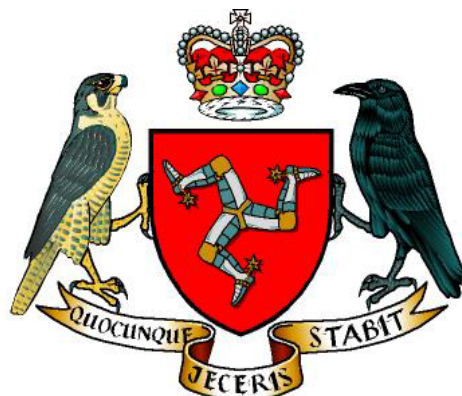


**The Competency Framework  
for  
The Performance and Development Review  
Scheme**



**Isle of Man  
Government**

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Glossary of Terms	
For the purposes of this framework the following terms are intended to describe the following:	
<b>International</b>	Globally, outside of the Isle of Man
<b>National</b>	Within the Isle of Man
<b>Organisation</b>	Across Isle of Man Government, including the public service where appropriate
<b>Corporate</b>	Working across a number of Departments, within the organisation
<b>Department</b>	A Department, Statutory Board or any other body or Authority
<b>Division</b>	A Division/Section within your Department
<b>Chief Officer</b>	A Chief Executive or Chief Officer

### Overview of the competency framework

The competency framework describes the positive values and behaviours, and the underpinning knowledge and skills, that lead to successful performance as a member of the Isle of Man Civil Service. Each of the competencies link together and focus on a different aspect of working effectively. There are 6 competencies at 6 levels (A-F). Levels A-D are applicable to the majority of civil servants and levels E-F are applicable to identified leadership posts. In performing their role effectively, each civil servant will demonstrate the behaviours applicable to their post (which may not be all of the behaviours described), against all 6 of the competencies at the appropriate level. The competencies are as follows:

<b>Levels A – D</b>	<b>LINKING TO</b>	<b>Levels E – F</b>
Leading and Working Together		Providing Leadership and Direction
Communicating and Influencing		Building Partnerships, Communicating & Influencing
Achieving Results		Achieving Results
Delivering a Quality Service		Thinking Strategically and Delivering a Quality Service
Changing and Learning		Changing and Learning
Showing Commitment and Resilience		Managing the Political Environment, showing Commitment and Resilience

A brief overview of each competency at each level is detailed overleaf.

### The benefits of the competency framework

The framework has a number of long-term benefits for members of the Isle of Man Civil Service, the Isle of Man Government and members of the public. These benefits can be summarised, as:

- *improving public services* – through embedding the principles of good customer service in the development and review of staff and linking the framework to policy priorities
- *improving teamwork* – research shows that a competency framework helps people work better as a team, develop a better understanding of each others’ roles and consider where work can be planned to deliver better services to the public
- *greater innovation in the deployment of staff* – the competency framework provides a tool for job design whether this is in terms of clarifying existing expectations of staff or developing new roles to better meet the needs of the public
- *improved equality of opportunity*– the framework applies equally for all staff in development, review and career progression
- *improving career development* – by clearly setting out the progressive levels of competence staff will be able to use the framework flexibly to assist them in their career development within the Isle of Man Civil Service.
- *improving morale* – as an open, fair and explicit development framework the competency framework will form a positive motivator for all staff.

Competency Levels A - D

<b>Competency</b>	<b><i>Leading and working together</i></b>	<b><i>Communicating and influencing</i></b>	<b><i>Achieving results</i></b>	<b><i>Delivering a quality service</i></b>	<b><i>Changing and learning</i></b>	<b><i>Showing commitment and resilience</i></b>	
<b><i>In the Civil Service we value</i></b>	<i>Acting with integrity, openness and honesty and trusting colleagues, showing loyalty towards them</i>	<i>Communicating accurately, briefly and clearly</i>	<i>Showing drive and determination to achieve results, consistently meeting agreed deadlines</i>	<i>Treating customers and customer service as top priority.</i>	<i>Being open and receptive to new ideas and ways of working</i>	<i>Demonstrates pride and persistence in work, whilst maintaining a productive work-life balance</i>	
<b>A</b>	<b><i>What this looks like</i></b>	Working supportively as a team player in pursuit of agreed goals	Communicating clearly, orally and in writing to get the message across	Organising own time efficiently and working in an orderly and disciplined way	Providing an excellent service and taking pride in delivering work of a consistently high standard	Showing an interest in own self-development; and an openness to new ideas and working practices	Taking pride in doing what is required and showing focus and determination when faced with routine setbacks
<b>B</b>		Generating enthusiasm and commitment and working collaboratively with colleagues to deliver results	Communicating openly with colleagues and expressing views clearly and succinctly to influence and convince others	Prioritising own (and others') work to achieve team goals and scheduling activities and resources to deliver to agreed timescales	Dealing effectively with non-routine customer queries or problems and working with colleagues to improve service provision	Assisting, coaching and advising colleagues to develop competence and confidence and actively looking for better ways of working	Adopting an energetic approach, showing enthusiasm and perseverance, being supportive to colleagues under pressure and staying calm and focused
<b>C</b>		Setting challenging objectives for the team and building productive working relationships with a wide network of contacts	Communicating in a clear and persuasive way and considering other views with a focus on producing 'win-win' outcomes	Planning the delivery of operational priorities, managing projects effectively and solving non-routine problems to deliver results	Considering customer requirements in organising team's work and finding ways to improve value for money and service standards	Identifying development needs with team members, providing coaching and other support and acting as a change agent within the department	Showing determination and drive to manage a wide range of projects, dealing positively with difficulties and being calm and confident under pressure
<b>D</b>		Motivating team through commitment to customer service, drive and clear vision and sense of purpose and getting the best from team and colleagues	Communicating clearly and with impact to influence the audience and being tactful and assertive in dealing with difficult and complex situations	Allocating resources to deliver business plan objectives, identifying key issues, often in complex situations and taking a broad view to solve problems and achieve results	Showing a passion for providing excellent service and setting standards for the Division and high expectations of work from themselves and colleagues	Creating development opportunities for self and colleagues and developing an environment where continuous improvement to meet changing demands is accepted	Showing long term persistence and perseverance, staying calm and confident despite pressure and challenges from colleagues, contacts and politicians

**Leading and working together*****Leading and working together: Level A***

Is clear about own role and priorities taking responsibility for providing an excellent service; works supportively as a team player in pursuit of agreed objectives; builds effective working relationships with colleagues; deals constructively with inter-personal issues.

**Positive Behavioural Indicators**

- Focuses on key tasks and takes responsibility for achieving own objectives
- Asks questions to clarify understanding of objectives or to be clear about what is expected
- Actively participates in discussions and communicates openly with colleagues
- Works collaboratively with colleagues
- Establishes effective working relationships with colleagues
- Asks for constructive feedback from manager
- Is tolerant of different points of view and opinions
- Works in accordance with health and safety arrangements for self and colleagues
- Acts with integrity, is open and honest and trusts colleagues, showing loyalty towards them

***Leading and working together: Level B***

Actively supports/manages staff to deliver objectives; generates enthusiasm and commitment in others and demonstrates this in their own approach; works collaboratively with colleagues to deliver results; develops effective and productive working relationships with colleagues and with contacts in other Departments/externally. Manages disagreements with tact and diplomacy.

**Positive Behavioural Indicators**

- Focuses on team priorities and makes sure that team members are clear about what is expected of them
- Takes responsibility and involves team members in discussions about ways to achieve objectives
- Praises and supports team members as appropriate
- Monitors progress and manages performance and takes action to deal with performance shortfalls
- Delegates clearly and effectively to get the job done
- Shares information and ideas with team and others to enhance performance and asks for feedback from colleagues
- Spends time building effective working relationships making the best use of own and colleagues' skills
- Looks for opportunities to meet and work with different people and to widen network of contacts
- Recognises reasons for disagreement, makes suggestions and looks for common ground
- Ensures implementation of Health and Safety arrangements to meet objectives for self and colleagues
- Acts with integrity, is open and honest and trusts colleagues, showing loyalty towards them

***Leading and working together: Level C***

Sets challenging objectives for themselves and the team; motivates colleagues, showing an energetic and positive approach; works collaboratively with colleagues; sets a positive example and offers praise and support as appropriate; develops effective and productive working relationships with colleagues and with contacts in other Departments/externally; manages potential conflict with tact and diplomacy.

**Positive Behavioural Indicators**

- Ensures individual and team objectives link to business plans and are realistic, clear and understandable
- Provides direction, support and encouragement as appropriate to get the best from individuals and teams
- Takes full responsibility for the work of the team and sets challenging objectives
- Takes action to clarify changing priorities for team members, to ensure a focus on key activities
- Praises and supports team and individuals as appropriate
- Monitors progress and manages performance of the team and individuals, taking action where necessary
- Delegates clearly and effectively to get the job done and to develop colleagues
- Works effectively as a team leader/member and encourages teamwork and collaboration within the Department
- Builds strong working relationships, relating to most people easily and building a wide network of contacts
- Responds positively to the diversity of opinions and helps the team to understand the benefits of different views
- Manages potential conflict with tact and diplomacy
- Manages the development of health and safety arrangements to meet objectives
- Acts with integrity, is open and honest and trusts colleagues, showing loyalty towards them

***Leading and working together: Level D***

Sets challenging goals for themselves and their team(s); motivates colleagues, showing an energetic and positive approach; encourages teamwork and collaboration within the Department and across the organisation; creates an atmosphere of respect and tolerance; networks widely with colleagues across the organisation and with external contacts; behaves fairly and consistently in managing differing points of view.

**Positive Behavioural Indicators**

- Translates the Departmental and Divisional business plans into key objectives for teams
- Motivates people through commitment to customer service, drive, clear vision and sense of purpose
- Provides direction, encouraging and involving as appropriate to get the best from teams
- Delegates clearly and effectively to get the job done and develops colleagues, encouraging others to do so
- Takes full responsibility for the work of their team(s) and sets challenging objectives
- Takes unpopular decisions and conveys unwelcome information, where necessary
- Works effectively as a member of a Management Team and with peers in other Departments
- Builds (an) effective team(s) and encourages team leaders and members to work together
- Recognises team and individual achievements and failures and provides praise and support
- Establishes a wide and productive network of contacts across the organisation including politicians and with external customers/contacts
- Manages potential conflict with tact and diplomacy
- Manages the setting of health and safety objectives for self and colleagues
- Acts with integrity, is open and honest and trusts colleagues, showing loyalty towards them

## Communicating and influencing

### ***Communicating and influencing: Level A***

Communicates clearly, orally and in writing to get their message across; expresses their views in a clear and succinct way in group or team meetings; is courteous and effective in their communications with colleagues and customers; records and communicates information accurately.

#### **Positive Behavioural Indicators**

- Is clear, audible and polite both face-to-face and on the telephone
- Conveys facts in a concise way and is easy to understand
- Records information in an accurate, complete and easily understood way
- Produces written work that is accurate and understandable
- Listens well and asks questions to check understanding
- Organises their points in an ordered way, to make their views clear and easy to follow
- Expresses their views using positive, constructive language
- Communicates accurately, briefly and clearly

### ***Communicating and influencing: Level B***

Communicates openly with colleagues; is confident speaking in a group or team situation and expresses views in a clear and succinct way. Influences and convinces others to accept or agree to ideas; takes active steps to build acceptance of proposals using knowledge of the organisation.

#### **Positive Behavioural Indicators**

- Communicates regularly and effectively with colleagues, orally and in writing
- Listens and asks questions as well as puts forward own views
- Presents views confidently and clearly
- Gathers relevant facts to ensure accuracy and to support their views
- Takes time to build support for ideas and proposals, using knowledge of the organisation
- Adapts own style and approach to suit the situation and the individuals involved
- Deals effectively with difficult situations, influencing others to reach an acceptable solution
- Negotiates effectively with colleagues and other contacts
- Produces written work that is accurate and relevant
- Communicates accurately, briefly and clearly

***Communicating and influencing: Level C***

Communicates in a clear and persuasive way; promotes their ideas, convincing others to agree to proposals; considers other views to produce a 'win-win' outcome; uses their understanding of the organisation and the position of other parties to inform their proposals; is flexible in re-thinking their approach to persuading others.

**Positive Behavioural Indicators**

- Communicates clearly and with enthusiasm and impact, orally and in writing
- Projects a sense of self-belief when presenting views and proposals
- Handles questions and objections flexibly, encourages debate and maintains focus of the communication
- Thinks their proposals through from others' points of view. Takes a broad perspective when formulating their proposals, to produce a balanced approach
- Uses a range of approaches to win others over and adapts style to the situation and people involved
- Gains support and agreement at senior level for proposals
- Composes correspondence and reports that are clear, well structured and persuasive
- In discussions/decision-making encourages colleagues to consider broader issues
- Prepares thoroughly for meetings and negotiations, plans for various scenarios and contingencies and is able to find 'win-win' solutions
- Handles conflict effectively, works to understand different viewpoints and pushes toward compromise/agreement
- Communicates accurately, briefly and clearly

***Communicating and influencing: Level D***

Communicates clearly and concisely orally and in writing and is effective in communicating with colleagues at all levels including Chief Officers and politicians; prepares thoroughly and puts forward balanced proposals highlighting costs and risks as well as the benefits; lobbies effectively taking account of organisational and political processes; a flexible negotiator who is adept at finding 'win-win' solutions.

**Positive Behavioural Indicators**

- Communicates clearly and with impact to persuade and influence the audience
- Presents complex information so as to make it easily understood, leaving people feeling well-informed
- Communicates in a persuasive way, presenting a confident and competent image
- Readily adapts communication style and approach to better meet the needs of their audience
- Remains assertive and focused on finding an acceptable solution when being challenged
- Spends time working with influential individuals and groups in advance of decision-making process to ensure understanding of proposals and to inform own tactics
- Prepares thoroughly to inform written reports, meetings/presentations and negotiations. Recommendations are balanced and thought through
- Prepares ideal and fallback positions for meetings and negotiations; plans for various scenarios and has contingency plans. Consistently achieves 'win-win' outcomes
- Produces written correspondence and reports that are clear, persuasive and complete
- Is tactful and assertive in dealing with difficult and complex situations, ensuring dignity and respect is maintained
- Anticipates the needs of politicians and prepares information and proposals accordingly
- Communicates accurately, briefly and clearly



## Achieving results

### ***Achieving results: Level A***

Organises own time efficiently, working in an orderly and disciplined way; makes day-to-day decisions within limits of authority and refers more important decisions in a timely and appropriate manner; delivers agreed tasks on time, liaising with colleagues where necessary.

#### **Positive Behavioural Indicators**

- Works in an organised and structured way
- Manages own time effectively, prioritising and focusing on key tasks
- Has a clear idea of what stage projects are at and what progress is being made
- Uses basic specialist/ professional knowledge to handle routine tasks efficiently and effectively
- Identifies straightforward problems and suggests solutions to deliver results
- Pays close attention to detail and draws conclusions based on available information
- Makes straightforward decisions within limits of own authority
- Refers important decisions in a timely and appropriate manner
- Sees tasks through to completion
- Recognises when under pressure and asks for assistance to meet deadlines
- Shows drive and determination to achieve results, consistently meeting agreed deadlines

### ***Achieving results: Level B***

Prioritises own (and others') work to achieve team goals; schedules activities and resources to deliver to agreed timescale; communicates openly about changes to plans; proposes appropriate solutions and considers consequences of different options; makes decisions in a timely manner and recommends/refers important decisions as necessary; strongly focused on achieving results; takes responsibility for the delivery of team objectives.

#### **Positive Behavioural Indicators**

- Works in an organised and structured way and encourages and supports team members to do so
- Thinks through assigned projects identifying key actions, milestones and risks to meet timescales and standards
- Communicates plans and changing priorities effectively to those involved
- Monitors own and others' progress against plans
- Manages own time effectively, prioritising and focusing on key tasks
- Gathers information and asks probing questions to better understand a problem/issue
- Discusses problems/issues with colleagues, offering suggestions and alternative options to achieve objectives
- Solves non-routine problems using specialist knowledge. Provides solutions to technical/professional queries
- Makes sensible decisions taking into account obvious consequences
- Makes decisions within limits of authority in a timely and confident manner, only referring to others where appropriate
- Recognises when colleagues are under pressure to deliver on time and assists others to help achieve deadlines
- Accepts responsibility for ensuring that allocated projects meet their objectives, on time and to agreed standards
- Shows drive and determination to achieve results, consistently meeting agreed deadlines

***Achieving results: Level C***

Sets realistic plans, schedules activities and resources to deliver to agreed timescale; communicates openly to ensure plans and priorities are updated; seeks out information from different sources and perspectives; anticipates potential problems inherent in alternative courses of action; uses experience and knowledge to assess the best course of action; strongly focused on achieving results; takes responsibility for ensuring that the business plan objectives are met.

**Positive Behavioural Indicators**

- Plays an active role in developing the Divisional/Operational business plan
- Plans the delivery of operational priorities preparing detailed action plans with clear milestones
- Monitors progress against agreed milestones, regularly reviewing progress with individuals, team and line manager
- Manages own time effectively, prioritising and focusing on key tasks
- Manages projects effectively making appropriate use of project management tools and external consultants etc
- Seeks relevant/reliable information from different sources and absorbs information quickly, focusing on key data
- Generates a range of alternatives, anticipating risks and potential problems for own and other teams/Departments
- Solves non-routine or complex problems using specialist/professional knowledge
- Makes timely decisions which are logical and thought through
- Gets things done promptly and intervenes in a timely way to overcome problems and obstacles
- Takes responsibility for ensuring that the team delivers its objectives
- Shows drive and determination to achieve results, consistently meeting agreed deadlines. Sets a positive example, 'going the extra mile' when necessary

***Achieving results: Level D***

Plans resources to deliver Departmental and Divisional/Operational objectives; allocates resources to deliver objectives and communicates changing priorities; absorbs information quickly, identifying key issues, often in complex situations; uses experience and knowledge and takes a broad view to assess the best course of action; leads by example, showing a sense of urgency; takes responsibility for the results achieved by the Division/area of responsibility.

**Positive Behavioural Indicators**

- Plays a full part in the development of the Departmental Plan and takes the lead in own area of responsibility
- Actively involves managers and team members in the development of operational plans and priorities
- Puts systems in place and monitors progress; regularly reviews performance with individuals and the team
- Identifies changing priorities and reallocates resources accordingly
- Creates an organised approach within area of responsibility to enable colleagues to perform effectively
- Makes good use of project management tools and resources and communicates to stakeholders
- Draws the key points and conclusions from complex situations without getting distracted by the detail
- Identifies options, costs/benefits and implications; able to 'think on feet' as well as take a more considered view
- Makes timely decisions, sometimes against immediate time pressures, being directive as appropriate
- Considers the immediate impact of decisions as well as longer-term considerations
- Solves complex problems at a strategic level using specialist/professional knowledge
- Demonstrates a sense of energy and urgency in their words and actions. Is keen to achieve results
- Gets things done promptly, uses authority to take important decisions and drive projects to completion
- Works efficiently to meet objectives, making optimum use of time and resources available
- Shows drive and determination to achieve results, consistently meeting agreed deadlines

## Delivering a quality service

<b><i>Delivering a quality service: Level A</i></b>
Enjoys delivering excellent service to internal and external customers; treats customers and customer problems as top priority; takes a pride in delivering work of a consistently high standard; shows an awareness of the cost of resources and uses these efficiently.
<b>Positive Behavioural Indicators</b>
<ul style="list-style-type: none"><li>• Handles routine customer enquiries and problems effectively, providing polite, efficient and accurate service</li><li>• Follows up on commitments and keeps promises</li><li>• Records customer complaints, concerns or comments</li><li>• Delivers work of a consistently high standard</li><li>• Checks and evaluates own work before submitting it for approval</li><li>• Shows a positive interest in ideas and opportunities to improve customer service and the quality of work</li><li>• Takes a responsible attitude to using and conserving available resources</li><li>• Treats customers and customer service as top priority. Delivers a responsive, efficient and accurate service</li></ul>

<b><i>Delivering a quality service: Level B</i></b>
Treats customer service as top priority; makes suggestions for improving aspects of service provision; takes on board suggestions for improving the quality of their work and collaborates with others to deliver excellent service; monitors income, costs and value for money.
<b>Positive Behavioural Indicators</b>
<ul style="list-style-type: none"><li>• Deals with non-routine and urgent customer problems effectively, showing understanding and assertiveness and meeting commitments given</li><li>• Takes an active part in meetings, discussions or work-based projects to identify ways of improving aspects of service provision</li><li>• Asks for feedback and suggestions as to how to improve standard of work/quality of service. Incorporates useful suggestions into working practices</li><li>• Takes pride in and delivers work of a consistently high standard and encourages/supports colleagues to do so</li><li>• Works with colleagues to ensure agreed service standards are met and the quality of work is maintained</li><li>• Works with colleagues to develop new ways of working and continuously improving service</li><li>• Tests new ideas to improve service/work standards</li><li>• Tracks, monitors and produces reports on team performance against agreed performance indicators</li><li>• Treats customers and customer service as top priority in own work (and the work of team members)</li></ul>

***Delivering a quality service: Level C***

Delivers an excellent service to internal and external customers; proactively seeks out ways to maintain and improve high standards of service; analyses performance data to assess quantity and quality of service provision; looks for ways to improve value for money and encourages colleagues to do so.

**Positive Behavioural Indicators**

- Considers customer requirements in organising own and colleagues' work
- Studies available customer information and makes comments and suggestions for improvements in service
- Responds effectively to customer enquiries, feedback and complaints dealing personally with important problems
- Actively supports initiatives aimed at continuously improving quality of service provision
- Researches approaches adopted in other areas of the organisation to identify possible improvements to service quality
- Sets objectives for self and for colleagues to raise the quality of service provided
- Analyses performance data to assess impact of service provision
- Introduces new working methods/approaches to achieve improved service and value for money
- Makes recommendations for re-allocation of budget on basis of performance analysis/cost-benefit analysis
- Treats customers and customer service as top priority and sets a positive example to team members

***Delivering a quality service: Level D***

Shows a passion for providing excellent service to internal and external customers; sets standards for the Division/Department and high expectations of work from themselves and colleagues; communicates strong expectations for the improvement of service delivery; reviews benefits, costs and value for money and encourages colleagues to look for ways to improve performance

**Positive Behavioural Indicators**

- Takes full account of customer needs and feedback in planning work and allocating resources
- Anticipates new customer needs and develops new/improved service offerings
- Sets challenging goals for self and for colleagues to raise the quality of service provided
- Manages effective systems for dealing efficiently with customer enquiries, complaints and feedback
- Sets quality and other performance standards and monitors them regularly ensuring communication of the results to team members
- Reviews service provision and results and discusses performance with colleagues at all levels, encourages thinking about ways to improve service and results
- Researches approaches adopted in other areas of the organisation and externally to identify improvements to service quality
- Introduces new working methods/approaches to achieve improved service and value for money and encourages colleagues to do so
- Makes recommendations for re-allocation of Departmental budget on basis of performance analysis
- Treats customers and customer service as top priority and sets a positive example to team(s)

## Changing and learning

### ***Changing and learning: Level A***

Shows an interest in own self-development; is open to new ideas and willing to consider alternative working practices; accepts and adapts to change or new situations. Applies specialist knowledge, skills and experience in accordance with clearly-defined guidelines and standards.

#### **Positive Behavioural Indicators**

- Takes an active interest in own self-development and looks for feedback and guidance from line manager
- Identifies own self-development needs
- Demonstrates commitment to self-development through the effective use of the Performance and Development Review Scheme
- Applies learning to the job
- Adapts to changing demands or new situations
- Learns from mistakes
- Shows an interest in considering new ways of doing things – new systems, new working practices
- Recognises the skills, talents and contributions of colleagues
- Shares new information about specialist skills with colleagues
- Is open and receptive to new ideas and ways of working

### ***Changing and learning: Level B***

Assists, coaches and advises colleagues to develop competence and confidence; actively looks for new, better ways of working; offers opinions in discussions which are not always the most obvious. Is versatile and adaptable, and prepared to change their views. Applies up-to-date specialist skills, knowledge and experience in their work.

#### **Positive Behavioural Indicators**

- Takes an active interest in own self-development and looks for feedback and guidance from line manager
- Helps colleagues to identify training needs and advises, guides and coaches them
- Demonstrates commitment to the development of self and others through the effective use of the Performance and Development Review Scheme
- Shares knowledge with colleagues to improve their understanding and add to team's expertise. Learns from others
- Shows interest in new techniques and fresh approaches
- Looks for new ideas in other parts of the organisation/other teams and adapts them to own work
- Is versatile and adaptable, and prepared to change their views
- Multi-tasks and handles several projects and responsibilities at once
- Learns from mistakes and shares learning with colleagues
- Takes active steps to stay abreast of developments in own field of work/area of expertise. If appropriate, follows a programme of Continuing Professional Development (CPD)
- Discusses new ideas or new knowledge with colleagues to stimulate their thinking
- Is open and receptive to new ideas and ways of working

***Changing and learning: Level C***

Adopts a positive, energetic and constructive approach to change; encourages and supports colleagues in accepting and adapting to changes in working practices; develops new solutions to problems and responds positively to new ideas. Encourages and supports team members to develop their capability. Demonstrates specialist knowledge and understanding of the technical demands of their own job and that of team members.

**Positive Behavioural Indicators**

- Identifies and agrees development needs for team members and coaches/provides feedback regularly
- Demonstrates commitment to development of self and others through the effective use of the Performance and Development Review Scheme
- Shows a commitment to Continuing Professional Development (CPD) and spends time on self development activities
- Is positive and energetic in supporting change initiatives and challenges traditional methods
- Actively involves staff to promote understanding of the change process
- Brings in new ideas to the team and is quick to recognise and support good ideas from other people
- Recognises and celebrates successes and acknowledges a good effort, encouraging staff to make suggestions and try new approaches
- Works effectively as an agent for change within their Division and Department
- Learns from mistakes and encourages team members to adopt the same attitude
- Responds positively to the need to adapt own working practices and supports team members
- Gives guidance & feedback to colleagues to ensure professional standards are maintained at a high level
- Is open and receptive to new ideas and ways of working

***Changing and learning: Level D***

Creates an environment within the Division, where continuous development to meet changing demands and priorities is accepted; seeks out fresh ideas and responds enthusiastically to Departmental and corporate initiatives; develops innovative and practical solutions to problems. Actively creates development opportunities for self and colleagues. Uses specialist knowledge to develop Departmental policies.

**Positive Behavioural Indicators**

- Shows a positive commitment to self development/Continuing Professional Development (CPD) and spends time on self development activities
- Actively identifies and agrees development needs for team(s) and individuals
- Demonstrates commitment to development through the effective use of the Performance and Development Review Scheme and shows enthusiasm for its benefits
- Coaches and provides feedback which is specific, timely and based on agreed objectives
- Leads the change process within area of responsibility initiating and overseeing the change
- Encourages colleagues to suggest fresh approaches and develop ideas to improve the services provided
- Is positive and energetic in communicating and supporting Departmental and corporate initiatives
- Supports an atmosphere/workplace culture where colleagues are encouraged to experiment, take calculated risks and learn from mistakes
- Brings in new ideas from outside the Division to generate fresh perspectives
- Responds quickly and flexibly to the need to adapt own working practices and helps team to do so
- Maintains a high level of specialist or professional knowledge and understanding, as defined by the needs of the Department and in line with standards set by external professional or regulatory bodies
- Uses professional/specialist knowledge to help shape Divisional and Departmental policy, strategies, priorities, plans and proposals
- Is open and receptive to new ideas and ways of working

## Showing commitment and resilience

### ***Showing commitment and resilience: Level A***

Takes pride in doing what is required of them on time and to the required standard; willingly takes on additional responsibilities when required; is positive and enthusiastic under normal, routine work pressures; maintains focus and shows determination when faced with setbacks.

#### **Positive Behavioural Indicators**

- Takes pride in delivering to the required standard
- Is not easily discouraged when faced with problems and obstacles
- Shows persistence in pursuing work goals and targets
- Handles normal interruptions, changes and additions to workload
- Willingly takes on additional responsibilities when required
- Does not dwell on frustrations and difficulties – moves on positively
- Copes with disappointments and adversity
- Remains focused under normal, routine work pressures
- Demonstrates pride and determination in work, whilst maintaining a productive work-life balance

### ***Showing commitment and resilience: Level B***

Adopts an energetic approach to work and is enthusiastic and interested in their work; stays calm under pressure, and in control when under stress.

#### **Positive Behavioural Indicators**

- Demonstrates enthusiasm and commitment to achieving work goals encouraging team members to do so
- Adopts a positive, interested response to involvement in new projects
- Puts in extra effort to meet short-term work requirements
- Perseveres to achieve goals/objectives
- Remains calm and focused under pressure
- Supports colleagues who are working under pressure/increased workload
- Maintains their composure with others, using positive language and a positive attitude to ensure that energies are directed to delivering the task in hand
- Demonstrates pride and determination in work, whilst maintaining a productive work-life balance

***Showing commitment and resilience: Level C***

Shows determination and drive to deliver and succeed; puts in extra effort to complete important tasks on time; shows stamina and can manage a diverse range of projects; calm and confident under pressure.

**Positive Behavioural Indicators**

- Demonstrates clear desire to achieve objectives and be successful
- Willingly takes on new challenges and new projects
- Deals effectively with challenging and difficult aspects of their work
- Demonstrates capacity for sustained hard work over long periods
- Willing to put in extra effort if work demands require it
- Remains positive and enthusiastic in the face of difficulty and encourages colleagues to do so
- Has a calming influence with colleagues when the team faces pressure and problems
- Supports colleagues (and team) who are working under pressure/increased workload
- Demonstrates pride and determination in work, whilst maintaining a productive work-life balance

***Showing commitment and resilience: Level D***

Demonstrates clear and sustained drive and determination to deliver and to succeed. Able to cope with difficulty and frustration and remain committed and positive. Calm and confident under pressure.

**Positive Behavioural Indicators**

- Demonstrates clear and sustained desire to achieve objectives and succeed
- Has clear capacity for sustained hard work over long periods. Willing to put in extra effort if work demands require it
- Enjoys challenging or difficult aspects to their work and visibly increases drive and determination in these circumstances
- Regards setbacks as challenges or learning opportunities
- Shows persistence and perseverance in overcoming major obstacles and long-running problems
- Remains calm under pressure without losing focus or reducing output of work
- Stands behind decisions or convictions under challenge and opposition from colleagues, contacts or politicians
- Presents a positive example to colleagues in times of difficulty. Encourages a constructive, energetic attitude at these times
- Supports team(s) and colleagues who are working under pressure/increased workload
- Demonstrates pride and determination in work, whilst maintaining a productive work-life balance



<b>Competency</b>		<b>Leadership and Providing Direction</b>	<b>Building Partnerships, Communicating and Influencing</b>	<b>Achieving results</b>	<b>Thinking Strategically and Delivering a Quality Service</b>	<b>Changing and learning</b>	<b>Managing the Political Environment, showing Commitment and Resilience</b>
<b>We value</b>		<i>Acting with integrity, openness and honesty and trusting colleagues, showing loyalty towards them</i>	<i>Communicating accurately, briefly and clearly</i>	<i>Showing drive and determination to achieve results and consistently meeting agreed deadlines</i>	<i>Treating customers and customer service as top priority, formulating strategies to achieve this key aim</i>	<i>Being open and receptive to new ideas and ways of working</i>	<i>Demonstrates pride and persistence in work, whilst maintaining a productive work-life balance</i>
<b>E</b>	<i>What this looks like</i>	Motivates staff by providing a clear sense of purpose and direction for the Division/Department, sets clear short and mid-term objectives and delegates responsibility to operational managers	Supports effective corporate working, building partnerships across the organisation and nationally, influencing and persuading effectively in a range of scenarios	Identifies Divisional and Departmental priorities, securing resources to deliver these, takes responsibility for the results achieved by the Department	Puts forward new policy options, formulates strategies to achieve the Divisional/Departmental vision and translates strategic initiatives into operational plans	Is positive towards and leads the change process within the Division/Department, identifies development opportunities for individuals/teams in own Division/Department and undertakes self-development/CPD	Actively manages the political interface at Departmental level, is sensitive to Departmental and political priorities and plans a tactical approach to winning support for proposals, remaining resilient when being challenged
<b>F</b>		Inspires staff, providing a vision, clear sense of purpose and direction for both the Department and the organisation, sets clear short, mid and long term objectives and allows managers to exercise delegated authority	Promotes effective corporate working, building partnerships across the organisation, nationally and internationally, influencing and persuading at the highest levels	Identifies Departmental and corporate priorities, directing the allocation of resources to deliver these, takes responsibility for the results of the organisation	Stands back from operational matters, with a clear focus on broader issues and opportunities to improve public services	Champions change projects to meet changing demands on the organisation, identifies development opportunities for self, individuals/teams in own Department/corporately and recognises the importance of developing talent and potential within the organisation	Actively manages the political interface at Departmental and corporate level, is sensitive to corporate and political priorities and exerts a degree of control over the political interface, remaining resilient when being challenged

**Providing Leadership and Direction*****Providing Leadership and Direction: Level E***

Provides leadership and direction to own Division/Department. Is a credible leader who motivates staff by providing a clear sense of purpose and direction. Provides a positive role model and instils respect and confidence. Delegates responsibility and authority to operational managers

**Positive Behavioural Indicators**

- Plays an active role in translating the vision for the Isle of Man into a vision for the Division/Department
- Communicates a compelling view of the future and encourages effective communication within the Division and across the Department
- Motivates others to achieve through commitment and enthusiasm, provides a clear idea of what needs to be achieved and makes things happen
- Sets clear, measurable short and mid term objectives
- Speaks with obvious enthusiasm, conviction & commitment about the work of the Department and corporate initiatives
- Adapts leadership style to suit different people, groups and situations
- Gains staff respect by showing consistency in their actions; showing trust & pride in their staff; delivering on realistic promises; treating staff with respect
- Encourages teamwork & collaboration, both within the Department and with other parts of the organisation. Explains the benefits of team work and collaboration to staff. Leads by example
- Allows managers to exercise delegated authority to deliver agreed operational plans
- Praises achievement and celebrates success
- Visible and approachable to all. Acts with integrity, openness and honesty and trusts colleagues, showing loyalty towards them

***Providing Leadership and Direction: Level F***

Provides leadership and direction for the organisation. Is a credible leader, providing a clear sense of purpose and direction both for their Department and the organisation. Inspires staff by communicating a motivating vision and clear sense of purpose. Provides a positive role model and instils respect and confidence. Allows managers the authority to deliver agreed Business/Operational Plans.

**Positive Behavioural Indicators**

- Plays an active role in creating and renewing the vision for the Isle of Man
- Communicates a compelling view of the future and encourages effective communication within the Department and across the organisation
- Inspires others to achieve through commitment and enthusiasm, provides a clear idea of what needs to be achieved and makes things happen.
- Sets clear, measurable short, medium and long term objectives
- Speaks with obvious enthusiasm, conviction & commitment about the work of Departments and the organisation
- Adapts leadership style to suit different people, groups and situations
- Gains staff respect by showing consistency in their actions; showing trust & pride in their staff; delivering on realistic promises; treating staff with respect
- Builds (and is a member of) high performing teams adapting style and approach appropriately to benefit the team
- Allows managers to exercise delegated authority to deliver agreed Departmental plans
- Praises achievement and celebrates success
- Visible and approachable to all. Acts with integrity, openness and honesty and trusts colleagues, showing loyalty towards them

## Building Partnerships, Communicating and Influencing

### ***Building Partnerships, Communicating and Influencing: Level E***

Works collaboratively at the corporate level and supports effective corporate working; has knowledge of other Government functions and works regularly with contacts in other Departments; builds strong partnerships and networks externally with a wide range of contacts; influences and persuades effectively in a wide range of scenarios.

#### **Positive Behavioural Indicators**

- Identifies the opportunity to improve delivery through partnership
- Builds productive relationships with people across the organisation and nationally (with some international contacts)
- Readily shares ideas and information with others
- Works collaboratively with partners to achieve the best practical outcomes for the organisation
- Spends time working with influential individuals and groups in advance of decision-making process to ensure understanding of proposals and to inform own tactics
- Pays due regard to corporate considerations when making decisions
- Listens with interest and treats others' views, concerns and suggestions with respect
- Uses knowledge of other functions to support effective Departmental and corporate working
- Articulates views clearly and uses well-developed interpersonal skills to persuade and influence others in a wide range of scenarios
- Takes personal responsibility for bringing Divisional/Departmental discussions to agreed decisions
- Implements corporate decisions with energy and commitment
- Communicates accurately, briefly and clearly

### ***Building Partnerships, Communicating and Influencing: Level F***

Works collaboratively at the corporate level and promotes effective corporate working; understands the influential relationships at play and uses these in a constructive way; has a wide knowledge and/ or experience of other corporate functions; builds strong partnerships and networks with a wide range of national and international contacts; influences and persuades stakeholders at the highest levels.

#### **Positive Behavioural Indicators**

- Identifies the opportunity to improve delivery through partnership and encourages senior managers to do so
- Builds productive relationships with people across the organisation, nationally and internationally
- Creates the environment in which ideas and information are readily shared
- Works collaboratively with partners to achieve the best practical outcomes
- Spends time working with influential individuals and groups in advance of decision-making process to ensure understanding of proposals and to inform own tactics
- Takes a corporate view when making decisions
- Listens with interest and treats others' views, concerns and suggestions with respect
- Uses wide knowledge of other functions to take a lead in promoting effective corporate working
- Articulates views clearly and uses well-developed interpersonal skills to persuade and influence stakeholders at the highest level
- Takes personal responsibility for bringing Departmental and corporate discussions to agreed decisions
- Implements corporate decisions with energy and commitment and encourages others to do so
- Communicates accurately, briefly and clearly

## Achieving Results

### ***Achieving Results: Level E***

Identifies Divisional and Departmental priorities and secures and plans resources to deliver Divisional/Departmental objectives; directs the allocation of resources to deliver Divisional and Departmental objectives; leads by example, showing a sense of urgency and a positive 'can do' attitude; is clear about what will deliver customer service and value for money; takes responsibility for the results achieved by the Department; is involved in the delivery of cross-departmental projects and initiatives.

### **Positive Behavioural Indicators**

- Plays a full part in developing & agreeing the Divisional/Departmental Plans
- Takes a Department wide view of how resource allocation should best be assigned, recognising corporate requirements
- Secures the resources necessary for staff to deliver agreed objectives. Makes a convincing business case to resource the delivery of Departmental plans
- Takes an active responsibility for defining SMART (specific, measurable, agreed, realistic and time bound) short and medium term objectives linked to the Departmental and corporate Business Plans
- Sets out clear, realistic timescales for delivery of Departmental objectives and communicates these to operational managers
- Transmits a sense of energy & urgency in their words and actions. Ensures achievement of results
- Recognises that customer service and improved public services are at the core of everything that the organisation does and acts accordingly
- Co-ordinates between other Divisions/Departments to ensure smooth progress to achieving desired results
- Is not deflected by obstacles or problems
- Able to deal with pressures and manage conflict, with support from Chief Officer where appropriate
- Manages suppliers and other contractors to provide required services
- Rigorous in monitoring and reviewing progress and performance at Divisional/Departmental level
- Shows drive and determination to achieve results, consistently meeting agreed deadlines

### ***Achieving Results: Level F***

Identifies Department and corporate priorities and secures and plans resources to deliver objectives; directs the allocation of resources to deliver Departmental and corporate goals and communicates changing priorities, reallocating organisational resources where required; leads by example, showing a sense of urgency and a positive, 'can do' attitude with a transparent determination to succeed; focuses on what will deliver customer service and value for money; takes responsibility for the results achieved by the organisation.

### **Positive Behavioural Indicators**

- Plays a full part in developing & agreeing the corporate Business Plan
- Takes an organisational view of where resources should best be assigned. Balances Departmental and corporate requirements
- Secures the resources necessary for staff to deliver agreed goals. Makes a convincing Business Case to resource the delivery of Departmental and corporate plans
- Takes an active responsibility for defining SMART (specific, measurable, agreed, realistic and time bound) short, medium and long-term objectives linked to the Departmental and corporate Business Plans
- Sets out clear, realistic timescales for delivery of corporate objectives and communicates these to senior managers
- Transmits a sense of energy & urgency in their words and actions. Drives the delivery of results
- Recognises that customer service and improved public services are at the core of everything that the organisation does and acts accordingly
- Co-ordinates activities between Departments to ensure smooth progress to achieving desired corporate results
- Is not deflected by obstacles or problems
- Deals with pressures and manages conflict in the course of achieving results.
- Manages suppliers and other contractors to provide required services
- Rigorous in monitoring and reviewing progress and performance at Departmental and corporate level
- Shows drive and determination to achieve results, consistently meeting agreed deadlines

## Thinking Strategically and Delivering a Quality Service

### ***Thinking Strategically and Delivering a Quality Service: Level E***

Puts forward new policy options and translates corporate policy and strategic initiatives into operational plans acting as the link to operational managers involved in service delivery; keeps abreast of new developments and issues nationally and elsewhere; plays a full part in developing policy at Departmental level; focuses on key issues to improve Divisional and Departmental performance.

#### **Positive Behavioural Indicators**

- Avoids becoming overly involved in detail. Steps back from operational involvement regularly to focus on broader, more far-reaching issues for the Department
- Acts as a communicative link between Chief Officers and the Department putting forward new approaches and translating corporate policy and priorities into clear and actionable plans
- Brings research and analysis to bear on the policy making and planning processes at Departmental level
- Assimilates and makes sense of complex or conflicting data and different perspectives at Departmental level
- Homes in on key issues to the Department at an early stage and defines them clearly and concisely
- Finds new ways of looking at departmental issues
- Formulates strategies to achieve the Divisional/Departmental vision
- Gives objective and balanced advice based on sound evidence and analysis
- Ensures that short-term solutions are consistent with longer-term Divisional/Departmental strategies
- Considers and presents the Department as part of the wider community, with the responsibilities, potential for impact and challenges that brings
- Treats customers and customer service as a top priority and formulates strategies to achieve this key aim

### ***Thinking Strategically and Delivering a Quality Service: Level F***

Stands back from operational matters and focuses on broader, more far-reaching issues; take steps to ensure that they are well informed about external issues, often at national or international level; takes account of external trends in developing policy and plans to influence the thinking and planning at corporate level; focuses on key issues and opportunities to improve public services.

#### **Positive Behavioural Indicators**

- Adopts a strategic approach. Steps back from operational involvement to focus on broader, more far-reaching issues for the organisation and the Isle of Man community
- Explores information about external issues. Assesses these to identify implications for the organisation and takes appropriate action
- Brings research and analysis to bear on the policy making and planning processes at corporate level
- Assimilates and makes sense of complex or conflicting data and different perspectives in corporate and external/international context
- Homes in on key issues to the Isle of Man at an early stage and defines them clearly and concisely
- Finds new ways of looking at corporate issues
- Formulates strategies to achieve the Isle of Man vision
- Gives strategic advice based on sound recommendations
- Manages short-term issues and priorities in ways that are consistent with longer-term strategies
- Considers and presents the organisation as part of the wider community, with the responsibilities, potential for impact and challenges that brings
- Treats customers and customer service as top priority and formulates strategies to achieve this key aim

## Changing and Learning

### ***Changing and Learning: Level E***

Is positive towards change and leads the change process within the Division/Department; quick to respond to corporate initiatives and help others to understand the rationale and benefits; identifies new ideas and opportunities to improve services and efficiency; identifies development opportunities for individuals and teams within own Division/Department and is actively involved in their development; applies specialist knowledge and skills, rapidly absorbing new specialist information and taking steps to stay abreast of specialist developments in their field.

#### **Positive Behavioural Indicators**

- Brings in new ideas from outside the organisation and is quick to adopt and support others' ideas
- Shows a willingness to experiment, take calculated risks and learn from mistakes, and promotes an atmosphere/workplace culture where others are encouraged to do so
- Creates appropriate Divisional and Departmental frameworks to support and monitor continuous improvement
- Shows commitment to own self-development/Continuing Professional Development (CPD) and acts as a positive role model for others
- Is quick to adapt own approach and revise plans in the light of changed circumstances
- Challenges the status quo and questions traditional assumptions
- Commits the Department to supporting initiatives to develop staff and improve the capability of the organisation
- Demonstrates commitment to development through the effective use of the Performance and Development Review Scheme and shows enthusiasm for its benefits
- Sets a positive example within own department of coaching and mentoring and delegating to individuals so they give of their best
- Demonstrates a high level of specialist or professional knowledge and understanding, in line with standards set by external professional or regulatory bodies
- Develops robust policies and strategies to provide a framework for specialist functions. Contributes to development in their specialist/professional area of expertise at a high level
- Is open and receptive to new ideas and ways of working

### ***Changing and Learning: Level F***

Creates a working environment within the organisation, where continuous development to meet changing demands on the organisation or reflect changing priorities is viewed positively. Actively seeks out fresh ideas and approaches. Champions change projects and communicates the benefits in a positive way. Accepts and adapts to change or new circumstances. Recognises the importance of developing talent and potential within the organisation. Identifies development opportunities for individuals and teams both within own Department and corporately.

#### **Positive Behavioural Indicators**

- Brings in new ideas from outside the organisation to generate fresh perspectives at the highest levels
- Creates and promotes an atmosphere/workplace culture where staff are encouraged to experiment, take calculated risks and learn from mistakes
- Encourages managers to suggest fresh approaches and to develop ideas to improve the range and quality of services provided
- Creates appropriate corporate frameworks to support & monitor continuous improvement
- Shows commitment to own self-development/Continuing Professional Development (CPD) and acts as a positive role model for others
- Is quick to adapt own approach and revise plans in the light of changed circumstances
- Challenges the status quo and questions traditional assumptions. Willing to be challenged by others
- Commits the organisation to supporting initiatives to develop staff and improve the capability of the organisation to deliver its objectives
- Demonstrates commitment to development through the effective use of the Performance and Development Review Scheme and shows enthusiasm for its benefits
- Is open and receptive to new ideas and ways of working

## Managing the Political Environment, Showing Commitment and Resilience

### ***Managing the Political Environment, Showing Commitment and Resilience: Level E***

Is keenly attuned to the political interface at Departmental level and manages relationships with the Minister and Members in a constructive manner; may occasionally be involved in meetings/presentations to COMIN; builds support through Minister, Chief Officer or other senior person and lobbies effectively with contacts; consistently succeeds in gaining agreement to proposals at Departmental level; prepares thoroughly for negotiations and meetings.

#### **Positive Behavioural Indicators**

- Actively manages the political interface at Departmental level – anticipates and influences
- Quick to inform the political decision-making process – gives information in a timely fashion
- Stays calm, controlled and productive in all dealings at the political level
- Adopts a considered and measured approach in all personal dealings with politicians and other senior managers
- Is sensitive to wider Departmental and political priorities
- Uses the advice, assistance & intervention of Chief Executive and others to build the strength of their argument and assist the persuasion process
- Plans their tactical approach to presenting, clarifying and winning support for their proposals
- Displays resilience when being challenged. Remains focused on finding a solution to the situation with an openness to new ideas and options
- Demonstrates pride and determination at work, whilst maintaining a productive work-life balance

### ***Managing the Political Environment, Showing Commitment and Resilience: Level F***

Is keenly attuned to the political interface at senior level, understands the political relationship and actively manages it in a constructive manner. Demonstrates an understanding of the processes and strategies for gaining agreement at the highest level. Lobbies successfully, by adopting a strategic approach to persuading others, using network of contacts and the contribution of others to build the strength of their arguments. Consistently succeeds in gaining agreement to policy and strategy proposals at political, corporate and organisational level. Prepares thoroughly for discussions and negotiations, with various scenarios and contingencies planned.

#### **Positive Behavioural Indicators**

- Actively manages the political interface at both departmental and corporate level – predicts, anticipates, shapes, influences
- Informs the political decision-making process – gives information, instead of waiting for decision
- Stays calm, controlled and productive in all dealings at the political level
- Adopts a considered and measured approach in all personal dealings with politicians and chief executive officers
- Is sensitive to wider corporate and political priorities
- Uses the advice, assistance & intervention of others' to build the strength of their argument and assist the persuasion process at the highest level
- Exerts a degree of control over the political interface, using personal influence
- Displays resilience when being challenged. Remains focused on finding a solution to the situation with an openness to new ideas and options
- Anticipates the needs of politicians for advice/information. Offers this in an appropriate form
- Demonstrates pride and determination in work, whilst maintaining a productive work-life balance