INSPIRE · MOTIVATE · DEVELOP

Credibility

Open conversations

Addresses issues

Builds supportive relationships

Professional and credible

Working together
for the
Isle of Man

Capability

Future focussed

Makes considered decisions

Encourages innovation and
supports change

Character

Trusts and is trusted

Inspires and motivates

Positive energy and drive

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.
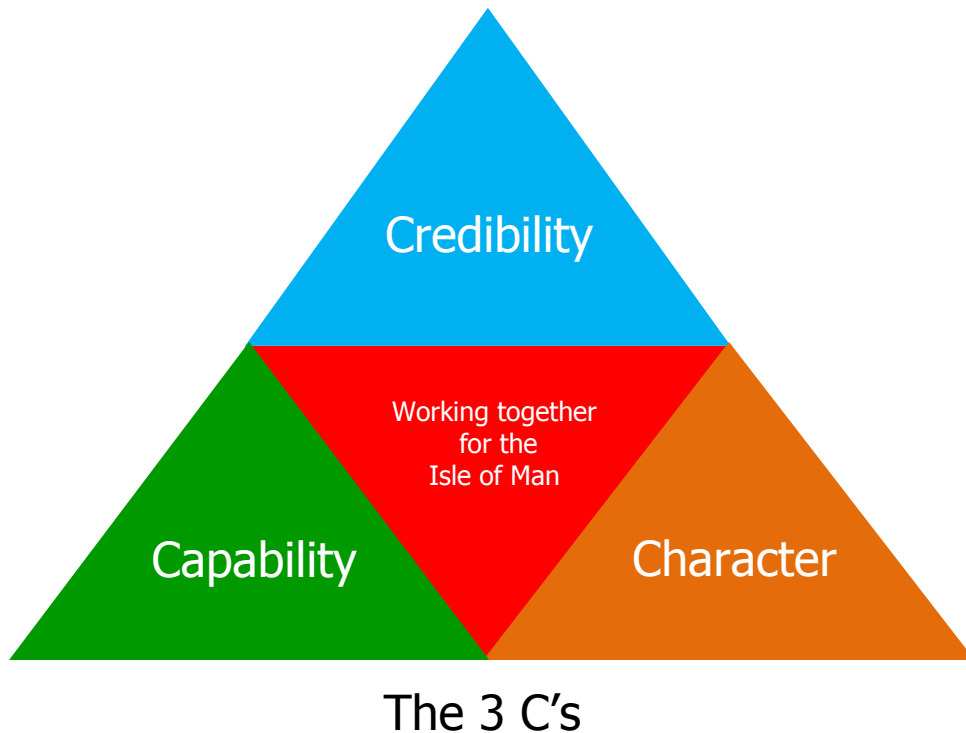
People Quality Level	Band, Grade or Role example
Level 1	AA grade and equivalent; HCA; Social Care Worker; Manual Craft levels 3 to 5; lunch time assistant; Receptionist
Level 2	AO grade and equivalent; Prison Officer; ESJCR Supervisor; School Administrator; Senior Secretary; Social Work Assistant; Fire 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

Credibility

Working together for the Isle of Man

Capability

Character

The 3 C's

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 2

HAS OPEN CONVERSATIONS		
	People who are effective are likely to…	People who are ineffective are likely to…
Respect	Listen and ask questions to understand	Listen to what is said cosmetically without adapting their approach
	Learn from others and apply that learning	Assume that they know best and fail to change behaviours to show that learning has taken place
Clarity	Be clear and audible both face-to-face and on the telephone	Make little effort to help others understand what they mean
	Provide timely updates to people relying on them	Leave customers or colleagues waiting or unclear what's going on
Shares	Proactively contribute to team meetings in a positive, constructive way	Spectate at team meetings or be disruptive – impacting on team performance
	Explain their progress on tasks or projects openly and regularly	Provide incomplete explanation of their actions or hide the truth

Level 2

| ADDRESSES THE ISSUES		
	People who are effective are likely to…	People who are ineffective are likely to…
Positive outcomes	Learn from mistakes and share that learning with colleagues	Repeat the same mistake constantly
	Look for ways to develop and improve their performance	Adopt a fixed approach – avoiding change and improvement wherever possible
Conflict	Flex their personal style to deal with differences within their teams or with customers	Dismiss others' views as irrelevant or unimportant
	Understand what offends others and adapts own actions accordingly	Be patronising or insincere
	Record customer complaints or comments and work hard to resolve them	Dismiss customer comments or record them but do nothing to resolve them
Fairness	Feel comfortable challenging appropriately when the need arises	Keep their head down – avoiding dealing with issues and concerns
	Proactively seek challenging work for the benefit of the team	Do the bare minimum that they are asked to do

Level 2

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'
	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
	Approach others for help when needed	Not tell the truth
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
	Have a 'can do' attitude	Not have the trust of the team
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 2

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
	Deliver routine tasks unaided and complete own objectives	Require constant support or supervision
Impact	Produce written work that is accurate and complete	Produce work that needs to be reworked more than once
	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 all customer enquiries politely, professionally and effectively	Struggle to manage unusual enquiries
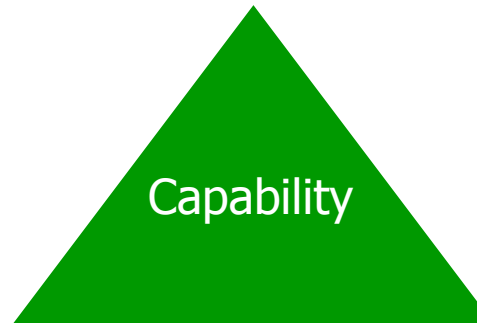
Capability

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

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Level 2

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 why it is important	Be unaware of Agenda for Change
Monitor	Manage own time effectively and able to identify the key facts in a situation	Require constant supervision to achieve deadlines and to identify key facts
	Recognise when they are under pressure and ask for help in good time	Avoid asking for help, allowing work to suffer as a result
Personal development	Engage actively in own 1:1s and PDR discussions	Come unprepared to 1:1s and PDR discussions
	Recognise that it is important to consider how you work as well as what you do	Assume that how you work with others doesn't matter as long as you complete the task

Level 2

MAKES CONSIDERED DECISIONS		
	People who are effective are likely to…	People who are ineffective are likely to…
Balanced	Use basic specialist or professional knowledge to handle routine tasks effectively	Lack the required basic specialist or professional knowledge, or fail to apply it effectively to routine tasks
	Gather relevant facts to ensure accuracy and support their view	Produce work based on opinion or instinct only, not fact
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	Assess new information and reorganise work 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 2

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 why it is important	Be unaware of Agenda for Change
	Consider ways to create efficiencies at work	Ignore opportunities to create more efficient ways of working
Flexible	Adapt to changing demands or new situations	Stick rigidly to one way of working despite the needs of others
	Learn from their own mistakes and share that learning with others	Repeat the same mistakes or avoid helping others develop
Proactive	Understand their own preferred way of learning and communication style	Lack awareness of how they learn and develop best
	Make suggestions for improvements to the processes they use and considers others' view points	Wait to make suggestions or assume it is someone else's job. Doesn't listen to or respect others' view points

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 2

TRUSTS AND IS TRUSTED		
	People who are effective are likely to…	People who are ineffective are likely to…
Reliable	Plan their own daily work schedules in order to achieve them	Need constant supervision to achieve daily work schedules
	Provide support and share knowledge to other team members	Cause constant problems by forgetting things or missing things out
Honest	Set realistic expectations about what will be done and by when	Over-promise and under-deliver
	Be open and honest with colleagues, showing loyalty towards them	Talk disrespectfully about colleagues or criticise them to others
Believe	Look for ways to support the team and take on new responsibilities	Lack confidence in their own ability, sticking with known tasks
	Deal with routine and non-routine tasks positively and confidently	Struggle to deal with non-routine tasks alone

Level 2

INSPIRES AND MOTIVATES		
	People who are effective are likely to…	People who are ineffective are likely to…
Praise	Thank customers for their time and patience	Believe that customers should be thanking us
	Recognise and take pride in team achievements	Consider team achievements to be something they can't contribute to
Role model	Be motivated to provide the best possible support for their team	See themselves as 'just' an administrator, not a role model to anyone
	Take every opportunity to demonstrate great customer service	Provide poor service because customers have no choice but to use us
Personal	Be self-aware and understand what motivates them and share that with their manager	Show little or no self-awareness to the impact of their behaviour
	Get to know their colleagues by taking part in informal activities at work – for example, charity dress downs, cake sales, team sessions	Withdraw from informal activities at work, missing opportunities to get to know their colleagues

Level 2

POSITIVE ENERGY AND DRIVE		
	People who are effective are likely to…	People who are ineffective are likely to…
Resilient	See the positive in situations, even when things go wrong	Dwell on what has gone wrong without learning from it
	Manage normal interruptions, changes and additions to workloads	Become unduly upset by normal additions and changes to workload
Urgency	Show persistence in achieving work goals and targets	Be easily discouraged or give up on difficult tasks
	Work with energy and enthusiasm to complete tasks on time	Become bogged down in detail, overcomplicating even simple jobs
Passion	Take pride in supporting the team to achieve its objectives	Care little about the impact that their poor work has on the team
	Speak positively about their colleagues and the work their team does	Be jaded or cynical about work and talk about 'them' not 'us'