10	.,	10	17	20	٤١	44	23	24	20	20	21	20	£7	50
	0																													
17	<u> </u>	2		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									
17 18	0	2		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									
17	0	2		0 0 4 4	0 0 0 5	0 0 0	0 0	0 0 0	0 0 0	0 0 0		0	0 0 0	_	0 0	0 0	0 0 0	0 0 0	0 0	0 0	0 0 0									
17 18 19 20 21	0 0	2 2 2 2		0 0 4 4	0 0 0 5 5	0 0 0 0	0 0 0 0	0	0 0 0 0	0 0 0 0	0	0		0	0 0 0 0	0 0 0	0 0 0 0	0	0 0 0 0	0 0 0 0	0 0 0 0									
17 18 19 20 21 22	0	2 2 2 2 2		0 0 4 4 4 4	0 0 0 5 5	0 0 0 0 6	0 0 0 0 0 7	0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0	0	0 0 0 0	0	0 0 0 0	0 0 0 0	0 0 0	0 0 0 0 0	0 0 0	0 0 0 0									
17 18 19 20 21	- ·	2 2 2 2 2 2 3		0 0 4 4 4 4 5	0 0 0 5 5 5	0 0 0 0 6 6	0 0 0 0 0 7 8	0 0 0 0	0	0 0 0 0 0 0	0 0	0 0 0 0	0	0 0 0	0	0 0 0 0 0	0 0 0 0 0 0	0	0 0 0 0 0 0	0 0 0 0 0	0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25	0	2 2 2 2 2 2 2 3 4		0 0 4 4 4 4 5 6	0 0 5 5 5 6 7	0 0 0 6 6 7 8	0 0 0 0 7 7 8 9	0 0 0 0 9 10	0 0 11 12	13	0 0 0 0 0 0 0	0 0 0 0 0 0	0	0 0 0 0 0 0	0	0 0 0 0 0 0	0	0 0 0 0 0	0 0 0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26	0	2 2 2 2 2 2 3 4 4		0 0 4 4 4 4 5 6 7	0 0 0 5 5 5 6 7 8	0 0 0 6 6 7 8 9	11	0 0 0 0 9 10 11	0 0 11 12 13	13 14	0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0	0 0 0 0 0	0 0 0 0 0 0 0	0	0 0 0 0 0	0	0 0 0 0 0	0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27	0	2 2 2 2 2 3 4 4 4		0 0 4 4 4 4 5 6 7 8 8	0 0 0 5 5 5 6 7 8 9	11	11 12	0 0 0 0 9 10 11 12	0 0 11 12 13	13 14 15	0 0 0 0 0 0 0 0 0 0 15	0 0 0 0 0 0 0 0 0	0 0 0 0 0	0 0 0 0 0 0 0 0	0	0 0 0 0 0 0 0 0 0	0	0 0 0 0 0	0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28	0	2 2 2 2 2 2 3 4 4		0 0 4 4 4 4 5 6 6 7 7 8 8 8	0 0 0 5 5 5 6 7 7 8 9 10	11	11	0 0 0 0 9 10 11	0 0 11 12 13 14 15	13 14	0 0 0 0 0 0 0 0 0 15 16 17	0 0 0 0 0 0 0 0 0 0 0 0 17 18	0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0	0	0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29	0	2 2 2 2 2 2 3 4 4 4 4 4 4 4		0 0 4 4 4 4 5 6 6 7 7 8 8 8 8	10 10 10	11 12 12 12	11 12 13 14 14	0 0 0 9 10 11 12 13 14 15	0 0 11 12 13 14 15 16	13 14 15 16 17	0 0 0 0 0 0 0 0 15 16 17 18	0 0 0 0 0 0 0 0 0 0 0 17 18 19	0 0 0 0 0 0 0 0 0 19 20 21	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0		0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30	0	2 2 2 2 2 2 3 4 4 4 4 4 4 4 4 4 4 4 4 4		0 0 4 4 4 4 4 5 7 7 7 8 8 8 8 8	10 10 10 10	11 12 12 12 12	11 12 13 14 14 14	0 0 0 0 9 10 11 12 13 14 15	0 0 11 12 13 14 15 16 17	13 14 15 16 17 18 19	0 0 0 0 0 0 0 0 0 15 16 17 18	0 0 0 0 0 0 0 0 0 0 0 0 177 188 19	0 0 0 0 0 0 0 0 19 20 21	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25	0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	000000000000000000000000000000000000000	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33	0	2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 4 5 6 6 6 6 6 6 6 6 6	0 0 4 4 4 4 4 5 6 6 7 7 8 8 8 8 8 8 8 8	10 10 10 10 10 10	11 12 12 12 12 12 12	11 12 13 14 14 14 14 14	0 0 0 0 9 10 11 12 13 14 15 16 16	0 0 11 12 13 14 15 16 17 18	13 14 15 16 17 18 19 20 20	0 0 0 0 0 0 0 0 0 0 15 16 16 17 18 19 200 21 1 22	0 0 0 0 0 0 0 0 0 0 0 17 18 19 20 21 22	0 0 0 0 0 0 0 0 19 20 21 22 22 23	0 0 0 0 0 0 0 0 0 0 0 0 0 2 1 22 22 23 24	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 2 3 2 3 2	25 26 27	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 32 33 34	000000000000000000000000000000000000000	2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 3 4 4 5 6 6 6 6 6 6 6 6 6 6 6 6	0 0 4 4 4 4 4 5 6 7 7 8 8 8 8 8 8 8	10 10 10 10 10 10	11 12 12 12 12 12 12 12	11 12 13 14 14 14 14 14 14	0 0 0 0 9 10 11 12 13 14 15 16 16 16 16	0 0 11 12 13 14 15 16 17 18 18	13 14 15 16 17 18 19 20 20	0 0 0 0 0 0 0 0 0 15 16 177 18 19 20 21 222	0 0 0 0 0 0 0 0 0 0 0 0 177 188 19 20 21 22 23	0 0 0 0 0 0 0 0 0 19 20 21 22 23 24	0 0 0 0 0 0 0 0 0 0 0 0 2 1 22 22 23 24 25 26	0 0 0 0 0 0 0 0 0 0 0 0 0 0 23 24 25 26	25 26 27 28	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0		0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35	0 0 0 0 0 0 0 0 0 0 0	2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 4 4 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	0 0 4 4 4 4 4 5 6 6 7 7 8 8 8 8 8 8 8 8	10 10 10 10 10 10 10	11 12 12 12 12 12 12 12 12	11 12 13 14 14 14 14 14 14 14	0 0 0 9 10 11 12 13 14 15 16 16 16	0 0 0 111 12 13 13 14 15 16 17 18 18 18 18 18 18	13 14 15 16 17 18 19 20 20 20	0 0 0 0 0 0 0 0 15 16 177 18 19 20 21 22 22	0 0 0 0 0 0 0 0 0 0 17 18 18 19 20 21 22 22 24	0 0 0 0 0 0 0 0 19 20 21 22 23 24 25	0 0 0 0 0 0 0 0 0 0 0 0 0 21 22 22 23 24 25 26	0 0 0 0 0 0 0 0 0 0 0 0 0 23 24 25 26 27 28	25 26 27 28 29	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	33	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 32 33 34	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 4 4 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	0 0 4 4 4 4 4 5 6 7 7 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	10 10 10 10 10 10	11 12 12 12 12 12 12 12 12 12	11 12 13 14 14 14 14 14 14	0 0 0 0 9 10 11 12 13 14 15 16 16 16 16	0 0 0 11 12 13 13 14 15 16 17 18 18 18 18 18 18 18 18 18 18 18	13 14 15 16 17 18 19 20 20 20 20	0 0 0 0 0 0 0 0 155 16 17 18 19 20 21 22 22 22 22	0 0 0 0 0 0 0 0 0 0 17 18 19 22 22 23 24 24 24	0 0 0 0 0 0 0 0 19 20 21 22 23 24 25 26	0 0 0 0 0 0 0 0 0 0 0 0 21 22 23 24 25 27	0 0 0 0 0 0 0 0 0 0 0 0 0 0 2 4 25 26 27 28 28 29	25 26 27 28 29	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	33 34	000000000000000000000000000000000000000									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2 2 2 2 2 2 2 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 4 4 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	0 0 4 4 4 4 4 5 6 7 7 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	10 10 10 10 10 10 10 10 10 10	11 12 12 12 12 12 12 12 12 12 12 12	11 12 13 14 14 14 14 14 14 14 14 14	0 0 0 0 9 10 11 12 13 14 16 16 16 16 16 16	0 0 0 11 12 13 14 15 16 17 18 18 18 18 18 18 18	13 14 15 16 17 18 19 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 15 16 17 18 18 19 20 21 22 22 22 22 22	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 19 20 21 22 22 23 24 25 26 26	0 0 0 0 0 0 0 0 0 0 0 0 21 12 22 23 24 25 5 26 27 28 28	0 0 0 0 0 0 0 0 0 0 0 0 23 24 25 26 27 28 29 30	25 26 27 28 29 30 31 32	0 0 0 0 0 0 0 0 0 0 0 0 0 27 28 29 30 31 32 33	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	33 34 35 36	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2 2 2 2 2 2 2 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 4 4 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	0 0 4 4 4 4 4 5 5 6 6 7 7 7 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	10 10 10 10 10 10 10 10 10 10 10	12 12 12 12 12 12 12 12 12 12 12 12 12	11 12 13 14 14 14 14 14 14 14 14 14 14 14	0 0 0 0 9 10 11 122 13 14 15 16 16 16 16 16 16 16 16	0 0 0 11 12 13 14 15 16 17 18 18 18 18 18 18 18	13 14 15 16 17 17 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 15 15 16 17 18 18 20 21 22 22 22 22 22 22 22	0 0 0 0 0 0 0 0 0 0 0 17 18 19 20 21 22 23 24 24 24	0 0 0 0 0 0 0 0 20 21 22 23 24 25 26 26 26	0 0 0 0 0 0 0 0 0 0 0 21 22 23 3 24 25, 26 27, 28 28 28	0 0 0 0 0 0 0 0 0 0 0 0 23 24 25 26 27 28 29 30 30 30	25 26 27 28 29 30 31 32	0 0 0 0 0 0 0 0 0 0 0 0 27 28 29 30 31 32 33	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	33 34 35 36 37	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2 2 2 2 2 2 2 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 4 4 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	0 0 4 4 4 4 4 5 5 6 6 7 7 7 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	10 10 10 10 10 10 10 10 10 10	12 12 12 12 12 12 12 12 12 12 12 12 12 1	11 12 13 14 14 14 14 14 14 14 14 14	0 0 0 0 9 10 11 122 13 14 15 16 16 16 16 16 16 16 16	0 0 0 111 122 133 144 155 166 177 188 188 188 188 188 188 188 188 188	13 14 15 16 17 18 19 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 17 17 20 21 22 23 24 24 24 24 24	0 0 0 0 0 0 0 19 21 22 23 24 26 26 26 26 26	0 0 0 0 0 0 0 0 0 0 0 21 22 22 23 24 25 26 26 28 28 28	0 0 0 0 0 0 0 0 0 0 0 0 23 24 25 26 27 28 29 30 30 30	25 26 27 28 29 30 31 32	0 0 0 0 0 0 0 0 0 0 0 0 0 27 28 29 30 31 32 33	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	33 34 35 36 37	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 41	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2 2 2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 4 4 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	0 0 4 4 4 4 4 5 5 6 6 7 7 7 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	10 10 10 10 10 10 10 10 10 10 10 10 10 1	11 12 12 12 12 12 12 12 12 12 12 12 12 1	11 12 13 14 14 14 14 14 14 14 14 14 14 14 14	0 0 0 0 9 10 11 12 13 14 16 16 16 16 16 16 16 16 16	0 0 0 11 13 14 15 16 17 18 18 18 18 18 18 18 18 18 18 18 18 18	13 14 15 16 17 18 19 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 19 20 21 22 23 24 25 26 26 26 26 26 26	0 0 0 0 0 0 0 0 0 0 0 0 21 22 23 3 24 25 25 27 28 28 28 28 28	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 23 24 25 26 27 28 29 30 30 30 30 30 30 30 30 30 30 30 30 30	25 26 27 28 29 30 31 31 32 32 32 32	0 0 0 0 0 0 0 0 0 0 0 27 28 29 30 31 32 22 33 34 34 34	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 3 3 3 3	33 34 35 36 37 38 39 41	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 45 35 36 37 38 39 40 41 42 43	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 4 4 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	0 0 4 4 4 4 4 5 6 7 7 7 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	10 10 10 10 10 10 10 10 10 10 10 10 10 1	11 12 12 12 12 12 12 12 12 12 12 12 12 1	11 12 13 14 14 14 14 14 14 14 14 14 14 14 14 14	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 11 122 133 14 15 16 17 17 18 18 18 18 18 18 18 18 18 18 18 18 18	13 14 15 16 17 18 19 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 15 15 16 17 18 18 20 21 22 22 22 22 22 22 22 22 22 22 22 22	0 0 0 0 0 0 0 0 0 0 0 17 18 18 19 20 21 22 23 24 24 24 24 24 24 24 24 24	0 0 0 0 0 0 0 19 20 21 22 23 24 25 26 26 26 26 26 26 27	0 0 0 0 0 0 0 0 0 0 0 21 22 22 22 25 26 27 28 28 28 28 28 28	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 23 24 25 26 27 28 29 30 30 30 30 30 30 30 30 30 30 30 30 30	25 26 27 28 29 30 31 32 32 32 32 33	0 0 0 0 0 0 0 0 0 0 0 0 27 28 29 30 31 32 33 34 34 34 34 35	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	33 34 35 36 37 38 39 41	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 41	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2 2 2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 4 4 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	0 0 4 4 4 4 4 5 6 7 7 7 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	10 10 10 10 10 10 10 10 10 10 10 10 10 1	11 12 12 12 12 12 12 12 12 12 12 12 12 1	11 12 13 14 14 14 14 14 14 14 14 14 14 14 14	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 11 122 13 14 15 16 16 17 18 18 18 18 18 18 18 18 18 18 18 18 18	13 14 15 16 16 17 18 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 19 20 21 22 23 24 25 26 26 26 26 26 26 26 27 28	0 0 0 0 0 0 0 0 0 0 0 21 22 22 23 24 4 25 26 28 28 28 28 28 28 28 39	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 23 24 25 26 27 28 29 30 30 30 30 30 30 30 30 30 30 30 30 30	25 26 27 28 29 30 31 31 32 32 32 32	0 0 0 0 0 0 0 0 0 0 0 27 28 29 30 31 32 22 33 34 34 34	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	33 34 35 36 37 38 39 41 42 43	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2 2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 4 4 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12	10 10 10 10 10 10 10 10 10 10 10 10 10 1	11 12 12 12 12 12 12 12 12 12 12 12 12 1	11 12 13 14 14 14 14 14 14 14 14 14 14 15 16 17 18	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 111 122 133 144 155 166 177 188 188 188 188 188 188 188 188 188	13 14 15 16 16 17 18 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 19 20 21 22 23 24 26 26 26 26 26 26 27 28 29	0 0 0 0 0 0 0 0 0 0 0 0 21 22 23 32 24 25 27 28 28 28 28 28 28 28 29 30 30 31 31 32 33 33 33 33 33 34 34 34 34 34 34 34 34	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25 26 27 28 29 30 31 32 32 32 32 33 34 35 36	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	33 34 35 36 37 38 38 39 41 42 42 43	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 36 37 38 39 40 41 42 43 44 45 46	000000000000000000000000000000000000000	2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 4 4 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12 12	10 10 10 10 10 10 10 10 10 10 10 10 10 1	11 12 12 12 12 12 12 12 12 12 12 12 12 1	11 12 13 14 14 14 14 14 14 14 14 14 14 15 16 16 17 18	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 111 122 133 134 144 156 156 156 156 156 156 156 156 156 156	13 14 14 15 16 17 18 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 19 20 21 22 23 24 25 26 26 26 26 26 26 27 27 27 29 30 31 31	0 0 0 0 0 0 0 0 0 0 0 0 0 21 22 22 25 26 27 28 28 28 28 28 28 28 28 30 31 31 32 33 33 34	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25 26 27 28 29 30 31 32 32 32 32 32 32 33 34 35	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	33 34 35 36 37 38 39 41 42 43 44 45	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 4 4 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12 12 12	10 10 10 10 10 10 10 10 10 10 10 10 10 1	11 12 12 12 12 12 12 12 12 12 12 12 12 1	11 12 13 14 14 14 14 14 14 14 14 14 15 16 17 18	0 0 0 0 0 0 0 10 11 12 12 13 13 14 15 16 16 16 16 16 16 16 16 16 16 16 16 16	0 0 0 11 122 13 14 15 16 16 17 18 18 18 18 18 18 18 18 18 18 20 20 21 22 22 23 24	13 14 15 16 16 17 18 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 15 16 16 17 18 8 19 19 20 22 22 22 22 22 22 22 22 22 22 22 22	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 19 20 21 22 23 24 26 26 26 26 26 26 26 27 28 29 30 30 30 31 31 32 33 33 33 33 33 33 34 34 34 35 36 36 36 36 37 37 38 38 38 38 38 38 38 38 38 38 38 38 38	0 0 0 0 0 0 0 0 0 0 0 0 0 21 22 22 23 24 4 25 28 28 28 28 28 28 28 28 30 31 31 32 33 34 34 34 34 34 34 34 34 34 34 34 34	0 0 0 0 0 0 0 0 0 0 0 0 0 0 23 24 25 26 27 28 29 30 30 30 30 31 31 32 33 34 35 36 36 37 37 38 38 38 38 38 38 38 38 38 38 38 38 38	25 26 27 28 29 30 31 32 32 32 32 32 33 34 35 36	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 3 3 1 3 2 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	33 34 35 36 37 38 39 41 42 43 44 45 46	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 4 4 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12 12	10 10 10 10 10 10 10 10 10 10 10 10 10 1	11 12 12 12 12 12 12 12 12 12 12 12 12 1	11 12 13 14 14 14 14 14 14 14 14 14 14 15 16 16 17 18	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	111 122 133 144 155 166 177 188 188 188 188 188 188 188 188 188	13 14 15 16 17 18 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 19 20 21 22 23 24 25 26 26 26 26 26 26 26 27 28 29 30 31 31 33 33 33 33 33	0 0 0 0 0 0 0 0 0 0 0 0 0 21 22 23 3 24 25 26 26 27 28 28 28 28 28 28 28 28 3 3 3 3 3 3 3 3	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25 26 27 28 29 30 31 32 32 32 32 32 33 34 35 36	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	33 34 35 36 37 38 39 41 42 43 44 45 46 46	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 50	000000000000000000000000000000000000000	2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 3 4 4 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12 12 12 12 12 12	10 10 10 10 10 10 10 10 10 10 10 10 10 1	11 12 12 12 12 12 12 12 12 12 12 12 12 1	11 12 13 14 14 14 14 14 14 14 14 14 15 15 16 17 18 19 20 21 21	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 111 122 133 144 155 166 177 188 188 188 188 188 188 189 199 200 211 222 23 244 255 266 27 27 27	13 14 14 15 16 17 18 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 155 166 177 188 20 22 22 22 22 22 22 22 22 22 22 22 22	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25 26 27 28 29 30 31 32 32 32 32 33 34 35 36 37 38 39 40	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	33 34 35 37 38 39 41 42 43 43 44 45 46 47 48 49	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 41 42 43 44 45 46 47 48 49 50	000000000000000000000000000000000000000	2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 4 4 5 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12 12 12 12 12 12 12 12	10 10 10 10 10 10 10 10 10 10 10 10 10 1	11 12 12 12 12 12 12 12 12 12 12 12 12 1	11 12 13 14 14 14 14 14 14 14 14 14 15 16 17 18 19 20 20 21 21 21	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 11 122 13 14 15 16 16 17 18 18 18 18 18 18 18 18 20 21 22 23 24 25 26 27 27	13 14 15 16 17 17 18 19 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 19 20 21 22 23 24 26 26 26 26 26 26 27 28 29 30 31 31 33 33 34 35 36 36 37 37 37 38 37 38 37 38 37 38 37 38 38 38 38 38 38 38 38 38 38 38 38 38	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25 26 27 28 29 30 31 31 32 32 32 32 33 34 35 36 37 38 39 40 40	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 3 3 1 3 2 3 3 3 3 3 3 3 3 3 3 4 4 4 4 4 4 4 4	33 34 35 36 37 38 39 41 42 43 44 44 45 46 47 48 49 55 50	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 50	000000000000000000000000000000000000000	2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 4 4 5 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12 12 12 12 12 12	10 10 10 10 10 10 10 10 10 10 10 10 10 1	11 12 12 12 12 12 12 12 12 12 12 12 12 1	11 12 13 14 14 14 14 14 14 14 14 14 15 15 16 17 18 19 20 21 21	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 111 122 133 144 155 166 177 188 188 188 188 188 188 188 188 188	13 14 15 16 16 17 18 20 20 20 20 20 20 20 20 20 20 20 20 20	00 00 00 00 00 00 155 167 188 199 200 211 222 222 222 222 222 222 222 222	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25 26 27 28 29 30 31 31 32 32 32 32 33 34 35 36 37 38 39 40 40	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	33 34 35 36 37 38 39 41 42 43 44 45 46 47 48 49 50	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 3 4 4 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12 12 12 12 12 12 12 12 12 12 12	10 10 10 10 10 10 10 10 10 10 10 10 10 1	11 12 12 12 12 12 12 12 12 12 12 12 12 1	11 12 13 14 14 14 14 14 14 14 14 14 14	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 11 12 122 13 13 14 14 15 16 16 16 17 17 18 18 18 18 18 18 18 18 18 18 18 18 18	13 14 14 15 16 17 18 18 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25 26 27 28 29 30 31 31 32 32 32 32 32 33 34 40 40 41 42 43 44 45 5	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 3 3 3 3 3 3 3 3 3 3 3 3 3 4 4 4 4	33 34 355 36 37 39 41 42 43 43 44 45 46 47 48 49 50 50 51 52	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 51 55 55 56	000000000000000000000000000000000000000	2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 3 4 4 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12 12 12 12 12 12 12 12 12 12 12	10 10 10 10 10 10 10 10 10 10 10 10 10 1	111 122 122 122 122 122 122 122 122 122	11 12 13 14 14 14 14 14 14 14 14 14 15 16 17 18 19 20 21 21 21 21 21 21 21	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 111 122 133 144 155 166 177 188 188 188 188 188 188 188 188 189 200 212 222 223 224 225 225 227 227 227 227 227 227 227 227	13 14 15 16 17 18 19 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 19 20 21 21 22 23 24 25 26 26 26 26 26 26 26 27 28 29 30 31 32 33 33 33 33 33 35 36 37 38 38 39 39 39 39 39 30 30 30 30 30 30 30 30 30 30 30 30 30	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25 26 27 28 29 30 31 31 32 32 32 32 32 33 34 45 36 40 41 41 44 44 45 46 46	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	33 34 355 36 37 38 39 41 42 43 44 45 46 47 47 48 49 50 51 51 52 52	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53	000000000000000000000000000000000000000	2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 3 4 4 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12 12 12 12 12 12 12 12 12 12 12 1	10 10 10 10 10 10 10 10 10 10 10 10 10 1	111 122 122 122 122 122 122 122 122 122	111 122 133 144 144 144 144 144 144 145 166 177 20 211 211 211 211 211	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 111 122 133 144 155 166 177 188 188 188 188 188 188 188 188 188	13 14 15 16 16 17 18 19 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25 26 27 28 29 30 31 31 32 32 32 32 32 33 34 45 36 40 41 41 44 44 45 46 46	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	33 34 355 36 37 38 39 41 42 45 46 46 46 49 50 51 52 53 54 56	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 26 27 28 29 30 31 32 33 34 35 36 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58	000000000000000000000000000000000000000	2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 3 4 4 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12 12 12 12 12 12 12 12 12 12 12 1	10 10 10 10 10 10 10 10 10 10 10 10 10 1	11 12 12 12 12 12 12 12 12 12 12 12 12 1	11 12 13 14 14 14 14 14 14 14 14 14 15 15 10 20 21 21 21 21 21 21 21 21 21 21	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 111 122 133 144 155 166 177 188 188 188 188 188 189 199 120 120 120 120 120 120 120 120 120 120	13 14 15 16 17 18 19 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 19 20 21 21 22 23 24 25 26 26 26 26 26 26 26 27 28 33 33 34 35 36 37 37 38 39 39 39 39 39 39 39 39 39 39 39 39 39	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25 26 27 28 29 30 31 31 32 32 32 32 33 34 40 41 41 42 43 44 44 45 46 47	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 4 4 4 4 4 4 4 4 5 5 5 5	33 34 355 36 37 38 39 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 41 42 43 44 45 46 47 48 49 50 51 51 52 53 54 55 66 57 58	000000000000000000000000000000000000000	2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 3 4 4 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12 12 12 12 12 12 12 12 12 12 12 1	10 10 10 10 10 10 10 10 10 10 10 10 10 1	111 122 122 122 122 122 122 122 122 122	111 122 133 144 144 144 144 144 144 145 166 177 20 211 211 211 211 211 211 211 211 211	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 111 122 133 144 155 166 177 188 188 188 188 188 188 188 188 188	13 14 15 16 17 18 19 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 19 20 21 22 23 24 25 26 26 26 26 26 26 26 27 28 33 33 34 35 36 37 38 39 39 39 39 39 39 39 39 39 39 39 39 39	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25 26 27 28 29 30 31 31 32 32 32 32 32 33 34 45 46 47 48 48 48	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	33 34 355 36 37 38 39 41 42 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 59	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 26 27 28 29 30 31 32 33 34 35 36 41 42 43 44 45 46 47 48 49 50 51 52 53 56 57 58	000000000000000000000000000000000000000	2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 3 4 4 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12 12 12 12 12 12 12 12 12 12 12 1	10 10 10 10 10 10 10 10 10 10 10 10 10 1	111 122 122 122 122 122 122 122 122 122	11 12 13 14 14 14 14 14 14 14 14 14 15 15 10 20 21 21 21 21 21 21 21 21 21 21	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 111 122 133 144 155 166 177 188 188 188 188 188 188 188 188 188	13 14 15 16 17 18 19 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 19 20 21 22 23 24 25 26 26 26 26 26 26 26 26 26 26 33 33 33 34 35 36 37 38 39 39 39 39 39 39 39 39 39 39 39 39 39	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25 26 27 28 29 30 31 31 32 32 32 32 32 33 34 45 46 47 48 48 48	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	33 34 355 36 37 38 39 41 42 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 59	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 41 42 43 44 45 46 47 48 49 50 51 51 52 53 54 55 66 57 58	000000000000000000000000000000000000000	2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 3 4 4 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12 12 12 12 12 12 12 12 12 12 12 1	10 10 10 10 10 10 10 10 10 10 10 10 10 1	111 122 122 122 122 122 122 122 122 122	111 122 133 144 144 144 144 144 144 145 166 177 20 211 211 211 211 211 211 211 211 211	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 111 122 133 144 155 166 177 188 188 188 188 188 188 188 188 188	13 14 15 16 17 18 19 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 19 20 21 22 23 24 25 26 26 26 26 26 26 26 26 26 26 33 33 33 34 35 36 37 38 39 39 39 39 39 39 39 39 39 39 39 39 39	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25 26 27 28 29 30 31 31 32 32 32 32 32 33 34 45 46 47 48 48 48	30 00 00 00 00 00 00 00 277 288 299 330 331 344 344 345 356 377 388 399 404 411 422 433 444 455 515 515 515 515	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	33 34 355 36 37 38 39 41 42 43 44 45 46 47 48 49 50 51 52 52 55 56 57 58 59 60	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 41 42 43 44 45 46 47 48 49 50 51 51 52 53 54 55 66 57 58	000000000000000000000000000000000000000	2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 3 4 4 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12 12 12 12 12 12 12 12 12 12 12 1	10 10 10 10 10 10 10 10 10 10 10 10 10 1	111 122 122 122 122 122 122 122 122 122	111 122 133 144 144 144 144 144 144 145 166 177 20 211 211 211 211 211 211 211 211 211	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 111 122 133 144 155 166 177 188 188 188 188 188 188 188 188 188	13 14 15 16 17 18 19 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 19 20 21 22 23 24 25 26 26 26 26 26 26 26 26 26 26 33 33 33 34 35 36 37 38 39 39 39 39 39 39 39 39 39 39 39 39 39	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25 26 27 28 29 30 31 31 32 32 32 32 32 33 34 45 46 47 48 48 48	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	33 34 355 36 37 38 39 41 42 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 41 42 43 44 45 46 47 48 49 50 51 51 52 53 54 55 66 57 58	000000000000000000000000000000000000000	2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 3 4 4 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12 12 12 12 12 12 12 12 12 12 12 1	10 10 10 10 10 10 10 10 10 10 10 10 10 1	111 122 122 122 122 122 122 122 122 122	111 122 133 144 144 144 144 144 144 145 166 177 20 211 211 211 211 211 211 211 211 211	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 111 122 133 144 155 166 177 188 188 188 188 188 188 188 188 188	13 14 15 16 17 18 19 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 19 20 21 22 23 24 25 26 26 26 26 26 26 26 26 26 26 33 33 33 34 35 36 37 38 39 39 39 39 39 39 39 39 39 39 39 39 39	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25 26 27 28 29 30 31 31 32 32 32 32 32 33 34 45 46 47 48 48 48	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	33 34 355 36 37 38 39 41 42 43 44 45 50 50 51 52 53 54 55 56 57 58 59 60										
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 41 42 43 44 45 46 47 48 49 50 51 51 52 53 54 55 66 57 58	000000000000000000000000000000000000000	2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 3 4 4 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12 12 12 12 12 12 12 12 12 12 12 1	10 10 10 10 10 10 10 10 10 10 10 10 10 1	111 122 122 122 122 122 122 122 122 122	111 122 133 144 144 144 144 144 144 145 166 177 20 211 211 211 211 211 211 211 211 211	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 111 122 133 144 155 166 177 188 188 188 188 188 188 188 188 188	13 14 15 16 17 18 19 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 19 20 21 22 23 24 25 26 26 26 26 26 26 26 26 26 26 33 33 33 34 35 36 37 38 39 39 39 39 39 39 39 39 39 39 39 39 39	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25 26 27 28 29 30 31 31 32 32 32 32 32 33 34 45 46 47 48 48 48	30 00 00 00 00 00 00 00 277 288 299 300 311 322 333 344 344 35 366 377 388 499 400 411 422 444 455 466 477 488 499 500 515 515 515 515 515	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 3 3 3 3 3 3 3 3 3 3 3 3 4 4 4 4	33 34 355 36 37 38 39 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0									
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 41 42 43 44 45 46 47 48 49 50 51 51 52 53 54 55 66 57 58	000000000000000000000000000000000000000	2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 3 4 4 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12 12 12 12 12 12 12 12 12 12 12 1	10 10 10 10 10 10 10 10 10 10 10 10 10 1	111 122 122 122 122 122 122 122 122 122	111 122 133 144 144 144 144 144 144 145 166 177 20 211 211 211 211 211 211 211 211 211	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 111 122 133 144 155 166 177 188 188 188 188 188 188 188 188 188	13 14 15 16 17 18 19 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 19 20 21 22 23 24 25 26 26 26 26 26 26 26 26 26 26 33 33 33 34 35 36 37 38 39 39 39 39 39 39 39 39 39 39 39 39 39	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25 26 27 28 29 30 31 31 32 32 32 32 32 33 34 45 46 47 48 48 48	30 00 00 00 00 00 00 00 277 288 299 300 311 322 333 344 344 35 366 377 388 499 400 411 422 444 455 466 477 488 499 500 515 515 515 515 515	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 3 3 3 3 3 3 3 3 3 3 3 3 4 4 4 4	33 34 355 36 37 38 39 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60	26.25 39.375 65.625	804.04	52765.13							
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 51 52 53 54 55 56 57 58	000000000000000000000000000000000000000	2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 3 4 4 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12 12 12 12 12 12 12 12 12 12 12 1	10 10 10 10 10 10 10 10 10 10 10 10 10 1	111 122 122 122 122 122 122 122 122 122	111 122 133 144 144 144 144 144 144 145 166 177 20 211 211 211 211 211 211 211 211 211	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 111 122 133 144 155 166 177 188 188 188 188 188 188 188 188 188	13 14 15 16 17 18 19 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 19 20 21 22 23 24 25 26 26 26 26 26 26 26 26 26 26 33 33 33 34 35 36 37 38 39 39 39 39 39 39 39 39 39 39 39 39 39	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25 26 27 28 29 30 31 31 32 32 32 32 32 33 34 45 46 47 48 48 48	30 00 00 00 00 00 00 00 277 288 299 30 311 322 333 344 344 35 366 377 388 499 400 411 422 444 455 466 477 488 499 500 515 515 515 515 515	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 3 3 3 3 3 3 3 3 3 3 3 3 4 4 4 4	33 34 355 36 37 38 39 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60	26.25 39.375	804.04	52765.13 48242.4	norm						
17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 50 51 52 53 54 55 56 57 58	000000000000000000000000000000000000000	2 2 2 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4	3 3 3 3 3 3 4 4 6 6 6 6 6 6 6 6 6 6 6 6	11 12 12 12 12 12 12 12 12 12 12 12 12 1	10 10 10 10 10 10 10 10 10 10 10 10 10 1	111 122 122 122 122 122 122 122 122 122	111 122 133 144 144 144 144 144 144 145 166 177 20 211 211 211 211 211 211 211 211 211	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 111 122 133 144 155 166 177 188 188 188 188 188 188 188 188 188	13 14 15 16 17 18 19 20 20 20 20 20 20 20 20 20 20 20 20 20	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 19 20 21 22 23 24 25 26 26 26 26 26 26 26 26 26 26 33 33 33 34 35 36 37 38 39 39 39 39 39 39 39 39 39 39 39 39 39	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25 26 27 28 29 30 31 31 32 32 32 32 32 33 34 45 46 47 48 48 48	30 00 00 00 00 00 00 00 277 288 299 30 311 322 333 344 344 35 366 377 388 499 400 411 422 444 455 466 477 488 499 500 515 515 515 515 515	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 3 3 3 3 3 3 3 3 3 3 3 3 4 4 4 4	33 34 355 36 37 38 39 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60	26.25 39.375 65.625	804.04		norm						

Appendix 4

Core Competency Framework

Competency & Description	Outstanding Performance	Expected Performance	Negative Indicators
1. Sharing the Vision -Shaping the Future Understands the Council's vision and values, and behaves consistently with them. Engages with others to encourage this across the Council.	 Uses customer information to inform the development of relevant strategies and plans Is openly positive about the future of the Council and counters negativity in others Goes out of way to help colleagues to understand and stay informed about the Council and its goals Is a champion for the vision and values of the Council 	 Understands how own tasks and team objectives contribute to service delivery and Council's strategic objectives Identifies with and behaves in line with the Council's standards, principles and Code of Conduct Positively promotes the work of the Council 	 Lacks awareness of the Council's vision and values, acting in a way that is inconsistent with the Council's standards, principles and Code of Conduct. Is habitually negative about the Council. Does little to understand wider LDC
2. Effective Communication & Engagement Contributes to and participates in an organisation where high quality information flows smoothly internally and externally. Works positively to gain understanding from others.	 Influences others to seek solutions when problems arise Demonstrates and inspires positive responses even when dealing with unpopular information Shows consistency in words and actions Develops positive relationships and outcomes within and beyond team. 	Open, honest, professional and respectful in communicating with others Actively participates constructively, giving feedback appropriately Ensures communication is in line with the vision and values	Makes little effort to communicate well in writing or orally; hides behind emails Does not always demonstrate emotional control or diplomacy Provides inaccurate or incomplete information regularly Encourages/condones negativity in others
3. Personal Learning & Development Adopts a positive approach to life long learning and development of self and others. Seeks to continuously develop personal knowledge, skills and expertise, and find opportunities to use in the workplace.	 Prioritises personal learning and development, making connections with LDC's values and vision Consistently seeks to enhance own skill level Embraces learning opportunities and shares them with others 	 Seeks to understand personal development needs and improve personal capabilities Seeks and acts on feedback for improvement Actively participates in team meetings, 1-2-1s, appraisals and training 	 Wastes time and resources and fails to prioritise work. Avoids tasks and projects which involve learning new skills. Lacks follow through on commitments
4. Leading Self Self motivated and professional. Is organised and uses time and technology efficiently. Adopts a flexible approach to change.	 Acts as a role model to others in setting and maintaining quality standards Promotes a positive, flexible approach to service and organisational change Benchmarks own performance internally and externally, adopting others' good practice where appropriate Works smarter not harder 	 Is reliable and consistently delivers agreed commitments Demonstrates awareness of own strengths and limitations Seeks views of others to develop own ideas Adapts to changing demands & conditions 	 Works one day at a time with little allowance for flexibility Shows little enthusiasm, commitment or interest in their work Reluctant to take on new tasks or new ways of working
5. Quality Customer Service Demonstrates a desire to identify and give priority to meeting the changing needs of internal and external customers. Actively strives to meet and exceed customer service objectives and expectations of customers.	 Engages customers early in the development of new products or services to ensure they are fit for purpose. Champions customer service. Motivates others to achieve high customer satisfaction, especially from hard to reach groups. Works positively with other departments to deliver coordinated approach to problem solving 	Sets high customer service standards and assists other to reach them Resolves customers' issues promptly and efficiently taking ownership until resolution Uses knowledge of Council's services to meet customers' wider needs Turns customer complaints into service improvement opportunities	Treats customers as a nuisance Leaves customer unclear; generates customer complaints Displays personal mood to customer Uses inappropriate language Customer focussed to the exclusion of wider considerations.
6. Working with Others Actively contributes to team working, sharing information, valuing the contribution of others. Works collaboratively and is committed to building, productive, positive relationships. Treats everyone with dignity and respect.	 Promotes the team positively to others and works collaboratively with other departments to resolve issues. Identifies and hooks up team member strengths to deliver positive outcomes. Makes time for responsibilities beyond own role to help team. Develops appropriate relationships beyond the service to promote the delivery of objectives. Mentors and develops others within the organisation. 	 Is an active and effective member of the team or service area, sharing ideas and information Works as a problem-solver, collaborating with others to find solutions and form action plans Works effectively with a variety of people including councillors Keeps colleagues informed of whereabouts Actively works with others to resolve conflict Builds relationships of trust and respect 	Builds few relationships with immediate peers and does not interact with the wider team Works in cliques, excluding others Creates conflict within the team Is often negative and frequently moans Does not take responsibility Works to achieve own rather than team goals

Management Competency Framework

Competency & Description	Outstanding Performance	Expected Performance	Negative Indicators
Leading Organisation and Others Inspires and engenders commitment in others. Leads from the front and by example. Presents a united corporate view.	High level of emotional stability and ability to engender in others Recognises when compromise is not possible; knows when to walk away Inspires others to feel a personal stake in the Council's future Engenders a natural desire to accept ownership for actions/objectives and applauds these behaviours Is seen as a role model for leadership, especially in challenging times	Shows recognition of own emotions, personal style and impact on others Communicates a clear and positive vision for the Council and own service Demonstrates belief and trust in the ability of others; involves other and encourages the team to use their initiative Demonstrates an awareness of equalities duties and commitment to equalities in day-to-day behaviour and language Ability to exercise control Admits when they get things wrong and tries to put them right	Is inconsistent or unpredictable in attitude Says one thing, then does something else Acts to keep the peace rather than resolve issues Is inconsistent in treatment and involvement of others Demonstrates a lack of knowledge and awareness of equalities duties in their behaviour Abdicates responsibility and contributes to the creation of a blame culture
2. Continuous Service Development Coaches and supports individuals and teams to perform at their best, motivating and developing them to achieve high performance.	 Is looked to by the organisation for their innovative talent and commercial outlook Is able to think radically and take acceptable risks to reach ambitious strategic or service goals Identifies potential in others and creates a pool of talent to meet future service needs Creates development opportunities for individuals Drives outstanding performance through coaching, mentoring and sharing their knowledge Actively benchmarks progress and continually raises the bar 	Identifies, encourages and recommends opportunities for change Provides clear direction on what needs to be achieved and agrees measures and progress reviews Makes time to give regular, constructive feedback on service/team/individual performance Delegates stretching tasks and projects to help employees develop improved and new skills Tackles performance concerns promptly and appropriately	Gives too little or inconsistent direction to others Avoids addressing performance issues Gives more negative than positive feedback Shows little or no interest in self or others' development Is too close or too distant in monitoring performance
3. Managing Resources Ensures the Council's priorities are achieved through planned action programmes. Makes best use of resources, ensuring value for money	 Translates corporate goals into clear, deliverable plans Anticipates changing circumstances, redirecting/acquiring new resources as necessary & communicating need for change with stakeholders Forward looking approach, translating longer term goals and objectives to deliver improvement, value for money and best outcomes for customers Networks with external organisations and individuals to build value adding partnerships 	Contributes to and influences the corporate planning Cycle Oversees and allocates the use of resources within agreed limits Understands and harnesses the depth and breadth of skills across the team/service Manages staff time effectively and takes appropriate measures to improve attendance levels Recognises and manages risk associated with work Manages financial performance within allocated budgets and takes action to address shortfalls	 Lacks financial and political awareness Fails to predict and plan the necessary resource to deliver required outputs Uses resource constraints as a reason for lack of performance Handles risk taking and systems of control inappropriately Tolerates waste, inefficiency and poor service in others Avoids addressing staff absence issues
Championing Change Embraces, facilitates, implements and manages change to improve and develop services	 When presented with viable innovative ideas, is tenacious in seeing them through Inspires creativity and innovation in others Takes time to anticipate and understand resistance to change; works tirelessly to win necessary support Actively involves all those affected, especially customers Evaluates the outcomes of change programmes and builds the learning into future activity 	 Engages with organisational and cultural changes and communicates them positively and confidently to the team. Is resilient in changing and demanding circumstances Spots and reacts to new and appropriate strategic opportunities Prepares and supports team members during periods of change Is willing to advocate difficult and unpopular decisions to bring about needed service improvements 	 Is complacent about existing performance and impact of service Understands the need for change but does not take active steps towards achieving it Has an inflexible approach to change Ignores new ideas and proposals without giving them consideration