Appendix 1

Aspirant Deputy Directors of Workforce Competency framework

This competency framework has been developed using information derived from a detailed learning needs analysis based on questionnaires, focus groups and feedback from the Director of Workforce and Deputy Director of Workforce Networks. The HPMA London Academy has used this information to identify seven key development thematic areas for aspirant Deputy Directors of Workforce.

These development needs have been cross referenced against the core behaviors and core knowledge domains covered in the new CIPD Professional Map. In most cases the description of the baseline competency rating has been matched to the chartered member level rating and the stretch competency has been matched to the chartered fellow rating. Where there is not a relevant CIPD competency domain to match the identified learning need, the HPMA London Academy has determined the relevant baseline and stretch competency descriptions.

The source descriptors for each of the competencies are referenced for individuals wanting to learn more information about individual competencies.

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1. Strategic Operator:

Ability to see the bigger picture and join the dots at a strategic level. This requires an understanding of the link between the external and internal operating environments including the development of a systems wide perspective. Includes the ability to formulate and implement workforce strategies as part of the wider organizational strategy, organization development theory and operational practice

Baseline	Stretch	✓	Applicant's Notes:

You understand the wider NHS strategy and plan and how the trends and issues affect your organisation **Source CIPD Core Knowledge/Business Acumen**	You understand how the wider NHS strategy and plan impacts on the wider system and organisation structure and performance		
You understand the strategy of the organisation and how it translates to the Workforce Strategy (or equivalent) for your area of work **Source: CIPD Core knowledge/Business Acumen**	You understand the organisation's long term vision and strategy and what it means for the future development of the Workforce Strategy		
You understand how to interpret your organisation's performance data and budgets and can identify people risks and mitigating factors for your business area **Source CIPD Core Knowledge/Business Acumen**	You are able to interpret and identify organisation wide workforce opportunities and risks and frame/plan responses to these		
You understand how to apply different approaches to culture change and are able to integrate and align people practices for your area of work **Source CIPD Core Knowledge/Culture and Behaviour**	You are able to diagnose and articulate the impact that wider culture has (e.g. the sector) on shaping organisation culture and how you can influence and plan specific interventions to support culture change		

2. **Business focused:** Having a broad understanding of how the business works and how the component parts of the organisation fit together.

Baseline	Stretch	✓	Applicant's Notes:
You understand your organisation's current priorities and the associated opportunities for your area of work **Source CIPD Core Knowledge/Business Acumen**	You understand how the different issues in the organisation are connected and can identify and plan mitigations to address opportunities and risks		
You understand how to interpret and use a range of sources of data (qualitative and quantitative) to make decisions and provide business insight for your area of work **Source CIPD Core Knowledge/Analytics and Creating Value**	You understand how to use internal (operational, financial and people insights) and external sources of data (e.g. best practice, academic research) to influence and shape the organisation's people and business strategy		
You know how to develop a people plan for your area of work	You know how to create an organisation-wide people strategy, and		

Source CIPD Core knowledge/Business acumen	how to shape the business strategy		
You are aware of the role and purpose of governance, its structure in your area of work and broader regulatory environment you work in **Source CIPD Core Knowledge/Business Acumen**	You understand how to influence and shape governance, its structure in your area of work and the broader regulatory environment you work in.		

3. **Effective and inspirational leader:** Being a leader who role models and provides leadership to the workforce, organisation wide with the ability to develop and motivate individuals and teams to achieve their potential

Baseline	Stretch	✓	Applicant's Notes:
You demonstrate compassion, humanity and fairness in your approach **Source: CIPD Core Behaviour/ Valuing People**	You model compassion, humanity and fairness as a leader and develop workforce strategies that support this		
You enable managers and leaders to support others to be their best at work **Source: CIPD Core Behaviour/ Valuing People**	You promote and encourage career-long learning to build organisational capability.		
You enable people to have a meaningful voice by involving them in decisions that impact them and bring a people perspective to organisational decision making **Source: CIPD Core Behaviour/Valuing People**	You strive to create an organisation culture where managers are aware of their impact on others and proactively support people to have a voice		
You promote the business and people benefits of wellbeing and integrate into your work **Source: CIPD Core Behaviour/Valuing People**	You engage organisations in creating a healthy work culture that enables wellbeing		

You understand how to integrate diversity and inclusion into people practice to create value **Source: CIPD Core Knowledge/People Practice**	You understand how to build diversity and inclusion approaches that positively impact on organisation culture and practice		
You facilitate connections and joint working across teams, disciplines and functions **Source: CIPD Core Behaviour/ Valuing People**	You broker collaborations across the heath and care system to progress shared agendas		
You coach and enable others to resolve conflict and build trust between teams and functions **Source: CIPD Core Behaviour/ Valuing People**	You coach and influence senior leaders to build trust and cohesion		
You proactively develop and sustain relationships with key stakeholders to inform how you influence them **Source: CIPD Core Behaviour/Professional courage and Influence**	You build and leverage a network of relationships with current and future influencers and stakeholders		

4. Effective Decision Maker: Make informed, effective and pragmatic decisions or choices based on the specific situation or context and communicate the outcome of decisions encouraging buy in and commitment.

Baseline	Stretch	✓	Applicant's Notes:
You make well-judged decisions by considering all available evidence in the context of the specific situation **Source: CIPD Core Behaviour/Situational Decision Making**	You make well judged, complex and timely decisions in line with available evidence		
You demonstrate commitment to evaluating the outcome of your decisions to inform your future approach **Source: CIPD Core Behaviour/Situational Decision Making**	You promote a culture of reflection that recognizes the value of measuring outcomes and evaluating the impact of decisions and acting on the learning		
You communicate with impact, making complex things clear, to enable a way forward **Source: CIPD Core Behaviour/Professional Courage and Influence**	You take a visible lead in communicating and progressing difficult issues for the benefit of the organisation.		
You tailor your influencing style and select appropriate communication channels to	You use a wide range of influencing styles and strategies to secure commitment across and outside the organisation		

engage your audience and gain buy-in **Behaviour/Professional Courage and Influence**			

5. Resilient: Able to maintain composure, confidence and equilibrium in the face of challenge, criticism, setbacks. Understand oneself including emotional triggers and have regimes and techniques for ongoing personal care and wellbeing

Baseline	Stretch	✓	Applicant's Notes:
You demonstrate ability to manage emotional triggers and own responses when under pressure **Source: HPMA Learning Needs Analysis**	You demonstrate ability to manage emotional triggers and own responses when under severe pressure and in an exposed leadership position.		
You demonstrate resilience in the face of setbacks, uncertainty or ambiguity and find a way forward with a positive outlook. **Source: HPMA Learning Needs Analysis**	You model resilience and positivity through your leadership of others creating a sense of direction in challenging times		
You demonstrate learning from mistakes and past experience to achieve better outcomes **Source: HPMA Learning Needs Analysis**	You demonstrate confidence in your intuition and ability to adapt this to a variety of situation based on learning from past mistakes and experience		
You demonstrate a good understanding of self and take responsibility for your impact on	You demonstrate a good understanding of self and take responsibility for your impact on others; knowing triggers and		

others; knowing triggers and strategies for maintaining equilibrium **Source: HPMA Learning Needs Analysis**	strategies for maintaining equilibrium when under severe and sustained pressure		

6. Improvement driver: Demonstrates an ability to know what good services look like and how they can be achieved. Having the ability and passion to continually drive for improvement within the workforce directorate and the wider organisation

Baseline	Stretch	✓	Applicant's Notes:
You prioritise people practices, managing opportunities and risks to drive sustained improvement for your area of work **Source CIPD Core Behaviour/Commercial Drive**	You focus on driving sustained organisational improvement through the alignment of people strategy with clinical and operational strategies		
You partner with customers to understand their current and future needs and contract effectively **Source CIPD Core Behaviour/Commercial Drive**	You create a culture that prioritises the understanding of customer needs to enhance customer value		
You develop and present robust business cases using evidence to demonstrate improved outcomes for your area of the business **Source CIPD Core Behaviour/Commercial Drive**	You evidence the strategic value of investment in people across the organisation to a wide range of stakeholders		

You understand different models of organisation behaviour (e.g. team performance, group dynamics, systems theory, high performance organisations theory) to diagnose and address organizational challenges for your area of work **Source CIPD Core Knowledge/Culture and Behaviour**	You use an understanding of organisation behaviour to create value for people and improve organisation performance		

7. Digitally savvy: Understanding the digital environment and how to apply technology in a people context

Baseline	Stretch	✓	Applicant's Notes:
You understand what technology is available in your area of the people profession and its impact on your work **Source: CIPD Core Knowledge/Digital Working**	You understand how to use technology to support the delivery of people practices, and improve the worker experience		
You understand the workplace risks of social media, and how to use it effectively to form networks, provide voice and enable CPD **Source: CIPD Core Knowledge/Digital Working**	You understand how to use social media to access professional communities, build internal communities, and the connections with an organisation's communication strategy		
You understand how to review the impact of technology on roles in an organisation **Source: CIPD Core Knowledge/Digital Working**	You understand the risks and opportunities of technologies, and how to assess the impact and value of technology for the workforce profession		