

**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.

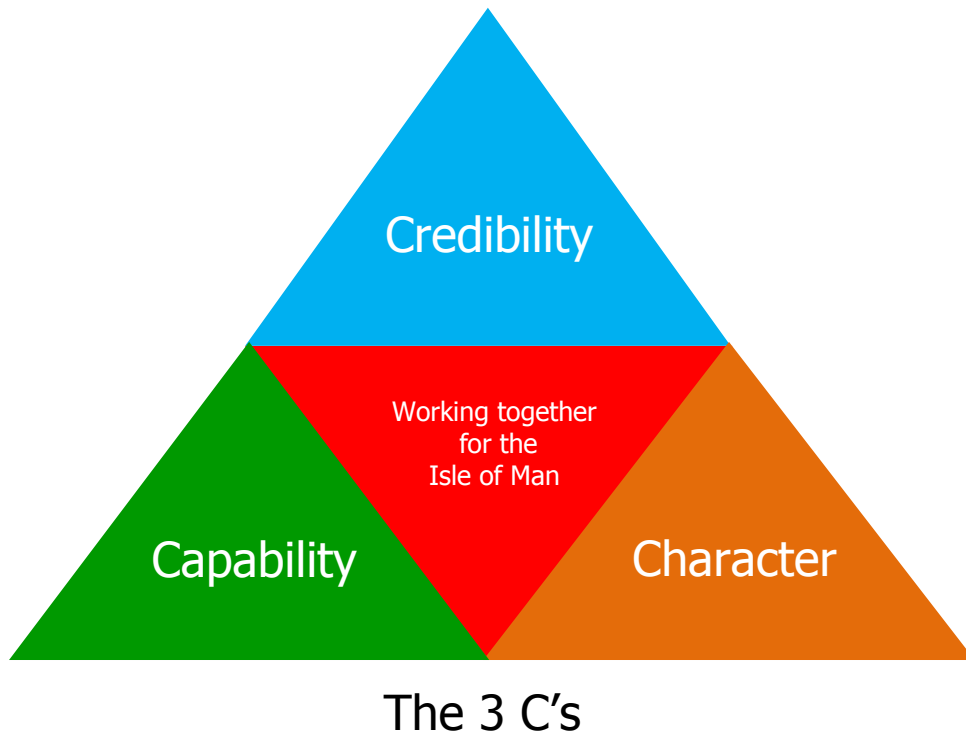
The People Qualities have been cross-referenced to the various competency frameworks which currently exist across the Isle of Man Government, and provide an opportunity to articulate the behaviours and culture that we need in future within Government. When demonstrated, these qualities not only support, 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 4

HAS OPEN CONVERSATIONS		
	People who are effective are likely to...	People who are ineffective are likely to...
<b>Respect</b>	Listen with interest and treat others' views, concerns and suggestions with respect, patience and tolerance	Talk at people rather than listening to them
	Recognise the value of challenging conversations, resolving issues through agreement and compromise ensuring dignity and respect is maintained	Either avoid challenging conversations or are intolerant of others' views and ideas in reaching a solution
<b>Clarity</b>	Take the time to have an effective face-to-face conversation	Use email excessively, avoiding face-to-face conversations
	Explain answers clearly, carefully and respectfully to colleagues or customers, particularly when the answer is 'no'	Avoid difficult conversations or unthinkingly do as they are told
<b>Shares</b>	Present own views confidently with enthusiasm and impact	Present information in a way which is not engaging or impactful
	Recognise their role as a channel of information within the organisation, cascading important information to their team and sharing important information with their SEO	Act as a blocker to communication, failing to keep their team or line manager up to date

Level 4

ADDRESSES THE ISSUES		
	People who are effective are likely to...	People who are ineffective are likely to...
<b>Positive outcomes</b>	Proactively manage poor performance and behaviour, seizing opportunities for continual improvement	Behave inappropriately in a sensitive situation
	Understand the frustrations of colleagues when setbacks occur	Not tackle performance issues in a timely manner
	Develop and stretch high performers, recognising that IOMG will ultimately benefit	Block development for high performers, seeing them as a personal threat or a 'resource' they can't lose
<b>Conflict</b>	Proactively use systems for dealing with customer complaints and feedback to identify emerging trends and issues	React to issues rather than proactively identifying and mitigating against them
	Use emotional intelligence to recognise and resolve potential inter-personal issues within their team	Be unable to recognise how feelings and emotions can affect performance and lack tact when dealing with them
<b>Fairness</b>	Treat all team members with equal respect – flexing their management style where appropriate	Demonstrate favouritism due to personal preferences
	Set consistent standards and support team members to follow those standards	Request a particular course of action but then backtrack without explanation, undermining the work done by others

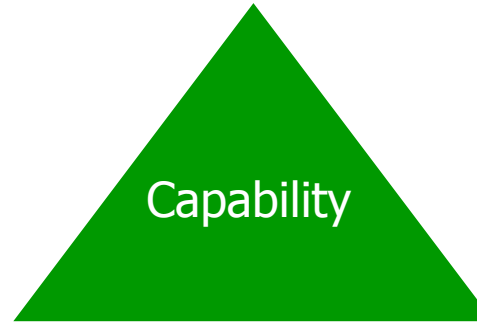


Level 4

<b>BUILDS SUPPORTIVE RELATIONSHIPS</b>		
	People who are effective are likely to...	People who are ineffective are likely to...
<b>Influence</b>	Adapt their leadership style to each situation to get the best possible outcomes	Apply one approach and expect others to adapt to them
	Involve team members in strategic and operational planning in order to create motivation and engagement	Decide the direction of the team singlehandedly, ignoring the knowledge and experience within the team
<b>Feedback</b>	Value constructive feedback from their line manager, team and peers	Avoid feedback or become defensive about it
	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>	Encourage collaborative team working within their own section and support opportunities for team members to learn through cross-functional working	Regard cross-functional working as pointless or a way of removing difficult staff easily, rather than a learning opportunity
	Actively seek opportunities to work cross-functionally and learn from counterparts outside IOMG	Have a narrow focus of interest, seeing difference from rather than similarities with other teams or counterparts

Level 4

<b>PROFESSIONAL AND CREDIBLE</b>		
	People who are effective are likely to...	People who are ineffective are likely to...
<b>Take personal responsibility</b>	Manage competing demands, ensuring support for people and achievement of task	Consistently focus on either people or task at the expense of the other
	Agree challenging and relevant goals for self and team development, ensuring all staff have individual objectives	Give the whole team the same objective to 'tick the box'
<b>Impact</b>	Exercise discretion, managing own emotions and conduct regardless of the situation	Fail to see the possible damaging effect of improper conduct on working relationships
	Present a professional image to the public and external organisations, gaining positive feedback	Avoid dealing with the public or external organisations or receive negative feedback when they do
<b>Customer focus</b>	Treat customers as their top priority and set a positive example to the team	Put their own priorities above delivering great customer service
	Anticipate new customer needs and develop the service to support them	Ignore customer feedback or fail to act on it



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 4

FOCUS FOR THE FUTURE		
	People who are effective are likely to...	People who are ineffective are likely to...
<b>Align</b>	Work with their people to develop an engaging vision for the team understanding how own role contributes to achieving key objectives	Impose direction for the team or fail to align the team with any vision or direction at all
	Agree challenging, relevant and realistic individual objectives for each member of their team which align with the team plan	Agree objectives which don't align with the team plan or fail to set objectives at all
<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 the short and medium term training needs of self and team and addresses them in the most effective way	Assume that training courses are the only way to learn, without using alternatives to best effect (coaching, mentoring, secondments etc.)
<b>Personal development</b>	Engage actively in own 1:1s and PDR discussions, providing own objectives and suggestions for longer term development	Consider their development within the coming year only or expect their line manager to create a development plan for them
	Develop their leadership style and ability alongside their specialist or vocational expertise	Focus solely on vocational qualifications at the expense of their leadership potential

## Level 4

MAKES CONSIDERED DECISIONS		
	People who are effective are likely to...	People who are ineffective are likely to...
<b>Balanced</b>	Encourage their team to take an active part in decision making under their guidance wherever possible	Impose decisions upon their team unnecessarily, or abdicate the decision making process and leave the team without direction
	Identify the main issues in complex problems, evaluating data from various sources and considering stakeholder expectations	Miss the point, or provide unclear or illogical analysis of issues
<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
	Make decisions that might not be popular but which are in the best interests of the organisation	Do what is easy instead of what is right
<b>Timely</b>	Empower their direct reports and use innovation and creativity to support decision making and development	Insist that all decisions come through them, causing unnecessary delay to the process and impacting the development of others
	Make sensible decisions under pressure, taking the obvious consequences of their decision into account	Make poor decisions under pressure, without regard for the wider context, potential risk or impact on people



Level 4

ENCOURAGES INNOVATION AND SUPPORTS CHANGE		
	People who are effective are likely to...	People who are ineffective are likely to...
<b>Improve</b>	Actively involves the team in change processes	Miss the opportunity to engage staff with the potential benefits of change
	Manage change projects effectively to positive outcomes, fully considering and managing the impact on people	Implement change without engaging people or with little care for the impact upon them
<b>Flexible</b>	Respond quickly and flexibly to the need to adapt own working practices and support the team to do the same	React slowly to change and does not encourage others to adapt
	Be prepared to change their view when presented with clear evidence and a supporting case	Refuse to change their view despite all evidence, considering it a sign of weakness
<b>Proactive</b>	Look for new ideas in other areas and use them to improve ways of working in their own team	Lack creative thinking, assuming that improvements made in other areas could not work in their own area
	Consistently encourages their team to develop fresh approaches to improve service and/or processes	Pay lip service to new ideas, ultimately blocking the way for changes to service and/or processes



## 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 4

TRUSTS AND IS TRUSTED		
	People who are effective are likely to...	People who are ineffective are likely to...
<b>Reliable</b>	Use their experience and knowledge to assess the best course of action, even in new or unusual situations	Struggle or fail when issues become complex or unusual
	Represent their area of professional specialism and their team accurately in any forum	Give incorrect advice based on inaccurate or outdated information
<b>Honest</b>	Recognise the strengths and development areas of the team and work hard to address them in a collaborative way	See development areas as the individual's own problem rather than an issue they need to address to ensure team success
	Manage others honestly with positive regard for their current performance	Dwell on the past, punishing others now for things that have happened before
<b>Believe</b>	Delegate clearly and effectively to get the job done and develop others	Hang on to tasks, believing no one else could do it as well as them
	Demonstrate a good understanding of EI (Emotional Intelligence) through being a confident self-starter, working effectively in an autonomous way within their own field	Show little self-awareness, be overly reliant on support and guidance, needing work to be checked and directed at every stage

## Level 4

INSPIRES AND MOTIVATES		
	People who are effective are likely to...	People who are ineffective are likely to...
<b>Praise</b>	Make time and take opportunities to praise their team to others	Miss opportunities to promote the good work of their team
	Be comfortable providing positive feedback to senior colleagues when appropriate, recognising that praise should not always be top-down	Think that senior colleagues never need or deserve their praise
<b>Role model</b>	Aim to be a motivating force at all times, managing their emotions to avoid causing negativity or stress in the team	Demoralise their team with emotional outbursts at work, leaking their own negative emotions into the team
	Role model all aspects of the People Qualities at Level 4 or above	Struggle to meet Level 4 criteria in several People Qualities after a reasonable time in role
<b>Personal</b>	Demonstrate pride and determination at work while maintaining a healthy work/life balance	Believe that the most effective people are those who are in the office the longest
	Use strong coaching skills in development discussions to get the best from each individual within their team	Lead individuals to a preferred response rather than genuinely coaching them and understanding their approach



Level 4

POSITIVE ENERGY AND DRIVE		
	People who are effective are likely to...	People who are ineffective are likely to...
<b>Resilient</b>	Be willing to take on new challenges and projects, putting in extra effort if required	Avoid or be fearful of new challenges, missing opportunities to develop personally and support the organisation
	Have a calming influence and positive outlook when the team/colleagues face pressure or problems	Make matters worse through their behaviour, generating stress and negativity in colleagues or team
<b>Urgency</b>	Plan ahead but reassess workloads and priorities readily if situations change	Show no consideration for changing demands, seemingly expecting the impossible
	Willingly show and give support to others	Allow work flow to lose momentum or drift away from priorities
<b>Passion</b>	Be interested and enthusiastic about their peers and what they are trying to achieve, showing a strong sense of solidarity	Display a 'them and us' mentality to other teams or work areas, spreading negativity and mistrust
	Talk with passion about the vision for their team and how it will benefit the Isle of Man	Lose sight of the bigger picture, not understanding the contribution their team makes to the organisation and the community