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.

Credibility

Working together for the Isle of Man

Capability

Character

The 3 C's
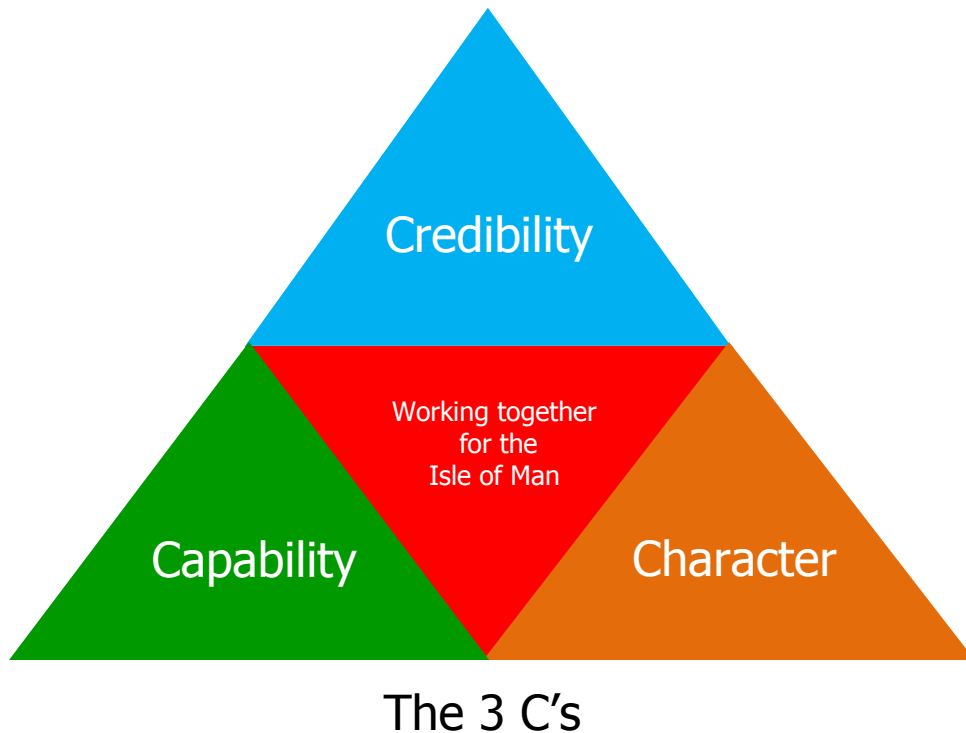
People Quality Level	Band, Grade or Role example
Level 1	AA grade and equivalent; HCA; Social Care Worker; Manual Craft levels 3 to 5; lunch time assistant; Receptionist
Level 2	AO grade and equivalent; Prison Officer; ESJCR Supervisor; School Administrator; Senior Secretary; Social Work Assistant; Fire 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 6

HAS OPEN CONVERSATIONS		
	People who are effective are likely to…	People who are ineffective are likely to…
Respect	Listen with interest and treat others' views, concerns and suggestions with respect, patience and tolerance	Talk at people rather than listening to them
	Step forward to lead	Not have the trust of the team
	Openly review feedback for own area from the Employee Engagement Survey and drive improvement from it	Fail to take opportunities to drive change as a result of feedback
Clarity	Communicate in a straightforward, honest, open and engaging way with all stakeholders and staff	Lack enthusiasm and openness when communicating with stakeholders and staff. Not adapt style to maximise engagement.
	Give unbiased advice to political members based on robust analysis	Provide advice which a political member wants to hear
Shares	Communicate in a straightforward, truthful and candid way, readily sharing ideas and information	Tell the truth in a way that only causes damage or harm
	Develop an open, creative and innovative environment where organisational learning is identified and shared	Stifle freedom of thought by oppressive management style
	Create an environment where people are encouraged to share	Not read between the lines and identify what non-verbal communication is saying

Level 6

| ADDRESSES THE ISSUES		
	People who are effective are likely to…	People who are ineffective are likely to…
Positive outcomes	Manage short term issues and priorities in line with longer term strategies	Manage short term issues without considering their longer term impact
	Find new ways of tackling departmental issues	Rely on how things have always been done, even if that approach was unsuccessful
	Be able to show humour and flexibility where appropriate	Not encourage people to talk about personal issues that may affect their role
Conflict	Confront issues and challenge assumptions with partners, stakeholders and customers in an assertive yet constructive way	Miss opportunities to involve partners and stakeholders early on in the development of policies, services and delivery options resulting in problems later on
	Take unpopular decisions and convey unwelcome news where necessary, always considering the impact on people	Avoid making difficult decisions, blaming others or burying bad news
Fairness	View IOMG as one team – equality across boundaries	View IOMG boundaries as a justification for holding on to talent
	Promote a consistent culture of recognising and rewarding achievements and challenging poor performance and conduct	Apply inconsistent standards, tolerating poor performance or conduct from senior staff because it has been accepted in the past

Level 6

BUILDS SUPPORTIVE RELATIONSHIPS		
	People who are effective are likely to…	People who are ineffective are likely to…
Influence	Communicate key corporate priorities to their team effectively, adapting their style of communication to generate engagement with the message	Assume that their direct reports will communicate those messages
	Be visible and approachable to all staff in their area	Spend little time meeting or working with staff beyond the SMT
Feedback	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
Network	Build a strong network of collaborative relationships and partnerships across IOMG and nationally	Restrict collaboration to existing relationships or give limited attention to the importance of building networks
	Use knowledge of other functions to support effective corporate working	Focus on their own priorities, not considering the impact on other areas

Level 6

PROFESSIONAL AND CREDIBLE		
	People who are effective are likely to…	People who are ineffective are likely to…
Take personal responsibility	Demonstrate pride and determination at work	Continually accept 'good enough' rather than striving for the best possible outcome
	Hold themselves accountable for the work of their divison and ensure all staff are aligned with the overall vision	Look to blame others first if priorities are misunderstood
Impact	Be highly visible and credible at senior levels across the public service, demonstrating purpose and direction	Create concern at senior levels, giving confused or misguided narrative about plans and priorities
	Interact confidently and effectively with a wide range of partners and stakeholders	Demonstrate little knowledge or commercial understanding and lose respect from partners, stakeholders and customers as a result
Customer focus	Treat great customer service and improved public services as their top priority	View success only as cost saved or reduced time spent rather than customer satisfaction
	Take opportunities to go 'back to the floor' and experience service as a customer	Distance themselves from customer facing services, losing touch with the team's central purpose
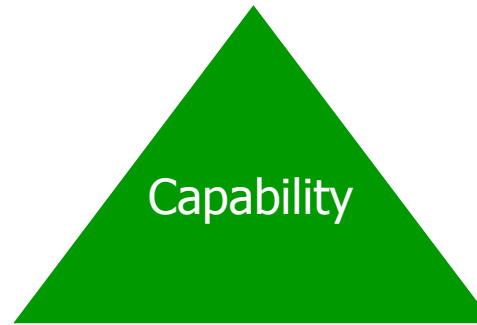
Capability

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

Level 6

FOCUS FOR THE FUTURE		
	People who are effective are likely to…	People who are ineffective are likely to…
Align	Play a leading role in translating the vision for their Department into an engaging vision for their area	Ignore departmental plans when determining the future focus for their area
	Articulate and consistently communicate a compelling view of the future which others can understand and commit to	Leave staff confused or uninspired by their vision for the future
Monitor	Be rigorous and consistent when monitoring performance at directorate level, recognising the impact their decisions have on staff within that area	Backtrack or change strategic direction frequently or without clear explanation, resulting in unnecessary and onerous rework for the team
	Be alert to emerging issues or trends within IOMG or nationally which might impact upon or benefit their own strategic plan	Ignore potential threats or opportunities or recognise them too late
	Check plans, monitor progress and adjust in response to change	Not predict or prepare for problems
Personal development	Champion self-development, using and encouraging use of the PDR Scheme and internal learning and development opportunities in order to 'grow our own' leaders and experts	View personal development as a necessary tick box exercise rather than a fundamental right of every member of their team
	Develop their leadership style and ability alongside their specialist or vocational expertise	Focus solely on vocational or technical qualifications at the expense of their leadership potential

Level 6

MAKES CONSIDERED DECISIONS		
	People who are effective are likely to…	People who are ineffective are likely to…
Balanced	Involve the right stakeholders and partners early on and negotiate effectively with them to reach mutually beneficial solutions	Provide recommendations or conclusions without full and proper consultation
	Recognise that 'doing nothing' is a justifiable option, weighing the complexities and costs involved against the need to act	Act unnecessarily, in the hope of being regarded as dynamic or assertive when action is not required
Ethical	Make strategic decisions which have a positive impact across the organisation	Focus on their personal agenda to the detriment of the wider organisation
	Accept accountability for the ultimate decision, even in conditions of uncertainty or ambiguity	Avoid accountability, blaming others when challenged
Timely	Push decision making to the right level within their team, removing unnecessary bureaucracy and speeding up the process	Involve only a 'chosen few' in decision making, seeing it as a way of wielding power and holding on to control
	Recognise their responsibilities as a likely project sponsor, making important and timely project decisions when required	Cause delays to projects by avoiding decisions or incorrectly pass responsibility for those decisions to the Project Manager

Level 6

ENCOURAGES INNOVATION AND SUPPORTS CHANGE		
	People who are effective are likely to…	People who are ineffective are likely to…
Improve	Create appropriate frameworks to monitor continuous improvement and the benefits obtained from change	Fail to measure or communicate the benefits brought about by a change project
	Commit to supporting initiatives to develop staff and improve the capability of the organisation	Prioritise task over people when managing change, forgetting that it is people who will ultimately deliver the change
Flexible	Be quick to adapt and revise strategic plans in the light of changed circumstances	React slowly to change or maintain old ways of working
	Develop a culture of initiative and innovation, giving people space and praise for creativity	Take a narrow or risk averse approach which acts as a barrier to creative thinking
Proactive	Challenge bureaucratic decision making and outdated processes within their area to create a smaller, smarter organisation	Create or tolerate bureaucracy and inefficient ways of working which hinder performance
	Identify better ways to deliver value for money services that meet changing national needs	Assume that customers' needs are static and fail to adapt to them in good time

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 6

TRUSTS AND IS TRUSTED		
	People who are effective are likely to…	People who are ineffective are likely to…
Reliable	Demonstrate a clear and sustained ability to deliver and succeed over many years in different functions	Be successful when operating in one silo only, unable to transfer their skills to alternative roles at this level
	Gain trust and respect by demonstrating consistency in their vision for the directorate and their actions in achieving it	Be inconsistent in their strategic approach, creating a lack of trust and concern about the future within the team
Honest	Be comfortable with who they are and open to discussing themselves, what they have learned and what they have yet to learn	Present an image of themselves which does not match with reality, and which tries to portray perfection
	Communicate in a truthful, straightforward way with integrity and impartiality	Act in ways that are at odds with their expressed beliefs
Believe	Step back from operational detail and trust their team to deliver, allowing them to focus on strategic plans	Micro-manage their team on operational detail, devoting insufficient time to longer term future focus
	Project a strong sense of self-belief when presenting in larger forums, to senior colleagues or externally	Lack confidence in their own ability when presenting to others, or avoid doing it at all

Level 6

INSPIRES AND MOTIVATES		
	People who are effective are likely to…	People who are ineffective are likely to…
Praise	Use regular directorate briefings to review successes so far as well as work still to do in order to recognise team achievements	Focus on what has gone wrong or what is left to achieve, leaving people feeling unappreciated for their efforts
	Communicate the value of 'quick wins' during change processes, fully explaining the benefits achieved to maintain staff motivation	Communicate poorly or infrequently during change, assuming people will motivate themselves through the process
Role model	Have high personal standards, setting out clear expectations that bullying, harassment and discrimination are unacceptable	Pay lip service to those standards, tolerating unacceptable or disrespectful behaviour in their area
	Role model all aspects of the People Qualities at Level 6 or above	Struggle to meet Level 6 criteria in several People Qualities after a reasonable time in role
Personal	Create an inclusive environment, to which all staff are welcomed and from which all staff can benefit	Tolerate discriminatory thinking and practices when building capability in the organisation
	Support teams to succeed, devoting dedicated time to empower people through coaching, mentoring and sharing their knowledge	Believe learning takes place in a classroom and expect LEaD and OHR to develop their people for them

Level 6

POSITIVE ENERGY AND DRIVE		
	People who are effective are likely to…	People who are ineffective are likely to…
Resilient	Demonstrate personal commitment, energy and drive to get things done	Have a track record of starting but not finishing, or failing, projects
	Promote resilience in their area by being open and honest about challenges and the actions required to address unexpected developments	Dismiss the impact of challenges and the subsequent impact on organisational resilience
Urgency	Implement both corporate and departmental decisions with energy and commitment	Believe corporate decisions should take second place to the work of the department
	Transmit a sense of energy and urgency in their words and actions to drive the delivery of results	Be complacent about the need for delivery, or tolerate poor results and inaction
Passion	Be committed and enthusiastic about the whole department and corporate initiatives, generating a strong sense of engagement	Operate within departmental frameworks only, demonstrating little interest or enthusiasm for corporate initiatives
	Talk with passion about the vision for the wider department and how it will benefit the Isle of Man	Lose sight of the bigger picture, not understanding the contribution the department makes to the organisation and the community

Sept 17