**Competency based framework:**

Quality & Safety of Service i.e. patient care/ work standards

Team player

Planning & Organisation

Communication & Influencing

People Management

Leadership

Managing Yourself

Relevant experience

Values

Knowledge and Skills

Managing People

Managing Change

Problem Solving & Decision Making

Managing the Service

Delivery of Results

**Core Competencies and Levels:**

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|  | **CORE COMPETENCIES** | **LEVEL 1** | **LEVEL 2** | **LEVEL 3** | **LEVEL 4** | **LEVEL 5** |
| **Managing the Service** | **Quality & Safety of Service.** Strives for high standards of quality and service whether working of staff, clients or patients. Adheres to policy, procedures & guidelines. | Demonstrates loyalty & commitment to the values of TUH. Strives to achieve high quality and standards of work focused on care and safety of patients. Shows dignity and respect. Upholds approved protocols, policies, procedures and guidelines. Show attention to detail. Is flexible and adaptable to meet demands.  | Is a self-starter who holds self and others accountable for high standards of service? Shows resourcefulness, flexibility and initiative in difficult situations. Demonstrates respect, compassion and care for Hospital Patients, families and carers. Promotes the Hospital’s Quality agenda. | Empowers team members to provide exceptional quality of service; undertakes quality audits and follows through on recommendations. Champions initiatives. Promotes a culture of safety. Involves others in creating, identifying and promoting a safer, better Hospital. | Empowers Team Leaders and Line Managers to provide exceptional quality of service. Reviews quality audits and follows through on recommendations. Identifies areas of improvement and escalates these for Senior Management approval.Promotes a culture of staff and patient safety.  | Is passionate and driven to improve the Health Services in TUH. Designs and develops initiatives focused on best practice and the long term Hospital requirements. Monitors quality of service, strives for improvements, and creates a culture of High Standards of Customer Service and Safety.  |
| **Delivery of results**Focused on the successful delivery of the Hospital strategic goals and objectives.  | Takes responsibility for work and completes tasks in a timely fashion. Takes direction. Checks work for accuracy. Prioritises workload putting urgent and important tasks first. Demonstrate initiative and flexibility. Is self-reliant and uses judgement on when to ask for assistance. Assist others as required. | Takes ownership of tasks and their completion achieving the best possible result and service delivery. Constructively identifies improvements to service delivery. Minimises error, sets clear parameters and maximises input from team members.  | Take responsibility for own and team goals set. Ensure quality checks are in place. Constructively challenges existing approaches to improve service delivery. Monitors the implementation of Core Project and multi-tasks. Delegates work setting clear objectives and timelines. Enthusiasm for new challenges | Responsible for leading out on and project managing key programme and initiatives associated with the Hospital Strategic and Operational objectives; including identification of key resources and ICT systems required. Ensure engagement and co-operation of multi-disciplinary team as required. | Focuses on core issues when dealing with complex situation/ information. Multitasks while maintaining a balanced strategic and operational approach. Ensure an optimum use of resources. Critically reviews projects and activity. Ensure efficient and effective results. |
| **Managing change** | **Problem Solving & Decision Making**Thinks critically in accurately defining problems/issues and reason logically through complex and diverse information to form quality solutions. | Demonstrates a reflective approach when dealing with problems, carefully evaluating different options/solutions. Demonstrates common sense when dealing with everyday issues. Asks for help at appropriate stages and does not engage in blame. Learns from mistakes. Support views with logic reasoning. | Acts quickly to address urgent matters. Is able to make decisions with the information available in a timely manner. Demonstrates lateral thinking. Is perceptive of potential issues. Involves other as required. Accurately anticipates likely consequences of actions/ decisions. Is solution focused. | Addresses problems through balanced decisions making while identifying learnings. Assists with the development of and implementation of strategic and operational priorities through the provision of feedback and key learnings. Have a can do attitude and implement unpopular decision through effective engagement. | In conjunction with the Executive/Clinical Director develops operating plans. Anticipates issues. Makes well informed decisions amidst ambiguity. Takes responsibility for bad decisions and self-learnings. Has a can do attitude. Can make unpopular decisions for the greater long term good of the Hospital. | Has the ability to analyse and evaluate a range of complex information, identify core issues and consider the impact of decisions before taking action. Promotes a culture that is solution focused and results in shared learnings from past mistakes/ programmes undertaken. |
| **Communications & Influencing** Effective communication and sharing of information. Demonstrates active listening and successfully communicates key messages with impact in a variety of settings.  | Listen carefully, ask questions to avoid misinterpretation. Is aware of professional boundaries. Know when, how and whom to contact on various issues. Communicates effectively both written and spoken. Respects confidentiality and data protection. | Keep colleagues, patients and other informed in a timely and open manner. Actively listens and clearly explains things to others. Promotes confidentiality and data protection amongst the team. Effective communicator via all channels.  | Adopt a range of communication techniques to explain complex information. Tailors their communication style dependent on the audience and situation. Manages the adherence to company policy on confidentiality and data protection. | Tailors a range of techniques to persuade others, explain complex information etc. Facilitate communications; between teams, conflicting parties and to persuade others to create a culture of trust and honesty.  | Takes a strategic approach to communication including mediation to resolve conflict, networking nationally and internally, creating a culture for open communications. Key influencer; vision, ideas and solutions. |
| **Managing Yourself** | **Team Player**Being a team player means you have the ability to co-operate and collaborate with others, take an active role within a team, sharing information and ideas. Take responsibility for actions and results.  | Is open and approachable. Respectful of others and their ideas and willing to share his/her ideas. Is reliable and dependable. Aware of team goals and strives to achieve these goals. Is flexible and adaptable and willing to assist others. | Proactively develops and nurtures workplace relationships. Is open, approachable, and able to give and receive feedback, aware of his /her impact on the team. Assists others, shares learnings and updates.  | Addresses team conflict by facilitating team discussions. Utilises team strengths in achieving goals. Seek input from team members to identify improvement/ initiatives for the team/ department. | Takes into account others when making an important decision, addresses team conflict, sets clear goals, embraces diversity, and promotes collaboration and team strengths to achieve goals. Offers recognition. | Develops relationships and systems which allows for successful teams, delivery of results while acting as a role model and promoting a culture of team performance. Drives a culture of personal accountability. |
| **Planning and Organising** Ensure a systematic approach is in place for planning and organising workloads while effectively dealing with any changes in demands and priorities. | Deal with issues and workload in a prompt and timely manner, prioritise. Maintain an organised and tidy workplace and self. Records work accurately and adhere to standards and procedures. Track and report on progress and/or any issues arising. | Prioritises team working as appropriate. Prioritises; update team, systems and schedules as appropriate. Communicates updates, risks and inability to achieve deadlines. | Delegates effectively to the team and ensure timelines are met and efficient use of resources. Assists in the development and implementation of operations plans to ensure smooth and consistent execution of tasks. Introduce audits as appropriate.  | Builds and uses networks of influences for planning and organising workload. Develops and implements operational plans, essential systems and processes. Monitors performance, evaluates impacts and risks.  | In conjunction with the Business Manager plans ahead with vision while considering the Hospital’s strategic direction. Objectively balances competing priorities & resources. Takes calculated risks. Ensure all key stakeholders are involved manages expectations. |
| **Managing People** | **People Management**An ability to manage a team of direct reports, delegating and motivate appropriately to get the best out staff. Create joint responsibility for professional development and training. | Is accountable for their own actions. Monitors performance against goals set. Actively engages with other staff. Show diplomacy and respect. Maintains a Patient focus. Seeks training and professional development. | Monitors team member’s performance against goals. Give honest and constructive feedback. Demonstrates self- awareness and actively seek feedback. Proactive re self-development and engagement. | Undertakes performance reviews, identifying gaps & development training plans to ensure the team has is sufficiently skilled. Promote CPD. Manage poor performer by developing a positive culture focused on achieving high standard of service delivery.  | Set up processes for staff involvement in key decisions. Promote staff engagement and empowerment. Clarify individual roles, goals and responsibilities. Manage team workload and performance. Make transparent decisions. | Selects & develops staff according to strategic demands of TUH. Champions success, professional development & training. Engages in workforce/succession planning. Positively challenge poor performers & offers support. |
| **Leadership** Shows a capacity to adopt a leadership stance, making an impact and influence others. Create energy and inspire other to achieve the overall mission, vision and goals. Strong negotiation and delegation skills. | Works well in a team with a ‘can-do’ attitude. Demonstrates flexible and adaptability to change. Is self-aware and understands how different behaviours may affect and influence others. Has self-belief and an internal drive for success. | Embraces and encourages change. Creates an environment for others to flourish. Inspire commitment, passion, and innovation. Seek input of others and delegate as appropriate.  | Champions new initiatives. Demonstrates an ability to lead his/her team. Takes ownership. Inspire others. Lead by example while focusing on the achievement of operational and strategic goals.  | Articulates the Hospital’s strategic plan to relevant personnel. Promotes the Hospital’s core values. Disseminate clearly the Hospital key strategy and operational goals to team leader and managers. Secures commitment from others and champions action.  | In conjunction with your Business Manager assists with the development, communication and implementation of strategic vision and goals. Has the leadership skills and vision to lead and manage complex change. Creates a culture focused on TUH’s core values.  |