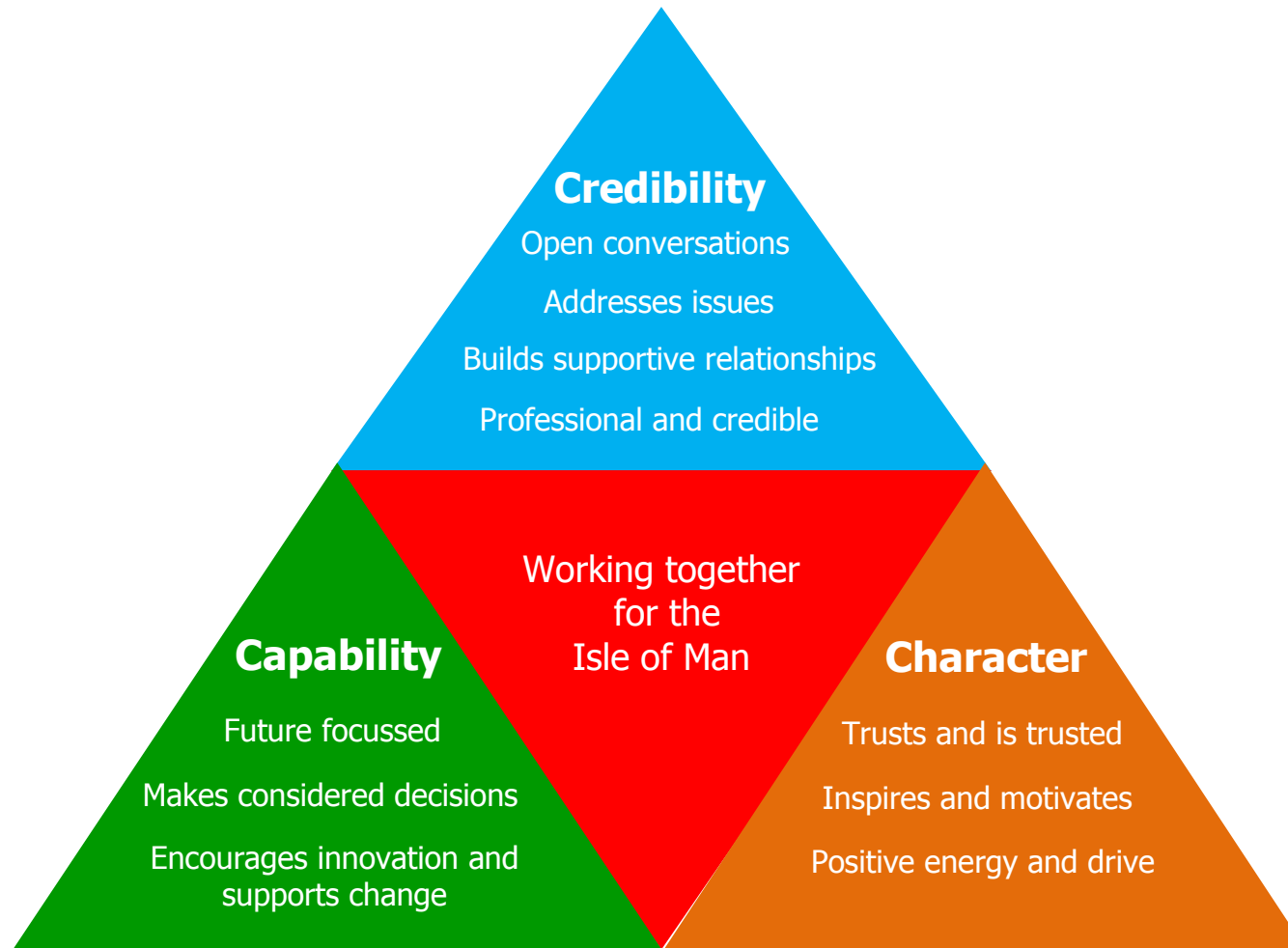


INSPIRE · MOTIVATE · DEVELOP



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.

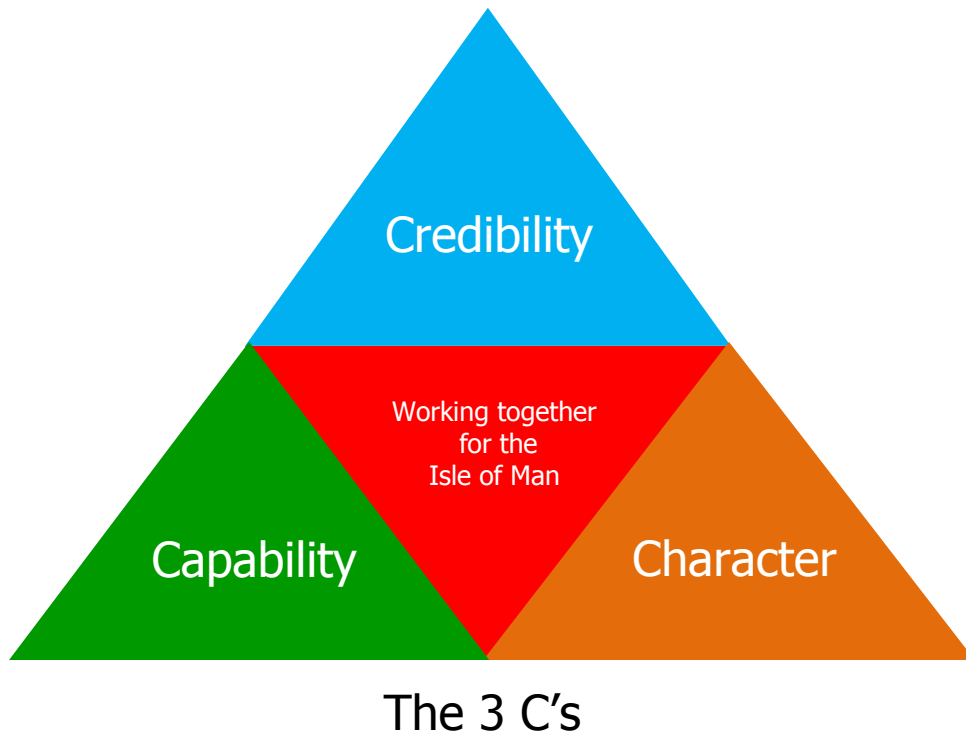
The People Qualities have been cross-referenced to the various competency frameworks which currently exist across the Isle of Man Government, and provide an opportunity to articulate the behaviours and culture that we need in future within Government. When demonstrated, these qualities not only support, 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 7

| 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 |
| | Encourage enquiries and suggestions | Be dismissive and impatient with people |
| | Work in partnership with and listen to the views of staff and customers | Miss opportunities to hear from staff or customers, ignoring their opinions and pursuing own agenda |
| Clarity | Create and role model a culture of openness and transparency | Hide information, act secretly or deny wrongdoing |
| | Give unbiased advice to political members based on robust analysis | Provide advice which a political member wants to hear |
| Shares | Communicate in a straightforward and candid way while recognising the need to maintain appropriate confidentiality | Tell the truth in a way that is insensitive to individuals or damages the reputation of IOMG |
| | Work inclusively and collaboratively with other departments, sharing resources, knowledge and information to achieve mutual success | Viewing other departments as competition rather than support |

Level 7

| ADDRESSES THE ISSUES | | |
|--------------------------|--|--|
| | People who are effective are likely to... | People who are ineffective are likely to... |
| Positive outcomes | Understand the political relationship and actively manage it in a constructive way | Create division or disrespect between departmental staff and their Minister |
| | Tackle any culture of blame and encourage a pragmatic approach to risk | Create a culture which is unduly risk averse and where learning from mistakes is not encouraged |
| Conflict | Be fully aware of issues nationally and elsewhere, and mitigate against their potential impact | Fail to look beyond IOMG and/or the Isle of Man when considering strategic issues and threats |
| | Remain calm, controlled and productive in all dealings at the political level | Become agitated or angry during political negotiation, creating distracting and damaging personal conflict |
| Fairness | Recognise their role in identifying and resolving broader, corporate issues | Focus only on departmental issues at the expense of IOMG's priorities |
| | Consider the thought and opinions of others | Be dismissive of the views and opinions of others |
| | Genuinely support the need for equality when delivering policy or legislation which shapes our community | Fail to consider equality as an underlying principle in policy or legislation created by their department |

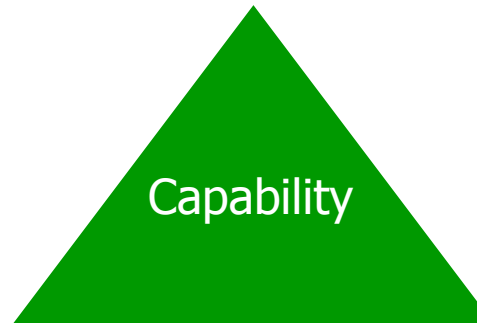


Level 7

| BUILDS SUPPORTIVE RELATIONSHIPS | | |
|--|---|--|
| | People who are effective are likely to... | People who are ineffective are likely to... |
| Influence | Communicate long term strategy and objectives to departmental staff effectively, adapting their style of communication to generate engagement, motivation and achievement | Rely on written communication only |
| | Be visible to and recognised by staff in their area | Spend little time with staff beyond their direct reports, becoming a name people recognise but a face they rarely see |
| Feedback | Value constructive feedback from their Minister, 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, nationally and internationally | Restrict collaboration to existing relationships or give limited attention to the importance of building networks outside IOMG |
| | Use knowledge of IOMG and international affairs to lead effective corporate working | Focus on their own priorities, not considering the impact on other departments |

Level 7

| 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 |
| | Formulate strategies to achieve the IOMG vision and ensure all departmental objectives are aligned with that vision | Operate in silo, creating departmental objectives at odds with the corporate vision |
| Impact | Adopt a considered and measured approach in all dealings with politicians | Ignore the importance of managing political relationships positively |
| | Remain impartial and avoid jumping to conclusions | Form opinions quickly and stick to them no matter what |
| | Gain staff respect by providing vision, understanding and clarity | Be invisible, inauthentic or inconsistent with staff |
| Customer focus | Improve focus on the customer, treating 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 |



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 7

| FOCUS FOR THE FUTURE | | |
|-----------------------------|---|---|
| | People who are effective are likely to... | People who are ineffective are likely to... |
| Align | Play an active role in creating and renewing the vision for the Isle of Man | Focus on departmental plans with little or no regard for their impact on the wider vision for the Isle of Man |
| | 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 departmental level, routinely reporting on that performance at a corporate level | Have insufficient understanding of their own department's challenges, opportunities and performance to report accurately |
| | Be alert to emerging national or international issues or trends which might impact upon or benefit the strategic plan for their own department or the Isle of Man | Ignore potential threats or opportunities or recognise them too late |
| Personal development | Be renowned as an effective coach and/or mentor, valuing the personal development they gain when supporting others | Regard personal development incorrectly as a one way street, offering little of their personal time to support others in the organisation |
| | 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 7

| MAKES CONSIDERED DECISIONS | | |
|----------------------------|---|--|
| | People who are effective are likely to... | People who are ineffective are likely to... |
| Balanced | Work in partnership with, and listen to the views of staff and customers when making decisions | Assume that the opinions of staff and customers are irrelevant when making decisions at this level |
| | Take a corporate view when determining optimal outcomes, allocating resource and budget where it can be best used | Fail to balance corporate needs against the needs of their Department |
| Ethical | Encourage a pragmatic and balanced approach to risk in decision making | Be unduly risk averse (precluding opportunities from which the Department or the Isle of Man may benefit) or insufficiently cautious (exposing the Department to unnecessary risk) |
| | Accept accountability for bringing departmental and corporate discussions to an agreed decision | Allow discussions to lose focus or stagnate |
| Timely | Inform and influence the political decision making process, proactively offering up recommendations and information | Consider political decisions to be beyond their influence or simply wait to react to the decision which is made |
| | Recognise their responsibilities as a Change 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 7

| ENCOURAGES INNOVATION AND SUPPORTS CHANGE | | |
|---|--|--|
| | People who are effective are likely to... | People who are ineffective are likely to... |
| Improve | Bring in new ideas from international counterparts to generate creative perspective at the highest level | Lack creative thinking, assuming that external practices could not work in the Isle of Man |
| | Maintain a clear focus on innovation for <i>improvement</i> , continually questioning the value of activities against strategic priorities | Sign off spending with insufficient challenge or scrutiny, support change projects which generate little or no obvious improvement |
| Flexible | Swiftly refocus the department on new priorities as changing situations dictate | Stick rigidly to strategy even when it is superseded by events which necessitate a change |
| | Create a political environment that nurtures innovation and supports diversification, a place 'where you can' | Be complacent, assuming established sectors will support the economy long term and formulating strategy on that premise |
| Proactive | Lead the change to a more efficient way of working, delivering better services and reducing bureaucracy | Maintain ineffective business models or systems, leading to a clear waste of money or resource |
| | Demonstrate improving behaviours including innovation and the courage to challenge, and are willing to be challenged by others | Discourage innovation and become defensive when challenged |



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 7

| TRUSTS AND IS TRUSTED | | |
|-----------------------|--|--|
| | People who are effective are likely to... | People who are ineffective are likely to... |
| Reliable | Build public confidence by ensuring the secure and careful use of all government and public data within their department | Fail to protect against the significant reputational damage that negligent or incorrect use of public data would cause |
| | Give unbiased advice to Ministers or stakeholders based on robust analysis, not just what is welcomed | Provide advice which the Minister or stakeholder wants to hear, ignoring contrary evidence |
| Honest | Role model learning and development, evaluating own effectiveness honestly and planning next learning steps accordingly | Assume they no longer need to develop at this point in their career |
| | Be visible to staff and stakeholders, regularly undertaking activities to engage with them and build trust in the department | Speak to staff and stakeholders in a face-to-face environment only when pressured to do so |
| Believe | Build public confidence by actively engaging with relevant stakeholders to develop effective partnerships | Ignore the wider community, isolating the department and undermining public confidence |
| | Act in a way which provides certainty and reassurance about the secure future of the Isle of Man to external stakeholders | Expose the Isle of Man to undue criticism or questioning as a result of their actions |

Level 7

| INSPIRES AND MOTIVATES | | |
|------------------------|--|---|
| | People who are effective are likely to... | People who are ineffective are likely to... |
| Praise | Use regular staff briefings to review successes so far as well as work still to do in order to recognise departmental achievements | Focus on what has gone wrong or what is left to achieve, leaving people feeling unappreciated for their efforts |
| | Choose their words carefully, understanding the significance of their position and that praise or criticism from them will be remembered | Speak without thinking, appearing to criticise or endorse initiatives they have not fully considered |
| Role model | Act with integrity, role modelling the values and ethical standards of the department and of Government | Have questionable moral standards, expecting staff to act in accordance with values that they do not personally embrace |
| | Role model all aspects of the People Qualities at Level 7 or above | Struggle to meet Level 7 criteria in several People Qualities after a reasonable time in role |
| Personal | Act with an acute awareness of inclusiveness, equality and diversity and build strategies to support careers for all employees | Show little ability or commitment to enabling equal opportunities for people to achieve their potential |
| | Encourage, support and coach individuals and teams across the Department to inspire and energise delivery | Expect people to perform with enthusiasm without giving support and encouragement |



Level 7

| POSITIVE ENERGY AND DRIVE | | |
|----------------------------------|--|--|
| | People who are effective are likely to... | People who are ineffective are likely to... |
| Resilient | Be optimistic and ambitious for the Isle of Man even during challenging times, driving forwards strategies for a sustainable future | Fixate on national problems and economic challenges. Be unable or unwilling to identify possible strategies to address them |
| | Promote resilience in their area by being open and honest about challenges and the actions required to address unexpected developments | Dismiss or hide the reality of challenges, leaving people unprepared to deal with them and negatively impacting upon organisational resilience |
| Urgency | Keep a firm focus on organisational priorities at all times | Allow personal agendas or external challenges to distract the department from its core priorities |
| | Focus on what matters to the public and what will best serve their interests | Become mired in internal disputes, losing focus on their true purpose of serving the public not the organisation |
| Passion | Display genuine belief in IOMG and what it is trying to achieve, creating a true sense of committed leadership | Speak disparagingly about other departments, causing people to feel a sense of disappointment in the leadership team |
| | Talk with passion about the vision for the Isle of Man, promoting a real belief and pride in public service | Lose sight of the bigger picture, focusing on the inner organisation rather than the wider community |