

## Future People Leaders Programme – Competency Framework

The Futures People Leaders Programme competency framework was developed by HPMA for Cohort 1 and is being carried forward by NHS Employers into Cohort 2 to provide programme participants a clear idea of the key skills, knowledge and behaviours they will develop throughout their time on the programme.

The competencies were developed with key partners involved in the design and commissioning of the programme including the HPMA and the national Professional Development Board in consultation with current Deputy People Directors.

Through this consultation we have determined 6 key overarching competencies required of our future people professionals aspiring to develop into Deputy People Directors in the next 18 months. The overarching competencies have been mapped to the new NHS People Profession Map and to the national Leadership Academy leadership competencies. Under each of the 6 overarching competencies we have selected what we consider to be the relevant competencies from the NHS People Profession Map, drawing the competencies from key knowledge, behaviour and specialist domains. For each sub-competency we have included a baseline competency which maps to Chartered Member level and a stretch competency which maps to Chartered Fellow level. This will enable participants to evaluate their development and progress throughout their time on the programme. Please note that using this competency framework does not preclude participants undertaking their own tailored mapping exercise, using the NHS People Profession Map.

For completeness, we have included the NHS Leadership Academy Competency domains. We recognise that some of our participants may have completed NHS leadership programmes to date or will in the future. We believe it is helpful, therefore, to include this on the competency framework.

The Futures People Leaders competency framework will be used as the golden development thread running throughout the programme from selection to content design and individual assessment.

The competencies will be regularly reviewed and updated to take into account ongoing feedback and the changing environment of the NHS

<b>Developing compassionate and inclusive cultures</b>	
Developing the ability to role model compassion and inclusiveness and build strong and productive relationships with key stakeholders. Developing fair and inclusive cultures where staff can grow and flourish	
Leadership competency domain: Creating a compassionate and inclusive culture	
<b>Chartered Member level</b>	<b>Chartered Fellow level</b>
<b>Core knowledge</b>	
How to integrate inclusion and diversity into people practice, to create value in your area of work	How to build inclusion and diversity approaches that positively impact an organisation's culture and performance
How to identify and mitigate systemic bias in people practices	How to work with leaders to create strategies to identify and mitigate systemic bias
How to create people practices that mitigate the health and social inequalities within the workforce	How to create people strategies that mitigate the health and social inequalities within the workforce
<b>Core behaviours</b>	
Promote the business and people benefits of wellbeing and the need for shared responsibility	Engage leaders and stakeholders in creating and sustaining a culture of wellbeing
Explore and interpret a diverse range of perspectives and views	Value and integrate diverse perspectives when creating people strategy
Build collaborative and diverse relationships across organisation boundaries, cultures and other disciplines	Value and integrate diverse perspectives when creating people strategy
Create an environment where others feel safe to admit mistakes, share ideas, challenge ways of working	Build a culture that embraces honesty and openness
Encourage others to be aware of their own biases, blockages and privileges in the work they do	Create an organisational environment where continual self-awareness of personal bias is encouraged

Demonstrate an ED&I mindset in your approach and decision making	Drive an ED&I lens to organisational decision making
Demonstrate compassion, humanity and fairness in your approach	Model compassion, humanity and fairness as a leader and create and embed a culture of compassion in the organisation

<b>Developing presence, impact and resilience as a leader</b>	
Developing confidence as a leader with the ability to demonstrate strong and visionary leadership	
Leadership competency domain: Building trusted relationships with partners and communities	
<b>Chartered Member level</b>	<b>Chartered Fellow level</b>
<b>Core behaviours</b>	
Visibly and consistently role-model professional principles, values and personal integrity to build trust	Role-model and enable ethical leadership and professional principles and values in organisations and the wider profession
Challenge constructively and confidently in the face of opposition	Take a stand with senior colleagues when it is the right thing to do despite significant opposition or challenge
Communicate with impact, and make complex things clear, to enable a way forward	Take a visible lead in progressing difficult issues for the benefit of the organisation
Tailor your influencing style and select appropriate communication channels to engage your audience and gain commitment	Use a wide range of influencing styles and strategies to secure commitment across and outside your organisation
Take responsibility for mistakes that sit within your remit, encouraging learning and demonstrating ownership for the actions to make things right	Create a culture of restorative justice and learning, ensuring ownership and accountability

Demonstrate compassion, humanity and fairness in your approach

Model compassion, humanity and fairness as a leader and create and embed a culture of compassion in the organisation

<b>Developing organisational cultures that continually adapt and learn including embracing digital technology</b>	
Developing knowledge of technologies to support creation of organisational cultures that continually adapt, learn and embrace digital technology	
Leadership competency domain: Driving high quality, sustainable outcomes	
<b>Chartered Member level</b>	<b>Chartered Fellow level</b>
<b>Core knowledge</b>	
Technologies which make organisations more agile (eg, robotic process automation, extended reality, intelligent chatbots), and how to use technology to support the delivery of people practices	Technologies which make organisations more agile (eg, intelligent automation such as robotic process automation, extended reality, intelligent chatbots) and how to use these to enhance the people proposition
How to bring the people perspective to the design of technology-enabled people practices	How to shape and embed digital transformation from a people and culture perspective
How to adapt and apply a range of improvement and innovation methods (eg, user research, prototyping and iteration) to enable change at pace	How to build capability to design and innovate at pace to create organisational value
Different approaches to culture development and how to align people practices to the desired culture	The impact that wider cultures have on building and shaping culture development within and across organisation boundaries
How to apply systemic thinking to a range of people practices and interventions	How systemic approaches contribute to organisation performance

<b>Decision maker</b>	
Being able to make complex, high level decisions using a broad range of data and evidence in your own environment and the wider system	
Leadership competency domain: Providing robust governance and assurance	
<b>Chartered Member level</b>	<b>Chartered Fellow level</b>
<b>Core behaviours</b>	
Make well-judged decisions by considering all available evidence in the context of the specific situation	Make complex and timely decisions in line with available evidence, the strategic context and professional values when there are unknowns
Consider different options and make decisions by balancing opportunity, risk and alignment to professional values	Create an environment where others are empowered to make decisions, whilst overseeing risk
Adapt your decisions and practices to take account of changes and uncertainties in the business environment	Anticipate changes in the organisation environment, and manage complexity and ambiguity to evolve people strategy
Demonstrate commitment to evaluating the outcome and impact of your decisions to inform your future approach	Promote a culture that recognises the value of measuring outcomes and evaluating the impact of decisions

<b>Business acumen</b>	
<p>Being able to see the big picture, translating NHS vision and strategy into organisation/system strategy and then the workforce strategy.            Demonstrating an ability to join the dots strategically and proactively turn strategy into focused action through system level working.            Developing the curiosity, knowledge and business acumen to develop innovative and successful cultures.</p>	
Leadership competency domain: Setting strategy and delivering long term transformation	
<b>Chartered Member level</b>	<b>Chartered Fellow level</b>
<b>Core knowledge</b>	
How the organisation's strategy translates to your work and how different issues in the organisation are connected	Your organisation's long-term vision and strategy, and what this means for people strategy
How your organisation is responding to different trends in the sector, market and wider environment which impact its performance	How external influences impact organisation performance, and emerging trends in the sector and beyond
Your organisation's business/operating model and areas of competitive advantage, and where value is created and lost	Future opportunities and risks in your organisation's business/operating model and environment and how to enhance competitive advantage
How to interpret your organisation's performance data, identify people risks and mitigating actions	Internal factors that shape short and long-term business performance
How to review and forecast-spend, calculate return on investment and align people and finance plans	How to represent the value of people in different ways and the implications of funding models and mechanisms on people strategy

The role and purpose of governance, its structure in your area of work, and the broader regulatory environment you work in

How to influence and shape governance, its structure in your area of work, and the broader regulatory environment you work in

<b>Leading transformational change</b>	
Ability to lead transformational change to deliver high quality services across the wider health and care system, identifying inter-dependencies and better outcomes for patients	
Leadership competency domain: Leading for social justice and health equality	
<b>Chartered Member level</b>	<b>Chartered Fellow level</b>
<b>Core knowledge</b>	
Different types of organisation change and how to apply them (e.g. transitional, adaptive, transformational)	How to build organisational competence in different types of change and transformation
How to assess whether change and/or transformation is an appropriate solution	How to ensure an appropriate level and pace for change and transformation across the organisation
How to use a broad range of evidence (e.g. external insight, benchmarking) to develop a costed business case	How to evidence the value of change for a range of stakeholder groups
How to plan and deliver a project and manage risk, resources and interdependencies to deliver outcomes	How to plan, manage and de-risk broad programmes or portfolios of change to deliver organisational benefits
How to design good work at organisation level, taking into account how work and roles are changing	How to develop and embed good work principles at organisation level and explore the implications of the future of work
<b>Core behaviours</b>	
Collaborate with stakeholders to design and deliver people approaches that will improve patient experience and outcomes	Collaborate with partners across the organisation and healthcare system to innovate and embed a patient-centred culture

Embed patient experience and care standards into the design and delivery of people practices	Integrate patient experience and care standards into people strategy at organisation level and across the healthcare system
Challenge confidently actions and behaviours which are not aligned with patient experience and needs	Challenge practice and thinking that overlooks future patient and wider community and population needs
Role-model dignity and respect for patients and their carers and families in your approach	Model dignity and respect for patients and their carers and families, creating a patient and community-centred mindset
A range of OD&D consulting and contracting methods and processes, and how to apply them in different contexts	Consulting and contracting approaches for complex organisation transformation
How to apply a range of OD&D models to shape OD&D approaches, plans and culture	How different organisational elements are connected, and impact on current and future organisation effectiveness
How to develop and apply design principles to align organisation elements such as strategy, structure and process	How to create and embed organisation level design principles to optimise the whole organisation ecosystem
How to design and shape operating and workforce models, systems and structures to meet current and emerging business needs	How to design high-level and agile operating and workforce models to drive organisation performance and enable strategy
How to use self as instrument to create a safe environment, manage boundaries and surface underlying issues and wisdom	How to use self as instrument to engage multiple stakeholders in exploring organisational behaviour and complexity, and enable new strategic thinking