

# Monitor's Competency Framework

(revised 2014)



Our strategy is to help the whole health sector redesign itself so that we can achieve our mission: to make the health sector work better for patients. Our values are integral to delivering this and our competency framework is our summary of the key behavioural and skill indicators that our people need to bring the values to life and deliver our strategy most effectively. We have categorised these under two broad headings – Setting direction and providing the service. As we have four broad grades by which we evaluate roles, we have set out the indicators we would expect for each role grade. However, the indicators are cumulative which means that we need to demonstrate the skills and behaviours for our own grade as well as for the level(s) below. Since we have in-grade step changes as well (eg 4.3; 4.2 and 3.1; 3.2; 3.3) within our grading structure we would expect those in the more 'senior' roles in that particular grade to display all of the indicators for that grade; those in the lower in-step grade to display fewer.

The framework is used in recruitment, it is built into our performance management system (so performance is considered in terms of both 'what' you did and 'how' you achieved it) and it provides a structure to support career development and progression discussions as it indicates what you need to demonstrate at the level above.

	Setting direction			Providing the service		
<b>Role level</b>  &  <i>Associated values</i>	Competency 1: <b>Lead and manage people</b>  <i>Patients first; one team</i>	Competency 2: <b>Ensure strategic and external perspective</b>  <i>Patients first; support the front line; work with partners</i>	Competency 3: <b>Drive continuous improvement/innovation and find solutions</b>  <i>Patients first; support the front line</i>	Competency 4: <b>Influence and communicate</b>  <i>Work with partners; one team</i>	Competency 5: <b>Foster individual and team development</b>  <i>Work with partners; one team</i>	Competency 6: <b>Maximise quality results</b>  <i>Professional</i>
<b>Overall description</b>	<ul style="list-style-type: none"> <li>Provides a clear and inspiring sense of Monitor's purpose and direction</li> <li>Gets the best from people, acts with integrity</li> <li>Creates an inclusive culture of high performance</li> </ul>	<ul style="list-style-type: none"> <li>Shows appropriate understanding of the context within which Monitor operates</li> <li>Demonstrates an understanding of Monitor's strategy and values and how it puts patients first</li> <li>Contributes and supports high quality analysis and debate in the broader sector</li> </ul>	<ul style="list-style-type: none"> <li>Drives culture of continuous improvement and innovation</li> <li>Demonstrates resourcefulness and proactivity in recognising and finding solutions to problems and managing risk</li> <li>Responds to changing business priorities with positive behaviours</li> </ul>	<ul style="list-style-type: none"> <li>Acts as an ambassador for Monitor</li> <li>Uses effective communication and influencing styles and appropriate channels with a range of stakeholders</li> <li>Develops and uses own network to influence results</li> </ul>	<ul style="list-style-type: none"> <li>Creates an environment that fosters growth for self and others</li> <li>Shares information and demonstrates willingness to learn</li> <li>Works with others to deliver in the best interests of patients</li> </ul>	<ul style="list-style-type: none"> <li>Focuses on delivering high quality results in everything</li> <li>Understands what needs to be achieved and delivers to the highest standard</li> <li>Ensures 'main effort' is focused on Monitor's strategy</li> </ul>
<b>Very Senior Manager (VSM) and Level One</b>	<ul style="list-style-type: none"> <li>Is a visible and approachable leader, adapts leadership style to the situation/person</li> <li>Communicates Monitor's strategy on an ongoing basis, in a relevant way</li> <li>Role models the effective use of feedback and coaching skills and acts with integrity</li> <li>Shapes a culture where professional accountability, not 'blame', is the norm</li> <li>Creates an inclusive environment where people are proud to work, high performance is achieved and success is celebrated</li> </ul>	<ul style="list-style-type: none"> <li>Promotes "patients first" focus</li> <li>Scans the external environment to help develop initiatives for Monitor to achieve its strategy</li> <li>Conceptualises key business issues and repositions business strategy in response to the changing environment</li> <li>Anticipates potential trends and risks from external sources and manages Monitor's exposure to these</li> <li>Is recognised as an expert within the healthcare sector and/or own profession</li> </ul>	<ul style="list-style-type: none"> <li>Champions and drives forward innovation throughout the organisation</li> <li>Encourages others to approach change positively</li> <li>Demonstrates leadership and resilience in times of change</li> <li>Fosters a culture where continuous improvement is the norm</li> <li>Establishes appropriate best practice across Monitor and the wider healthcare arena</li> </ul>	<ul style="list-style-type: none"> <li>Acts as an ambassador for Monitor with a range of senior stakeholders, including the media</li> <li>Influences decision makers proactively in the sector</li> <li>Adapts communication style for the desired impact</li> <li>Deals readily with difficult or sensitive issues</li> <li>Ensures there is regular information-sharing and consultation within and across teams in Monitor and external partners</li> </ul>	<ul style="list-style-type: none"> <li>Promotes a team working approach across the organisation and beyond</li> <li>Creates an environment which is supportive and open</li> <li>Ensures directorate's development is focused on the values</li> <li>Anticipates future skill requirement, resources and structures to make development a reality</li> <li>Shares experience to develop and mentor others</li> </ul>	<ul style="list-style-type: none"> <li>Sets the framework for planning, organisation and delivery of work based on Monitor's strategy and in response to a changing environment</li> <li>Delegates decision making appropriately with clear accountability for results</li> <li>Takes overall responsibility for functional output</li> <li>Utilises resources to ensure cost effective delivery of the business strategy</li> <li>Drives cross-team/cross-functional working to ensure success</li> </ul>

<b>Level Two</b>	<ul style="list-style-type: none"> <li>Explains how Monitor's and directorate's business plans put patients first,</li> <li>Sets clear, high standards for staff, role models these</li> <li>Understands personal impact on others and adapts style as necessary</li> <li>Addresses issues which may disrupt team effectiveness in a sensitive and proactive manner</li> <li>Ensures career development of team members and that success (team and individual) is celebrated</li> </ul>	<ul style="list-style-type: none"> <li>Understands in-depth Monitor's strategy, role, opportunities, responsibilities and risks</li> <li>Evaluates changes in the health sector and responds with appropriate policies or work plans</li> <li>Seeks out appropriate best practice to help achieve our strategy</li> <li>Identifies and focuses on the drivers of performance within team and in the wider Monitor</li> <li>Contributes to high quality analysis and debate in the broader healthcare sector</li> </ul>	<ul style="list-style-type: none"> <li>Encourages ideas to transform processes, promote positive change or meet new challenges and supports their implementation</li> <li>Manages risks in order to achieve results</li> <li>Takes the initiative to find and implement solutions to complex problems even if few precedents exist</li> <li>Ensures team commitment to continuous improvement and innovation</li> <li>Applies knowledge of leading edge external best practice when developing solutions</li> </ul>	<ul style="list-style-type: none"> <li>Builds relationships and networks to influence decisions</li> <li>Facilitates consensus to a course of action</li> <li>Presents complex ideas in a way that facilitates understanding and gains senior stakeholder buy-in</li> <li>Encourages open dialogue between teams and across functions ensuring knowledge is shared</li> <li>Contributes proactively to building and maintaining a positive external profile for Monitor</li> </ul>	<ul style="list-style-type: none"> <li>Encourages a positive and productive team environment</li> <li>Takes responsibility for managing relationships to delivery mutually agreed objectives</li> <li>Works with colleagues to resolve conflict and ensure a positive outcome is achieved</li> <li>Maximises diverse talents within the team and develops potential so the team has the right knowledge, skills and experience to achieve high performance</li> <li>Facilitates a range of development opportunities for staff and self to live the values</li> </ul>	<ul style="list-style-type: none"> <li>Translates strategy into clear plans and consistent objectives appropriately resourced/funded to ensure delivery</li> <li>Sets realistic, measurable and stretching targets for the teams and individuals</li> <li>Negotiates for and utilises the necessary resources (people, technology and budget)</li> <li>Monitors rigorously team progress and takes necessary corrective action</li> <li>Ensures process and procedures used/tailored effectively</li> </ul>
<b>Level Three</b>	<p>As a line or project manager</p> <ul style="list-style-type: none"> <li>Gets to know individuals and what motivates them</li> <li>Gives quality feedback on a regular basis, both up, down and peer group</li> <li>Seeks regular feedback and acts upon feedback on self</li> <li>Is actively supportive of team colleagues, praising results and encouraging career development</li> <li>Takes responsibility for seeing that people issues in immediate team are resolved (eg inappropriate behaviour, performance)</li> </ul>	<ul style="list-style-type: none"> <li>Contributes to building a relationship between Monitor and its stakeholders</li> <li>Understands the relationship between Monitor's role and its key stakeholders' role</li> <li>Maximises the impact of own role in terms of putting patients first</li> <li>Understands and find opportunities to explain how team performance contributes to Monitor's strategy and puts patients first</li> <li>Supports the development of high quality analysis and debate in own team</li> </ul>	<ul style="list-style-type: none"> <li>Suggests new approaches to improve the effectiveness of the wider team (or directorate/organisation) and takes these forward</li> <li>Encourages new ideas and solutions from colleagues, team members and stakeholders</li> <li>Identifies risks and takes steps to mitigate them</li> <li>Supports team colleagues through periods of change</li> <li>Actively collaborates to ensure continuous improvement and change projects are successful</li> </ul>	<ul style="list-style-type: none"> <li>Anticipates stakeholders' interests and ensures appropriate communication channels are used</li> <li>Chooses content, language, style and channel to fit the audience / message</li> <li>Encourages a two-way exchange of information</li> <li>Prepares clear, structured and persuasive written work even when working to tight deadlines</li> <li>Is sensitive to dealing with confidential information</li> </ul>	<ul style="list-style-type: none"> <li>Shares knowledge and information promptly that will empower teams and colleagues</li> <li>Builds team spirit by creating positive working relationships with colleagues</li> <li>Stays up to date with new approaches in own work area</li> <li>Finds opportunities to develop and learn for self to 'live the values'</li> <li>Supports others to develop and 'live the values'</li> </ul>	<p>As a line or project manager</p> <ul style="list-style-type: none"> <li>Organises the work of team members to deliver on time and to agreed quality standards</li> <li>Takes decisions based on evidence and analysis of the options</li> <li>Takes action or revises plans to overcome risks or issues that could affect delivery</li> <li>Ensures proactively that Monitor's resources are used effectively in own work area</li> <li>Encourages and contributes to the achievement of results of others, as well as self</li> </ul>
<b>Level Four</b>	<ul style="list-style-type: none"> <li>Ready to go the extra mile and step up when required</li> <li>Works supportively to help others</li> <li>Is approachable, open and honest in dealings with colleagues and stakeholders</li> <li>Proactively supports wider team and organisation initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates working knowledge of Monitor's business priorities and own directorate operating plan</li> <li>Understands how own performance contributes to Monitor's strategy and puts patients first</li> <li>Has a basic working knowledge of the NHS and the wider health sector</li> <li>Understands how the work of the team connects with other teams across Monitor</li> </ul>	<ul style="list-style-type: none"> <li>Remains open minded about change, new ideas and proposed solutions.</li> <li>Looks for and actions improved ways of working</li> <li>Recognises issues in own area, finds and implements solutions</li> <li>Shows an active interest in and suggests improvements to current ways of working in wider team</li> </ul>	<ul style="list-style-type: none"> <li>Communicates clearly, using Plain English and avoiding jargon</li> <li>Pays careful attention, asks questions to ensure understanding and check details; before responding in a timely and professional manner</li> <li>Acts as an ambassador for Monitor, its purpose and values</li> <li>Empathises with colleagues</li> </ul>	<ul style="list-style-type: none"> <li>Treats people fairly and equally, showing respect for their abilities and opinions</li> <li>Shares relevant knowledge and information promptly</li> <li>Recognises own strengths and weaknesses and is willing to perform tasks outside of comfort zone to develop</li> <li>Acts in a way that reflects Monitor's values, including being willing to apply new learning</li> </ul>	<ul style="list-style-type: none"> <li>Is a self starter</li> <li>Plans and prioritises own workload</li> <li>Produces quality and timely work, delivering on commitments to colleagues</li> <li>Follows appropriate processes and procedures to get things done</li> </ul>
<b>TECHNICAL KNOWLEDGE:</b> you also need to deliver to the technical requirements of your job role. Review your role specification and discuss with your line manager for the relevant requirements.						
<b>Some development options</b>	Taught courses - Management masterclass; Building high; performance teams; Everyday coaching; Feedback essentials	WIG, Kings Fund events	Workshadowing; using external networks; going on secondment, volunteering for a project out of comfort zone	Taught courses - Effective writing; Clear thinking & Structured Writing; Presentation skills; Communicating with impact; Influencing, persuading, negotiating. Reading <i>Pyramid Principle</i> – Barbara Minto; <i>Getting to Yes</i> – Roger Fisher	Taught courses - Everyday coaching; Feedback essentials	Taught courses - Take back control; Ensuring project delivery; PM techniques; Delegating for business performance. Read <i>Getting Things Done</i> – D Allen

### Frequently asked questions

**How will my performance be assessed in terms of the competency framework?** The framework enables both line managers and employees to consider performance in terms of 'how' results have been achieved focusing on the skills and behaviours displayed.

**How many examples do I need to demonstrate my ability against each indicator?** There is no hard or fast rule. The examples you provide at your performance review should show you are consistently demonstrating that skill/behaviour. In the past we have suggested two good quality examples per competence, but it is useful to discuss with your line manager what evidence they would like you to gather and whether there is a particular focus for the evidence from your goals which will mean more examples are required, perhaps to illustrate a step change in your development.

**What happens if I am operating at different levels within the framework?** If you are displaying a broad range of skills/behaviours at the level above or not displaying all the skills/behaviours at your grade this will be taken into account in deciding your rating. Where you display skills/behaviours which are indicators of competence below your current grade, your line manager will discuss with you what development activity will help enhance your skills to the required level.

**How does this framework help me with career planning?** Thinking about your longer term career plans with your line manager (or a mentor) is something that we should all do on a regular basis. Using the competency framework can help you and your line manager identify areas of strength and development which can help you consider what your next role change might be (vertically or horizontally). For more career planning support, check out the Performance Development Conversations tool on the Performance Development zone.