St Ann's Hospice – Leadership Competency Framework (to be used in conjunction with the employee's role specific competency framework)

St Ann's Hospice's Strategy sets out ambitious aims to provide world class care for people affected by life limiting illness across the population of Greater Manchester delivered by high performing individuals and teams

The hospice's Competency Frameworks support high performance and will enable employees to identify their level of competence together with current and future learning and development needs.

The competencies within the framework are aligned to the knowledge, skills and behaviours required for individual roles. Employees will be asked to demonstrate competence using a number of methods depending on the individual competence. This could include documentary evidence, such as a record of training, demonstration of a practical skill, providing evidence through discussion or describing an example of when the competency has been demonstrated. Employees must record their evidence in the "Evidence" column of the competency framework providing as much information as possible. Some information in the "Evidence" column has been pre-populated. Employees should add / delete / amend as appropriate and discuss during their PDR meeting.

The initial assessment will take place within the probationary period review for all new starters and this will be a baseline to ensure their competency level is in line with the pay level they have commenced on. For existing staff, the assessment will form part of the PDR cycle and will be completed at the same time by their line manager. As part of the PDR process the assessment will be reviewed and countersigned by the Head of Department or executive team member, as appropriate.

Leadership Competency Framework (applies to all leadership roles)

Job Title:					
Level One – employees are able to demonstrate competence in the following areas at the end of their six month probationary period. Following successful completion of their probationary period employees must maintain their competency levels and work towards level two competencies.					
Competency	**Description**	**Evidence**	**Underpinning education / resources**	**Assessment** (assessor to complete)	
				Achieved Y / N	**Assessor's Initials**
Mandatory E-Learning	✓ All mandatory E- Learning is complete relevant to the role and successfully passed all modules required	Training record	eLearning Face-to-face mandatory training		
Hospice Induction	✓ Attended the Hospice Induction ✓ eLearning Hospice Induction completed ✓ eLearning Hospice Leader Induction completed (applicable to new leaders as of 2017)	Training record			
Hospice Values	✓ Knowledge and understanding of hospice's values ✓ Employee demonstrates behaviour in line with Hospice values and examples are provided by staff members in their probationary review meetings and PDR meetings	PDR form	Induction		
Leadership Behaviours	Employee demonstrates knowledge and understanding of hospice's leadership behaviours and is beginning to provide positive examples of their performance as well as areas for development.				

	The leadership behaviours are listed below. There is a separate document with further supporting information				
Leadership Behaviours – Leading Self	✓ **Integrity** Models open, honest, fair, trustworthy and transparent behaviour, is approachable and embraces the hospice's values	PDR form	Induction St Ann's Hospice Leadership Behaviour Framework document		
	✓ **Accountability** Takes responsibility for their actions and delivering on their commitments, finds solutions to problems and challenges and makes things happen				
	✓ **Develops self** Consistently takes steps to develop new or existing skills and acquire new knowledge and put this into practice.				
	✓ **Emotional Awareness** Has strong self-awareness of their own emotions and those of other people and is aware of the impact of emotions (positive and negative) on themselves and others				
Leadership Behaviours – Inspiring Others	✓ **Purpose & direction** Able to develop and convey a compelling sense of vision, purpose and direction to motivate others and to create an open and trusting environment	PDR form	Induction St Ann's Hospice Leadership Behaviour Framework document		
	✓ **Enabling Others**				

		PDR form	Induction St Ann's Hospice Leadership Behaviour Framework document		
	Facilitates, supports, develops and encourages high performance and engagement from teams and individuals and appropriately challenges those who do not meet expected standards of performance or behaviour				
	✓ **Working Together for Success** Forms effective relationships and partnerships while encouraging collaborative working both internally and externally with teams and individuals from a range of diverse backgrounds, sharing information, resources and support				
	✓ **Impact & Influence** Ability to persuade, influence and gain support for projects, ideas, ways of working or change programmes to deliver high performing services				
Leadership Behaviours – Achieving Excellence	✓ **Delivering Excellence** Delivers excellence through sound decision-making and the effective deployment of resources	PDR form	Induction St Ann's Hospice Leadership Behaviour Framework document		
	✓ **Innovation & Change** Generating and implementing new ideas, ways of working and creative alternatives to enhance performance and deliver solutions to challenges				
	✓ **Drive for Results**				

	Setting clear standards and objectives and relentlessly drives to achieve the results and a positive outcome				
	✓ **Perspective & Critical Thinking** Considers and analyses all available information, taking account of the bigger picture and is effective at working across the wider organisation and beyond				
Team St Ann's	✓ Knowledge and understanding of hospice's purpose and strategic aims • Employee is are able to describe the hospice's purpose and strategic aims • Employee is able to align their probationary and PDR objectives to the strategic aims		Induction Staff Hub		
Information Governance	✓ Maintains employee privacy and confidentiality in all matters relating to personal and hospice information ✓ Maintain accurate electronic and paper files/records				
Incident Management	✓ Ability to report and update incidents on the electronic incident reporting system				
Risk Management	✓ Demonstrates knowledge of basic risk management principles and understands the hospice's risk management processes				

Finance Management	✓ Demonstrates knowledge and understanding of budget relevant to their area(s)		eLearning Hospice Leader Induction		
HR Management	✓ Demonstrates knowledge and understanding of core HR policies and processes relevant within the scope of their role, e.g. recruitment, disciplinary, grievance, flexible working, special leave ✓ Line Managers have the ability to apply informal stages of core HR policies and procedures and are able to provide evidence of policies being followed, e.g. return to work interviews.		eLearning Hospice Leader Induction Manager's HR toolkit HR Surgeries		
Policy Management	✓ Demonstrates knowledge and understanding of policies and procedures relevant to their area / service ✓ Ensures relevant policies and procedures are embedded in their department / team				
Reporting	✓ Demonstrates awareness of the relevant Key Performance Indicators (KPIs) and dashboards for their area(s) ✓ Demonstrates awareness of relevant reporting requirements for their area				