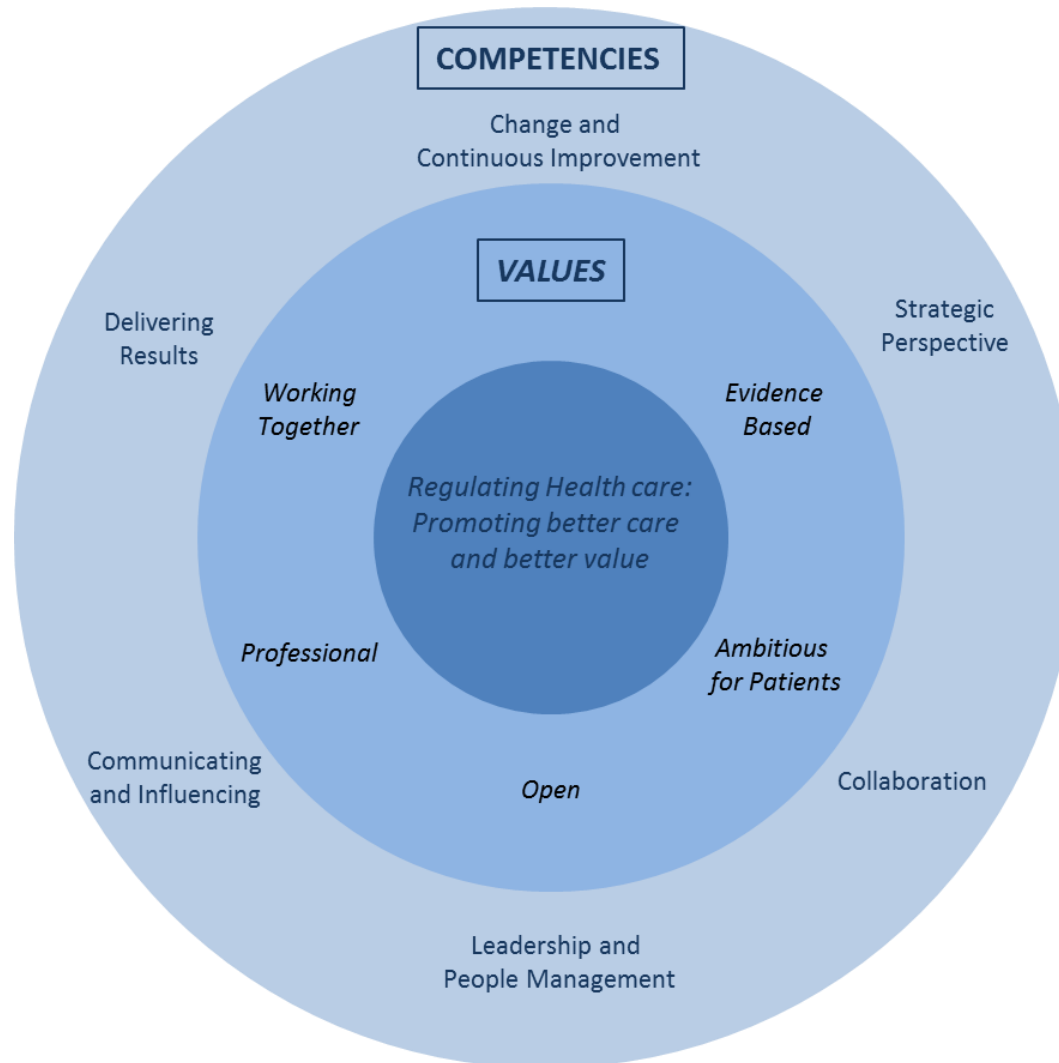


Competency Framework



Introduction

Monitor has a clear vision, which can only be delivered by having high calibre people in the right roles, performing to their best. This Competency Framework sets out the skills and behaviours that our people require to perform effectively in their jobs. It reflects the requirements of Monitor as sector regulator to ensure we are all equipped to carry out our new role effectively. It provides a point of reference to assist recruitment, performance management, learning and development and career progression within Monitor. The framework covers all staff in Monitor, whatever their role, level or previous experience.

This Framework is designed to help us each understand what is required of us all in Monitor in the everyday decisions we take, the way we approach and deliver our work and how we interact with one another or our stakeholders. It is also designed to help managers select new staff, review performance and support learning and development.

Alongside the competencies, each individual is expected to deliver against the technical requirements specific to your job description.

What is a competency framework?

A competency framework sets out the skills, knowledge and personal attributes that people need to perform effectively in their jobs. Each competency contains a series of “behavioural criteria” that indicate what is required.

How to use the competency framework

The Monitor Competency Framework can be used in three main ways:

- **Recruitment:** The competencies provide a standard against which we can assess the suitability of potential recruits. The use of competency based questions will ensure that Monitor is recruiting individuals with the skills we require and the right behaviours to match our values. The competencies work in tandem with the technical requirements of the role, to ensure people recruited are a good fit for Monitor - technically and behaviourally.
- **Performance Management:** The competency framework indicates what staff at different levels within Monitor should be doing, as the behavioural criteria illustrate what effective performance involves at each level. This helps individuals assess their own performance and managers review staff performance against the competencies throughout the year and in preparation for performance reviews.
- **Career development, progression and promotion:** As the framework indicates what is expected at each role level, this helps individuals and managers understand what is expected at the *next* role level. This helps us plan development action to develop our capabilities.

Competency Levels

Within Monitor, all roles involve the same competencies but as the level of complexity of the role and the context in which the role is performed differ, this could mean a requirement to demonstrate a higher standard of competency in that role. Each competency has four levels, which equate to the Monitor role levels and reflect the complexity of the role at each level. Consequently the behavioural criteria are cumulative, so individuals are expected to demonstrate behaviours at their own level and any levels below:

Level 1: Executive	Individuals at this level have strategic responsibilities across the whole organisation and provide leadership both internally and externally.
Level 2: Managerial	Individuals in managerial roles have responsibility for a particular functional area, manage a number of staff and are frequently managing others.
Level 3: Advisory and/or Supervisory	Individuals in advisory roles are personal performers with a high level of technical or professional expertise. In some cases this is combined with responsibility for line management of a small number of staff.
Level 4: Administrative	Individuals at the general level are responsible for their personal performance only, so do not have line management responsibility.

Overview of the Competency Framework

The table below shows the six Monitor competencies with the outcome of effective performance in that competency.

Competency	Outcome
Leadership and People Management	Provides a clear sense of purpose and direction, gets the best from people, exhibits the values of Monitor and creates a culture of excellence.
Communicating and Influencing	Clearly and concisely delivers messages through the most appropriate channel for the audience in an open, timely and appropriate fashion.
Collaboration	Works collaboratively with colleagues across Monitor and with our external stakeholders to share information and deliver mutually agreed outcomes.
Strategic Perspective	Sees the big picture - plans and organises work in the wider context of what Monitor is aiming to achieve for patients.
Delivering Results	Focuses on delivering high quality results in everything you do.
Change and Continuous Improvement	Thinks positively about new ways of working, suggests improvements and is forward thinking and adaptable.

Monitor Mission and Values

The Mission summarises our core purpose and the Values set out what we expect of one another and how we work with people outside Monitor. The Values are used with the competencies to highlight what we need to do to work together effectively.

Our Mission

We will enable providers and purchasers of NHS-funded care to work together to deliver the best possible outcomes for patients and taxpayers today and into the future, by creating incentives, providing information and enforcing rules where necessary (draft mission statement).

Our Values

As we work to deliver our mission, we will be guided by our values in everything we do. Our values encompass the things we believe are at the essence of our approach.

Ambitious for patients

We will be ambitious for patients in all that we do. We strive to make the greatest possible impact for users of the health service. We will stretch and challenge ourselves and others to deliver the best for patients.

Evidence-based

We will always act on the basis of evidence, so patients and stakeholders can have confidence in our decisions. We will explain the decisions we make. We will aim to collect, share and use evidence in innovative ways.

Working together

We will work closely with our partners and get input from the clinicians and the people who use the health care services in developing our approach. We will actively seek out expert advice and input from our stakeholders and colleagues, to ensure we learn and improve.

Professional

We will be professional in our approach and focussed on delivering high-quality regulation. We will do what we say we will do, and ensure that our work is efficient and rigorous. We will treat each other, and everyone we work with, with respect and courtesy.

Open

We will be transparent about the basis for our decisions. We are always willing as individuals and as an organisation to receive feedback so that we can learn and continually improve.

Leadership and People Management

Outcome

Provides a clear sense of purpose and direction, gets the best from people, exhibits the values of Monitor and creates a culture of excellence.

Role Level	Behavioural Criteria
Level One	<ul style="list-style-type: none"> • Communicates a clear vision for Monitor and its goals for patients and health care. • Exemplifies Monitor values and behaviours as a role model for all. • Leads with honesty and integrity. • Inspires loyalty and commitment. • Adapts leadership style to individuals or the situation.
Level Two	<ul style="list-style-type: none"> • Makes clear to staff what is expected and what they have to achieve. • Explains the Monitor vision and how it affects patients and health care. • Sets high standards, acting as a role model for peers and direct reports. • Self aware – understands personal impact on others.
Level Three	<ul style="list-style-type: none"> • Gets to know individuals and what motivates them. • Gives and receives high quality feedback. • Acknowledges and praises the results achieved by colleagues. • Tackles poor performance or inappropriate behaviour.
Level Four	<ul style="list-style-type: none"> • Has a “can do” attitude. • Ready to go the extra mile when required. • Supports colleagues who need assistance. • Demonstrates Monitor values.

Communicating and Influencing

Outcome

Clearly and concisely delivers messages through the most appropriate channel for the audience in an open, timely and appropriate fashion.

Role Level	Behavioural Criteria
Level One	<ul style="list-style-type: none"> • Adapts personal communication style for the desired impact on the audience. • Promotes Monitor's aims and achievements to stakeholders. • Actively influences decision makers in the healthcare arena. • Speaks to a range of audiences and the media to explain our role, readily dealing with difficult or sensitive issues.
Level Two	<ul style="list-style-type: none"> • Communicates with internal and external stakeholders in a compelling and credible way. • Builds relationships and networks to influence decisions. • Communicates openly so that information is readily shared. • Makes articulate, well structured and confident presentations. • Leads meetings which focus on delivery and results.
Level Three	<ul style="list-style-type: none"> • Ensures stakeholders are consulted in the most appropriate way. • Sensitive when dealing with confidential information. • Creates two-way dialogue to ensure key messages are understood. • Prepares fluent, precise and persuasive written work even when working to tight deadlines. • Chooses content, language and style to suit the audience and best convey the message.
Level Four	<ul style="list-style-type: none"> • Communicates accurately and to the point, using Plain English and avoiding jargon. • Pays careful attention and asks questions to check details or clarify understanding. • Makes a positive contribution in meetings. • Listens to others' opinions and takes on board their views. • Shows empathy and concern for colleagues.

Collaboration

Outcome

Works collaboratively with colleagues across Monitor and with our external stakeholders to share information and deliver mutually agreed outcomes.

Role Level	Behavioural Criteria
Level One	<ul style="list-style-type: none">• A visible, approachable and proactive leader.• Promotes collaborative working across the sector for the best interests of patients.• Creates an environment which is supportive and open, where people are proud to work.
Level Two	<ul style="list-style-type: none">• Encourages a positive and productive team environment.• Encourages robust and open dialogue, obtaining consensus for action.• Takes responsibility for managing relationships to deliver mutually agreed objectives.• Works with colleagues to resolve conflict and ensure a positive outcome is achieved.
Level Three	<ul style="list-style-type: none">• Shares knowledge and information to empower teams and colleagues.• Builds team spirit by creating friendly and positive working relationships with all colleagues.• Actively seeks to help other teams achieve their results.• Builds collaborative teams with external stakeholders
Level Four	<ul style="list-style-type: none">• Works cooperatively and supportively with colleagues.• Treats people fairly and equally.• Approachable and accessible to colleagues.• Shows respect for other people's abilities and opinions.• Shares relevant knowledge and information promptly.

Strategic Perspective

Outcome

Sees the big picture - plans, organises and delivers work in the knowledge of what Monitor aims to achieve for patients.

Role Level	Behavioural Criteria
Level One	<ul style="list-style-type: none"> • Promotes patient focus and Monitor's ambitions for the health service. • Scans the health horizon to help develop strategies for Monitor to achieve its mission. • Adapts the strategy in response to the changing health and government environment.
Level Two	<ul style="list-style-type: none"> • Fully understands the role, position and responsibilities of an independent regulator. • Reviews changes to the health sector and responds with appropriate policies or work plans. • Seeks out best practice to help develop our policies and achieve our goals. • Contributes to building and maintaining a positive external profile for Monitor.
Level Three	<ul style="list-style-type: none"> • Contributes to building a relationship between Monitor and its NHS or wider health stakeholders. • Readily explains how Monitor contributes to the health sector. • Understands patients' interests and how Monitor's work benefits them. • Understands how own work helps achieve the Monitor mission.
Level Four	<ul style="list-style-type: none"> • Demonstrates knowledge of Monitor's operational objectives, the NHS and the wider health sector. • Understands how the work the team connects with other teams across Monitor • Understands how own and team role contributes to the strategy and makes a difference to health service users.

Delivering Results

Outcome

Focuses on delivering high quality results in everything you do.

Role Level	Behavioural Criteria
Level One	<ul style="list-style-type: none"> • Sets the framework for planning, organisation and delivery of work. • Delegates decision making with clear accountability for results. • Takes overall responsibility for the quality of output and Monitor's external reputation. • Utilises resources to ensure cost effective delivery of the business strategy.
Level Two	<ul style="list-style-type: none"> • Translates strategy into clear plans and objectives. • Ensures plans are clear, well structured, consistent and funded to ensure delivery. • Sets realistic, measurable and stretching targets for the function, teams and individuals. • Monitors the progress of the team to ensure delivery. • Negotiates for the resources required to do the job cost effectively. • Utilises resources (talent, people, technology and budget) fully to deliver.
Level Three	<ul style="list-style-type: none"> • Organises the work of the team to deliver on time and to agreed quality standards. • Takes decisions based on evidence and analysis of the options. • Takes action or revises plans to overcome risks or issues that could affect delivery. • Encourages others to ensure results are achieved. • Ensures resources are utilised cost effectively.
Level Four	<ul style="list-style-type: none"> • A self starter who is focussed on delivering their personal objectives. • Plans and prioritises own workload. • Takes pride in the quality and timeliness of work produced. • Delivers on commitments to colleagues across the organisation. • Follows appropriate processes and procedures to get things done.

Change and Continuous Improvement

Outcome

Thinks positively about new ways of working, suggests improvements and is forward thinking, innovative, and adaptable.

Role Level	Behavioural Criteria
Level One	<ul style="list-style-type: none"> • Champions change throughout the organisation in an inspiring way. • Encourages others to approach change positively. • Demonstrate visible leadership in times of change.
Level Two	<ul style="list-style-type: none"> • Nurtures an innovation culture, encouraging ideas to transform processes or meet new challenges. • Recognises and rewards new ideas, welcoming proposals for change and innovation. • Takes calculated risks in order to achieve results • Understands how change affects others and how to engage people in making change.
Level Three	<ul style="list-style-type: none"> • Suggests new approaches to improve the effectiveness of the team and the organisation. • Encourages new ideas from colleagues, team members and stakeholders. • Identifies risks and takes steps to mitigate them
Level Four	<ul style="list-style-type: none"> • Remains open minded about new ideas and proposed solutions. • Looks for improved ways of working and better processes for delivery. • Tries out new ways to get things done to achieve better results. • Ready to approach things differently and adapt to change.