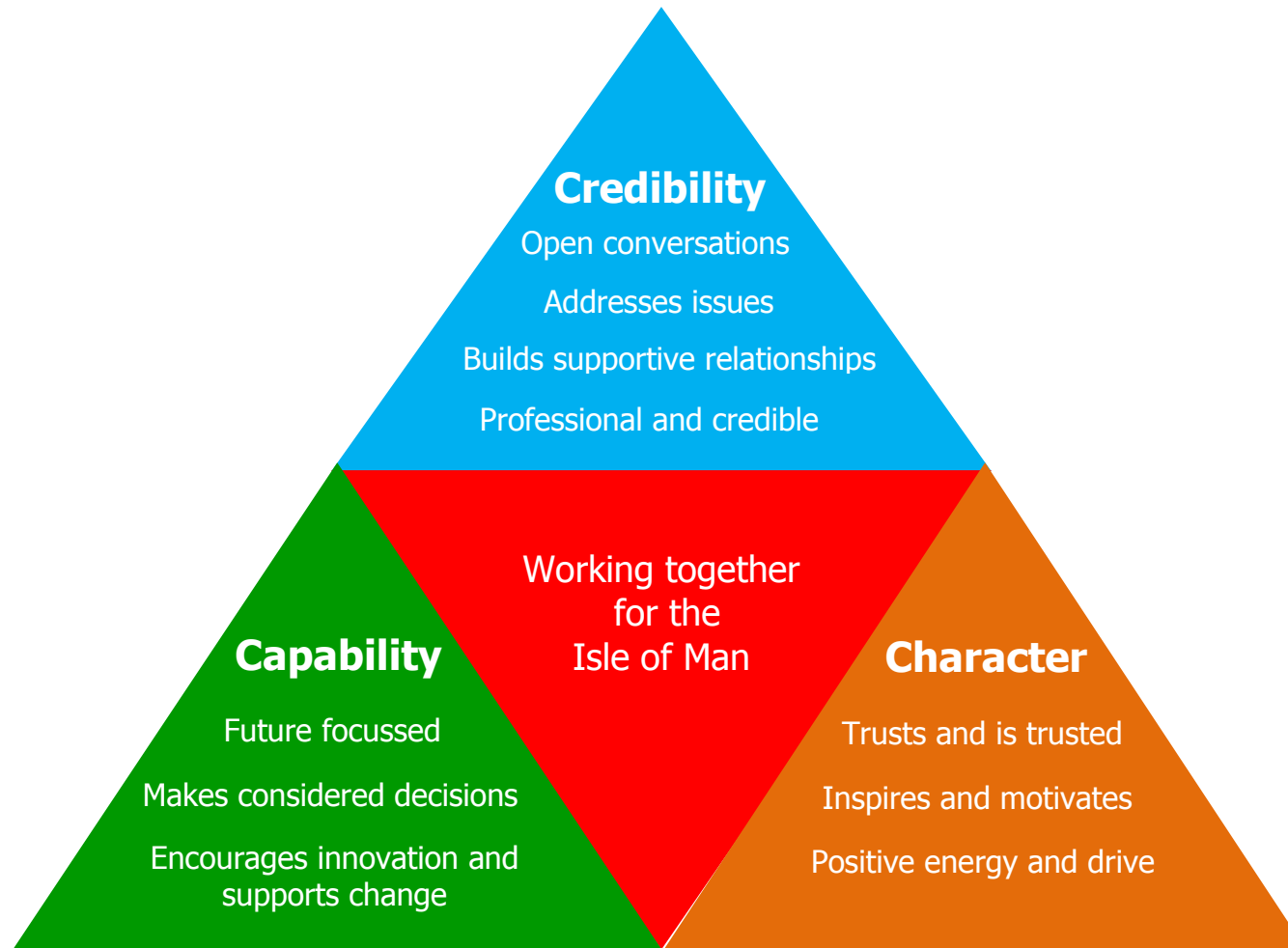


**INSPIRE · MOTIVATE · DEVELOP**



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.

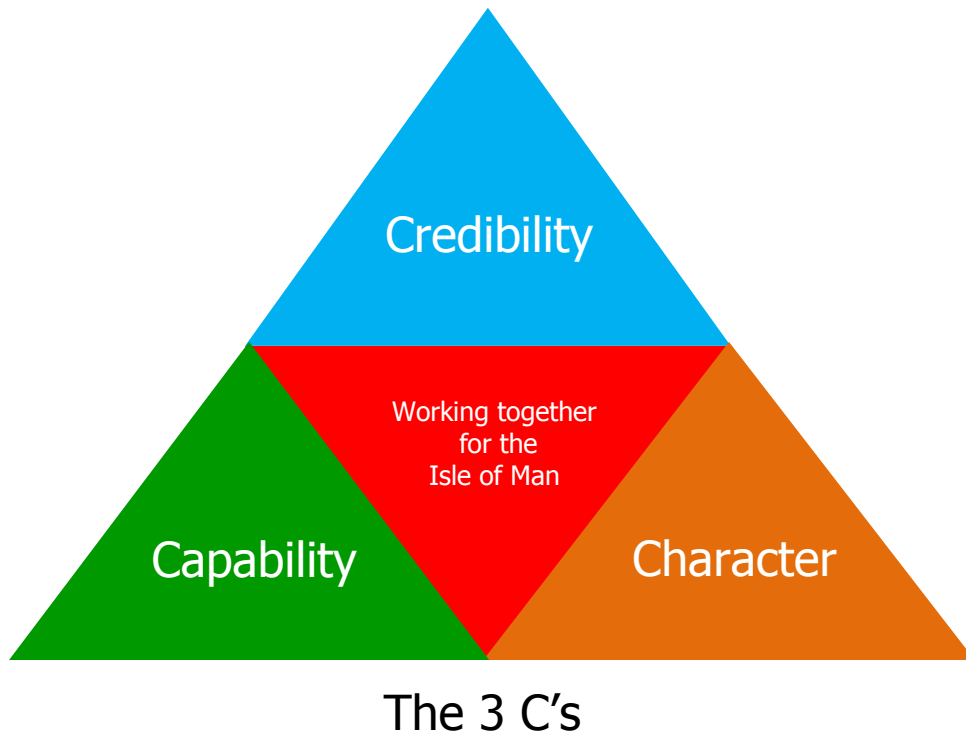
The People Qualities have been cross-referenced to the various competency frameworks which currently exist across the Isle of Man Government, and provide an opportunity to articulate the behaviours and culture that we need in future within Government. When demonstrated, these qualities not only support, 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.



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 3

HAS OPEN CONVERSATIONS		
	People who are effective are likely to...	People who are ineffective are likely to...
<b>Respect</b>	Listen with interest and respect to others. Use eye contact.	Show little interest or enthusiasm when dealing with others. Talk over people.
	Adapt own approach where it is important to take the opinions of others into account	Ignore or override the opinions of others inappropriately
<b>Clarity</b>	Express ideas effectively using the most appropriate method	Not check understanding with their audience
	Explain answers clearly, carefully and respectfully to colleagues or customers, particularly when the answer is 'no'	Avoid difficult conversations or blame others
<b>Shares</b>	Present own views confidently and clearly in any forum	Avoid or miss opportunities to contribute positively to discussions
	Seek information and share it with their team	Keep information to themselves instead of sharing it with their team

Level 3

ADDRESSES THE ISSUES		
	People who are effective are likely to...	People who are ineffective are likely to...
<b>Positive outcomes</b>	Tackle poor performance or conduct promptly	Avoid dealing with poor performance or conduct, leaving discussions for PDR meetings or avoiding them completely
	Consider the impact of their actions on others	Try to solve problems beyond their remit
	Confidently manage challenging conversations with customers or colleagues to positive outcomes	Allow conversations to escalate out of control or result in negative outcomes
<b>Conflict</b>	Recognise potential for conflict, makes suggestions and look for common ground	Fail to anticipate conflict
	Ensure that team members are clear about what is expected of them in advance	Fail to set clear expectations or standards, resulting in confusion and possible conflict when targets are missed
<b>Fairness</b>	Treat all team members with equal respect – valuing difference	'Bend the rules' for some team members but not others
	Allocate work fairly, ensuring all team members have the opportunity to reach their potential	Allocate tasks to team members who will accept them readily, giving less work to those who are hostile or argue unnecessarily

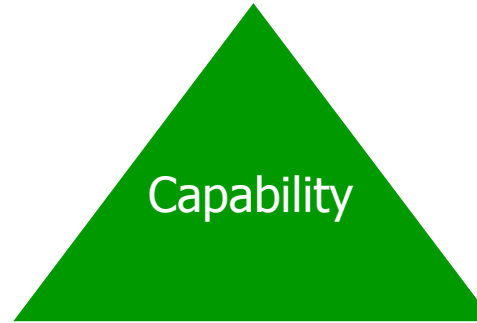


Level 3

<b>BUILDS SUPPORTIVE RELATIONSHIPS</b>		
	People who are effective are likely to...	People who are ineffective are likely to...
<b>Influence</b>	Adapt their management style to the individual to get the best from each member of their team	Apply one approach to the entire team to the detriment of individual performance
	Make people feel valued	Isolate themselves – not make an effort to get to know people
	Recognise the need to 'influence up' to their line manager to ensure a supportive relationship	View communication with their line manager as top down only
<b>Feedback</b>	Value constructive feedback from their line manager and team	Avoid feedback or become defensive about it
	Believe in continual improvement	Form opinions without any justification
	Give specific, timely and fair feedback to all team members with the aim of furthering their development	Criticise, avoid giving constructive feedback or wait for PDR meetings to discuss issues
<b>Network</b>	Involve team members in decisions about their work and role in order to create a sense of team spirit and engagement	Consistently make decisions singlehandedly, ignoring the knowledge and experience within the team
	Look for opportunities to meet and work with different people to improve own understanding of IOMG	Have a narrow focus of interest, taking an 'us and them' view of other teams

Level 3

<b>PROFESSIONAL AND CREDIBLE</b>		
	People who are effective are likely to...	People who are ineffective are likely to...
<b>Take personal responsibility</b>	Understand the performance that is expected of their team and that they are integral to its delivery	View failure of a team member to achieve their objectives as the individual's own problem rather than something they need to address
	Drive team performance to consistently achieve both individual and team objectives	Require constant support or supervision to stay focused
<b>Impact</b>	Produce work that is accurate and relevant	Produce work that needs to be reworked or misses the point
	Work in an organised way, creating confidence	Be disorganised, messy or chaotic, creating concern
<b>Customer focus</b>	Treat customers as their top priority	Put their own priorities above delivering great customer service
	Take pride in delivering consistently high levels of service and support their team to do the same	Do the bare minimum to complete a task, disregarding the impact on customers



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 3

FOCUS FOR THE FUTURE		
	People who are effective are likely to...	People who are ineffective are likely to...
<b>Align</b>	Agree challenging, relevant and realistic individual objectives for the coming year with each member of their team	Ignore individual needs, imposing standard objectives for the whole team or not setting objectives at all
	Understand how the achievements of their team contribute to the achievement of their division's objectives and priorities	Have no understanding of their division's objectives and priorities
<b>Monitor</b>	Accept accountability for the work of the team, monitoring own and others' progress against deadlines and standards	Be unaware of potential risks to deadlines or standards or blame others when they are missed
	Identify training needs of self and team, plans out training and development opportunities	Ignore staff and own personal development and opportunities that may arise, assuming standards of work, performance and aspirations are being met
<b>Personal development</b>	Engage actively in own 1:1s and PDR discussions, providing suggestions for own development and objectives	Expect their line manager to create a development plan for them
	Take an active interest in their own field of work, keeping up to date with best practice requirements	Expect someone else to advise them of changes in their field of work

## Level 3

MAKES CONSIDERED DECISIONS		
	People who are effective are likely to...	People who are ineffective are likely to...
<b>Balanced</b>	Be confident solving non-routine problems effectively, using basic specialist and professional knowledge and sourcing support when required	Lack basic specialist or professional knowledge, or fail to apply it effectively to non-routine tasks
	Ask open questions to ensure they fully understand the issue or problem before coming to a decision	Constantly jump to the wrong conclusions because they haven't understood the whole issue
<b>Ethical</b>	Understand that we all have a responsibility to maintain the good reputation of IOMG	View this solely as the responsibility of senior leaders
	Act appropriately to ensure that standards are met and that health and safety arrangements for their team are adequate	Ignore others who speak up or fail to address their genuine concerns
<b>Timely</b>	Make timely decisions within the limits of their authority, referring to others where appropriate	'Dodge' decisions they should be able to make themselves by delaying them or referring them to other people
	Make sensible decisions under pressure, taking the obvious consequences of their decision into account	Make poor decisions under pressure, failing to think through the impact fully



Level 3

### ENCOURAGES INNOVATION AND SUPPORTS CHANGE

	People who are effective are likely to...	People who are ineffective are likely to...
<b>Improve</b>	Review work and act on the learning, even when things didn't go as planned	Cover up what went wrong or fail to learn from it
	Consistently considers ways to make things better for the customer	Expect customers to fit into processes or systems that suit us
<b>Flexible</b>	Be versatile and adaptable, managing changing demands	Stick rigidly to one approach to the detriment of operational needs
	Improve by working with, listening to, positively challenging and learning from others	Assume that their own way is the best way of doing something
<b>Proactive</b>	Explore different approaches to learning in order to learn more effectively and change more readily	Stick rigidly to their preferred way of learning, dismissing the possibility of learning and changing in any other way
	Turn suggestions into action, creating improved processes and service within the team	Ignore suggestions for improvement or fail to explain why they can't be taken forwards



## 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 3

TRUSTS AND IS TRUSTED		
	People who are effective are likely to...	People who are ineffective are likely to...
<b>Reliable</b>	Support and empower the team consistently to achieve team objectives	Have a track record of missed objectives or poor team performance
	Represent the team's view accurately in any forum	Provide their own opinion rather than the team view
<b>Honest</b>	Recognise their development areas and work with team and/or individual to support and improve them	Ignore their development areas, doing what they have always done
	Provide fair and honest feedback to each team member regularly and encourage feedback from others in order to develop	Avoid giving performance feedback when the truth is difficult and show little self-awareness
<b>Believe</b>	Delegate clearly and effectively to get the job done	Hang on to tasks, believing they can do it quicker themselves
	Act assertively within the team, having confidence in their own ability	Be constantly swayed or suppressed by more powerful voices

## Level 3

INSPIRES AND MOTIVATES		
	People who are effective are likely to...	People who are ineffective are likely to...
<b>Praise</b>	Recognise a job well done and praise the person appropriately	Believe that people shouldn't need thanks for doing their job
	Acknowledge and support good ideas from team members	Ignore others' ideas or take the credit for themselves
<b>Role model</b>	Demonstrate the behaviours, attitude and performance they expect from their team	Behave in a way which is inconsistent with their expectations of others
	Role model all aspects of the People Qualities at Level 3 or above	Struggle to meet Level 3 criteria in several People Qualities after a reasonable time in role
<b>Personal</b>	Recognise that different people are motivated by different things and apply that understanding when developing their team	Assume that their team will be motivated by the same tasks or approach
	Use basic coaching skills in development discussions to better understand the people in their team	'Talk at' individuals during development discussions, creating a one way conversation



Level 3

POSITIVE ENERGY AND DRIVE		
	People who are effective are likely to...	People who are ineffective are likely to...
<b>Resilient</b>	Be assertive and self-confident, asking for help in good time	Wait until crisis point before they ask for support
	Supportive of other colleagues and recognises those working under pressure	Lack awareness that colleagues need help or ignore their requests
<b>Urgency</b>	Persevere in difficult situations, encouraging the team to keep going with their own enthusiasm and commitment	Give up in difficult situations or become self-centred, ignoring the needs of the team
	Manage own time effectively, focusing self and team on successfully completing key tasks – 'doing things right'	Allow the team to lose focus or poorly direct them, resulting in missed deadlines or standards
<b>Passion</b>	Show 'drive' through interest and enthusiasm about what they and the team are trying to achieve	Display little interest or positivity for their role or purpose
	Have specific examples of positive impact that they have had on customers or colleagues and be motivated by those examples	Struggle to think of such an example or care little about the impact they have on customers or colleagues