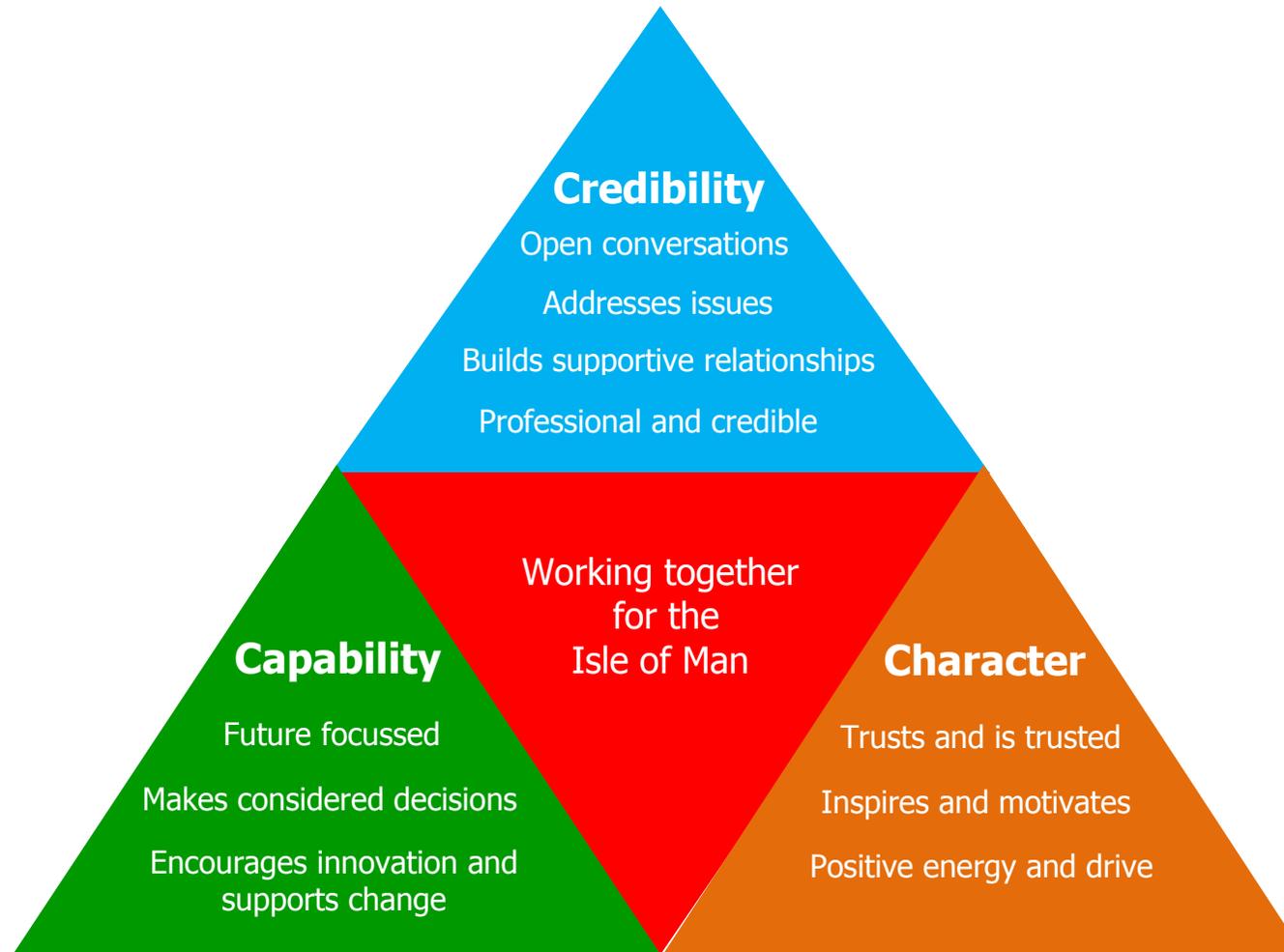


INSPIRE · MOTIVATE · DEVELOP



Isle of Man Government People Qualities Framework

Introduction



The Isle of Man Government People Qualities have been designed as a framework to support positive personal development for every individual within the organisation. The triangular framework represents the need to balance the **Capability** of an individual - their form and ability to deliver tasks – with their **Character** – their personality and level of emotional intelligence – in order to create genuine **Credibility**. These are known as **The 3 C's**.

The ten qualities were originally determined in 2013 by focus groups of employees from across the organisation who volunteered to participate in workshops to identify what makes a great leader in the Isle of Man Government. It was soon recognised however, that the qualities and behaviours that the focus groups wanted to see from their leaders, were equally applicable to employees throughout the organisation. As a result, the qualities developed into the People Qualities with a pathway clearly mapping progression for each quality or behaviour from the level expected of an individual providing administrative support at Level 1 through to the level expected of an individual setting strategic direction at level 7. This continuity establishes a clear and aspirational framework for personal development and serves to emphasise that positive performance quality applies to everyone, at every level within the organisation.

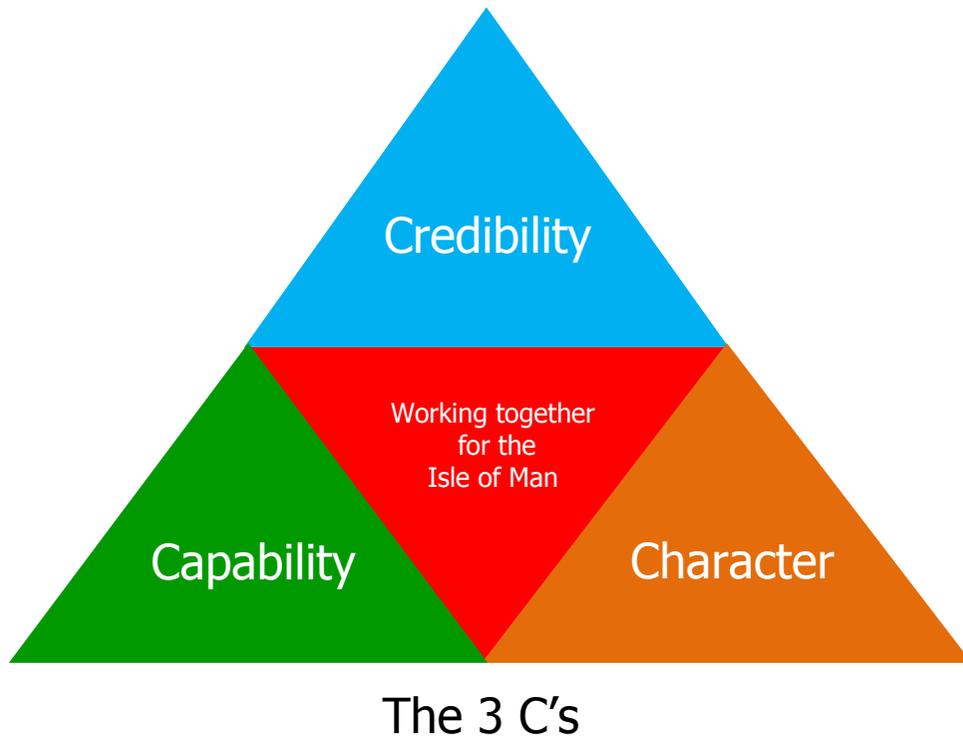
The People Qualities have been cross-referenced to the various competency frameworks which currently exist across the Isle of Man Government, and provide an opportunity to articulate the behaviours and culture that we need in future within Government. When demonstrated, these qualities not only support, but also drive the overarching **IOMG Vision**: *Working together for the Isle of Man*, supporting the **IOMG Values**: *We value, trust and respect one another; Communication is open and people are listened to; Innovation and creativity are encouraged*.



IOMG People Qualities Levels, Bands, Grades and Roles

There are seven levels within the IOMG People Qualities Framework that are intended to be progressively inclusive. Therefore, those operating at level 4 are expected to meet the requirement at levels 1, 2, 3 and 4 in order to be considered effective.

An illustrative guide to each level giving examples of bands, grades and typical roles is shown below. This list is not exhaustive; its purpose is to offer guidance in understanding the levels within the framework.



People Quality Level	Band, Grade or Role example
Level 1	AA grade and equivalent; HCA; Social Care Worker; Manual Craft levels 3 to 5; lunch time assistant; Receptionist
Level 2	AO grade and equivalent; Prison Officer; ESJCR Supervisor; School Administrator; Senior Secretary; Social Work Assistant; Fire Fighter; SHCA; ESO; Manual Craft level 6 and above; Support Worker
Level 3	EO grade and equivalent; Support Manager; ESJCR Manager; Teacher; Registered Nurse
Level 4	HEO grade and equivalent; Nursing Team Leader; Police Inspector; Social Worker; Surveyor; Duty Manager
Level 5	SEO grade and equivalent; Head Teacher; Deputy Chief Fire Officer; Legal Officer; Nurse Sister; Operational Manager
Level 6	Director and equivalent; OS7; Senior Nurse; Divisional Manager/Director/Executive
Level 7	Executive Director; Chief Executive; Chief Officer



Using the IOMG People Qualities Framework

The People Qualities have not been created to replace any of the existing competency frameworks but it is hoped that they will provide the foundation for any future initiative to create a single performance management framework to support the IOMG as a single legal entity.

The People Qualities can be used for designing jobs, recruitment, personal development, performance management, succession planning and conducting staff 1-1's.

Designing jobs

The People Qualities can be reflected in job descriptions and person specifications to help outline the behaviours expected of that role at the relevant level.

Recruitment

The People Qualities can assist with the recruitment process as the basis for interview questions and used within an assessment centre as measures within exercises.

Personal development, performance management and succession planning

For your own and/or your teams development, the People Qualities could be used for the basis of determining aspirations and to highlight areas of training and development. The People Qualities are represented within the 9 Box tool, used for development and succession planning. Using the People Qualities and 9 Box together will assist with the identification of talent gaps and future potential.

Staff 1-1's

Developmental conversations can be conducted using the People Qualities as the basis of all staff 1-1 conversations.



Credibility

The quality of being believed in; having positive standing and authority

Associated People Qualities:

1. Has open conversations

Key themes: Respect – shows respect for others, listens and understands, welcomes different opinions
Clarity – gives direction, provides answers and explains why to customers and colleagues
Shares – shares information and knowledge in a timely way, inclusive

2. Addresses the issues

Key themes: Positive outcomes – manages all levels of performance to create improvement
Conflict – prevents conflict where possible, deals with it positively, constructively and confidently
Fairness – demonstrates consistency and equality

3. Builds supportive relationships

Key themes: Influence – adapts communication to achieve win-win outcomes, collaborates and compromises for the greater good
Feedback – provides positive and constructive feedback for supporting improvement, welcomes and values feedback
Network – creates two way, supportive networks internally and externally

4. Professional and credible

Key themes: Personal responsibility – delivers on targets and owns their work, responsible and accountable
Impact – presents self and work in a positive way
Customer focused – puts customers at the heart of everything



Level 1

HAS OPEN CONVERSATIONS		
	People who are effective are likely to...	People who are ineffective are likely to...
Respect	Listen to others and be easy to talk to Recognise that they can learn from others	Listen but soon forget what was said Assume that they know best
Clarity	Be clear and audible both face-to-face and on the telephone Introduce themselves to customers using their name, role and what they are going to do to help	Make little effort to help others understand what they mean Not welcome questions
Shares	Contribute to team meetings in a positive, constructive way Explain their progress on tasks or projects openly when asked	Spectate at team meetings or be disruptive Provide incomplete explanation of their actions or hide the truth

Level 1

ADDRESSES THE ISSUES		
	People who are effective are likely to...	People who are ineffective are likely to...
Positive outcomes	Ask for constructive feedback from their manager Understand the performance that is expected of them	Wait to be told how to improve if things go wrong Ignore the PDR process or view it as their manager's responsibility
Conflict	Be tolerant of different points of view Work collaboratively with colleagues	Assume their way of thinking is always right Create personal conflict that disrupts the team
Fairness	Treat all colleagues and customers with equal respect Demonstrate support for others Put their best effort into all tasks and requests	'Bend the rules' for some colleagues or customers but not others Show little consideration for the feelings of others Avoid tackling tasks they don't enjoy



Level 1

BUILDS SUPPORTIVE RELATIONSHIPS		
	People who are effective are likely to...	People who are ineffective are likely to...
Influence	Recognise that people have different ways of learning and communicating	Assume that their own preferences are 'right'
	Be easy to talk to	Be over critical
	Attempt to adapt their communication for the best outcome, within the constraints of the task	Ignore the need to be flexible when communicating, within the constraints of the task
Feedback	Ask for constructive feedback from their manager	Wait to be told how to improve if things go wrong
	Discuss problems promptly with the relevant person	Gossip or complain without discussing the issue openly
Network	Build positive relationships with team members	Create personal conflict which disrupts the team
	Attend team, divisional and departmental briefings to meet and better understand the work of their immediate colleagues	Assume that such meetings don't apply to them

Level 1

PROFESSIONAL AND CREDIBLE		
	People who are effective are likely to...	People who are ineffective are likely to...
Take personal responsibility	Understand the performance that is expected of them	Ignore the PDR process or view it as their manager's responsibility
	Fill their day productively, supporting the team	Wait to have work allocated to them, rather than asking
Impact	Produce work that is accurate and understandable	Produce work that needs to be reworked repeatedly
	Work in an organised and structured way	Be disorganised, messy or chaotic
Customer focus	Treat customers as their top priority	Put their own priorities above delivering great customer service
	Deal with routine customer enquiries politely, professionally and effectively	Struggle to manage routine customer enquiries



The extent of an individual's ability; their capacity and potential

Associated People Qualities:

1. Future focused

Key themes: Align – works towards a shared direction linked to IOM Government strategy
Monitor – monitors progress to goals, identifies and mitigates against challenges
Personal development – continually seeks to develop professionally

2. Makes considered decisions

Key themes: Balanced – prepares, understands the true problem, considers impact on task and people
Ethical – appropriate for Government, fair, accountable, trustworthy
Timely – acts with urgency, recognises others are impacted by your actions

3. Encourages innovation and supports change

Key themes: Improve – creative, seeks innovation for sustainable improvement
Flexible – adapts to change, recognises own way may not be the only way, agile learner and worker
Proactive – aware and anticipating, constantly develops service



Level 1

FOCUS FOR THE FUTURE		
	People who are effective are likely to...	People who are ineffective are likely to...
Align	Understand how their own role contributes to their team's objectives and priorities	Have no understanding of their team's objectives and priorities
	Know what Agenda for Change is and understand its basic principles	Be unaware of Agenda for Change
Monitor	Consistently complete allocated tasks on time	Miss deadlines without good reason, causing negative impact
	Support other staff readily when asked in order to achieve team objectives	Refuse to adapt to the changing priorities of the team
Personal development	Engage actively in own 1:1s and PDR discussions	Come unprepared to 1:1s and PDR discussions or fail to attend
	Allow greater understanding of a situation with the potential to change their original approach	Not reflect on feedback from others or learn by mistakes

Level 1

MAKES CONSIDERED DECISIONS		
	People who are effective are likely to...	People who are ineffective are likely to...
Balanced	Recognise when they don't have the skill or knowledge to deal with a task and if so, find support to assist with this development need	Ignore such tasks or assume someone else will deal with it
	Adapt communication style to suit audience	Maintain own communication style showing no flexibility to suit audience
Ethical	Understand that we all have a responsibility to maintain the good reputation of IOMG	View this solely as the responsibility of senior leaders
	Speak up if standards aren't being met or health and safety is being compromised	Avoid speaking up despite knowing something is wrong
Timely	Refer important decisions in a timely way to the right person	Leave it until the last minute or assume someone else will deal with it
	Remain focused under normal, routine work pressures	Struggle to maintain accuracy and focus under normal, routine work pressures



Level 1

ENCOURAGES INNOVATION AND SUPPORTS CHANGE		
	People who are effective are likely to...	People who are ineffective are likely to...
Improve	Know what Agenda for Change is and understand its basic principles	Be unaware of Agenda for Change
	Understand that change should lead to improvement	Assume that change is always for the worse
Flexible	Be open and receptive to new ways of working	Avoid changing things just because they've always been done this way
	Learn from own mistakes and able to adapt view point and style	Repeat the same mistakes constantly and unadaptable in communication style
Proactive	Share new information with colleagues	Keep information to themselves
	Tackle new tasks as soon as they are able	Put things off that could be done now



Character

The way a person thinks, feels and behaves; their personality and level of emotional intelligence

Associated People Qualities:

1. Trusts and is trusted

Key themes: Reliable – delivers on promises, sets goals and achieves them, does what they say they will do
Honest – moral courage, authentic, even when the truth is difficult
Believe – has confidence in others, works autonomously without issue, inspires confidence in own ability

2. Inspires, motivates and empowers

Key themes: Praise – recognises achievement, values the contribution of others, gives credit
Role model – high personal standards
Personal – understands the individual, gets the best from each person, empathises

3. Positive energy and drive

Key themes: Resilient – strives to achieve, showing perseverance and commitment
Urgency – applies pace and importance to the right things, focused, dynamic
Passionate – believes in the service, enthusiastic, speaks positively about Government



Level 1

TRUSTS AND IS TRUSTED		
	People who are effective are likely to...	People who are ineffective are likely to...
Reliable	Deliver on the promises they make to colleagues or customers	Make empty promises for example, promise to call back but then doesn't
	Record information in an accurate and easily understood way	Create inaccurate or misleading records or no records at all
Honest	Apologise and take ownership if they make mistakes	Blame others or cover up their mistakes
	Keep people updated, sharing information openly and honestly	Speaks inappropriately in the workplace and in public, withholding relevant information
Believe	Understand that they play an important role in representing Government to customers they interact with	Act in a way which causes customers to worry about or doubt our service
	Deliver routine work of a consistently high standard	Struggle to complete routine work without error or supervision

Level 1

INSPIRES AND MOTIVATES		
	People who are effective are likely to...	People who are ineffective are likely to...
Praise	Thank others when they receive help	Be unappreciative of their colleagues' support
	Recognise and take pride in their own achievements	Focus on bad days or problems, ignoring what they do well
Role model	Understand that they play an important role in representing Government to customers they interact with	Act in a way which causes customers to worry about or doubt our service
	Act with integrity, taking responsibility for their own work	Expect others to resolve problems they have created
Personal	Genuinely consider how their customer feels and react to that	Depersonalise the customer, seeing them as another user or case
	Think about the impact of saying something before it is said, respecting different cultures or beliefs	Speak before thinking and assume everyone should share their own culture and beliefs



Level 1

POSITIVE ENERGY AND DRIVE		
	People who are effective are likely to...	People who are ineffective are likely to...
Resilient	Remain calm and positive even when under pressure in front of customers	Pass their stresses on to customers
	Maintain consistent performance standards recognising when others need support	Give up quickly when things don't go smoothly and be unsupportive to others
Urgency	Remain focused on doing their job well at all times	Be easily distracted to the detriment of their work
	Meet deadlines consistently, recognising that people depend on them	Miss deadlines frequently, impacting on colleagues or customers
Passion	Take pride in delivering to the required standard and assist even if work is outside their role	Care little about the impact that their poor work has on customers and works in silo
	Have a clear understanding of the purpose and priorities of their role and their team	Be unaware of the purpose and priorities of self and their team