

The People Qualities 3Cs



What are the People Qualities?

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 framework builds on three core qualities that are of equal importance. These are the qualities of:

Capability: The form and ability of an individual to deliver tasks

Character: The personality and level of emotional intelligence of an individual

Credibility: The combination of capability and character in order to achieve genuine credibility

These are known as the **3Cs**.

The People 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.



How do I use this document?

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 as 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.

Staff 1-1s

Developmental conversations can be conducted using the People Qualities as the basis of all staff 1-1 conversations.



Which level do I use?

There are levels within the IOMG People Qualities Framework that are intended to be progressively inclusive. Therefore, those operating at level 7 are expected to meet the requirement at levels 1-6 in order to be considered effective.

An illustrative guide to each level giving examples of bands, grades and typical roles is shown on the next page. This list is not exhaustive; its purpose is to offer guidance in understanding the levels within the framework.

To identify which level represents you or your staff member, the information on the next page will assist in matching the grade, band or role with the equivalent People Qualities level. This will help you to locate which set of People Qualities to refer to.



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



The People Qualities

Credibility

Has Open Conversations and Builds Supportive Relationships

People who...

- 1) have open conversations are **respectful, clear** and **sincere**
- 2) build supportive relationships are **personable, thoughtful** and **helpful**

Capability

Makes Considered Decisions and Encourages Innovation

People who...

- 1) make considered decisions are **balanced, timely** and **fair**
- 2) encourage innovation are **proactive, adaptable** and have **courage**

Character

Is Trustworthy and Empowering

People who...

- 1) are trustworthy are **reliable, honest** and **authentic**
- 2) are empowering are **inspiring, enthusiastic**, and **engaging**



Credibility

Respectful	Polite and courteous to everyone
Clear	Says when they don't understand
Sincere	Means what they say
Personable	Has a friendly manner
Thoughtful	Is considerate of others
Helpful	Shares the workload

Capability

Balanced	Understands there are different perspectives in a situation
Timely	Completes tasks on time
Fair	Treats people equally
Proactive	Thinks about what they might need to do next
Adaptable	Accepts that things can change
Courageous	Is willing to say when something doesn't feel right

Character

Reliable	Delivers on promises they make to others
Honest	Tells the truth in a respectful way
Authentic	Is comfortable with who they are
Inspiring	Has a positive outlook
Enthusiastic	Is willing to try new things
Engaging	Is interested in the work they do



Credibility

Respectful	Polite and courteous, even in uncomfortable situations
Clear	Is comfortable asking tricky questions
Sincere	Has peoples’ best interest at heart
Personable	Keeps a friendly approach in all situations
Thoughtful	Considers the needs of others
Helpful	Offers assistance in a variety of ways

Capability

Balanced	Appreciates the difference in points of view
Timely	Manages own time effectively and asks for help if required
Fair	Thinks about others when making decisions
Proactive	Plans work load effectively and actively sets out to help out others
Adaptable	Is comfortable working in a changing environment
Courageous	Is comfortable proposing solutions to tricky situations

Character

Reliable	Can be relied on to do a good job
Honest	Is truthful, and upfront with everyone
Authentic	Aware of their strengths and development areas
Inspiring	Does things in the right way and helps others do the same
Enthusiastic	Wants to develop and has ideas for how this can be achieved
Engaging	Is interested in the wider organisation



Credibility

Respectful	Considers their style when communicating with others
Clear	Is able to provide clarity in a range of situations
Sincere	Says what they genuinely feel and believe
Personable	Is approachable to everyone
Thoughtful	Is considerate of their impact on others
Helpful	Manages competing priorities to support others

Capability

Balanced	Is able to weigh up multiple sources and information
Timely	Can reprioritise workloads to achieve objectives
Fair	Thinks about the impact of their decisions on individuals and the team
Proactive	Anticipates future tasks and balances workload
Adaptable	Supports change and proposes new ideas and ways of doing things
Courageous	Comfortable taking risks and challenging plans

Character

Reliable	Is dependable and supportive
Honest	Is able to balance the sharing of information and its potential impact
Authentic	Is aware of how personal values impact behaviours
Inspiring	Sets out to realise their goals and helps others do the same
Enthusiastic	Has a positive attitude and gets things done
Engaging	Motivates themselves and others – even when times are tough



Credibility

Respectful	Values everyone’s individuality
Clear	Can tailor communications to different types of audiences
Sincere	Being realistic about what is achievable
Personable	Is seen as a ‘go to’ for support
Thoughtful	Always considers others even when under pressure
Helpful	Sets clear objectives and supports staff in maintaining momentum and focus

Capability

Balanced	Collates different sources of evidence to help them make a fair decision
Timely	Uses a systematic approach to making decisions within a timescale
Fair	Shows equality in their communication and actions
Proactive	Seeks out ways to improve performance of themselves, others and in ways of working
Adaptable	Is able to flex to competing priorities
Courageous	Is able to respond effectively to challenging situations

Character

Reliable	Consistently gets the job done
Honest	Takes responsibility for their own actions and encourages others to do the same
Authentic	Takes time to reflect and learns from mistakes
Inspiring	Empowers others to achieve
Enthusiastic	Can set aside personal perspectives for the good of the Public Service
Engaging	Is able to connect with the bigger picture and help others do the same



Credibility

Respectful	Encourages and values the contribution from others
Clear	Is able to convert complex issues into understandable elements
Sincere	Will challenge openly and provide constructive feedback
Personable	Builds positive relationships outside their immediate department or division
Thoughtful	Considers the impact of their work on other areas of the organisation
Helpful	Supports others to understand their value

Capability

Balanced	Uses best judgement even when information is limited or unclear
Timely	Consistently delivers on competing priorities
Fair	Acts as a role models and drives equality across the organisation
Proactive	Actively contributes to strategic decision-making and is future focused
Adaptable	Positively leads and manages change
Courageous	Empowers staff to take risks and make their own decisions

Character

Reliable	Can be relied on to put the customer first
Honest	Approaches difficult conversations with candour
Authentic	Acts with conviction and confidence whilst staying true to oneself
Inspiring	Role models people qualities and encouraging others to do the same
Enthusiastic	Is actively committed to achieving strategic aims
Engaging	Is able to distil and communicate information in an understandable and meaningful way.



Credibility

Respectful	Places trust in the knowledge and ability of their staff
Clear	Able to provide clarity and insight into complex issues
Sincere	Is able to balance the needs of the organisation and their own personal perspective
Personable	Is a trusted critical friend
Thoughtful	Considers the implications of their work on the reputation of Isle of Man Government
Helpful	Gives clear direction on the priorities for their department

Capability

Balanced	Considers the impact or risk to the reputation of Isle of Man Government when making decisions
Timely	Makes quick decisions that are cognisant of the organisational impact and direction
Fair	Makes strategic decisions by collaborating with others and considering the priorities of the organisation
Proactive	Embeds a culture of challenge and innovation to ensure continued improvements
Adaptable	Develops new ways of working to drive a positive change culture
Courageous	Models a culture of effective decision making, supporting others to do the same

Character

Reliable	Demonstrates a sustained ability to deliver on departmental aims and objectives
Honest	Shows that honesty across different levels and stakeholders is necessary for the greater good
Authentic	Creates an environment where their values are known and is willing to be held accountable for them
Inspiring	Demonstrates values and qualities that develop confidence and enthusiasm in others
Enthusiastic	Shows strength and maintains composure in the face of difficulties
Engaging	Effectively translates and sells the vision and purpose of the Public Service



Credibility

Respectful	Recognises that all staff contribute to department outcomes
Clear	Creates and role models a culture of openness and transparency
Sincere	Shows genuine investment in the future through communicating and building relationships
Personable	Models a culture of visible leadership
Thoughtful	Recognises their role has an impact on the Isle of Man and its future
Helpful	Provides clear direction for the Isle of Man Government and communicates this effectively

Capability

Balanced	Demonstrates that they understand that there are circumstances where risky decisions are necessary
Timely	Shows sound judgement when making timely decisions for the Isle of Man and its future
Fair	Ensures decisions are made in the best interest of the Public Service and the Isle of Man
Proactive	Leads the way in best practice and continuous improvement
Adaptable	Drives change and demonstrates agility in dealing with the unexpected
Courageous	Creates and models a culture of decision making that provides the best outcome

Character

Reliable	Is trusted to deliver consistently on departmental aims or corporate projects
Honest	Is able to finely balance the principles of openness and transparency with protecting privileged and sensitive information
Authentic	Shows how integrity is intrinsic in all that they do
Inspiring	Instils confidence in the Public Service and Isle of Man Government as a whole
Enthusiastic	Creates a true sense of committed leadership by displaying a genuine belief in the Public Service
Engaging	Is known for having the vision and values of the Public Service at the heart of everything they do

