DOCMAN competency framework
Supporting the development of Managers in Health and Social Care

Version 1.0
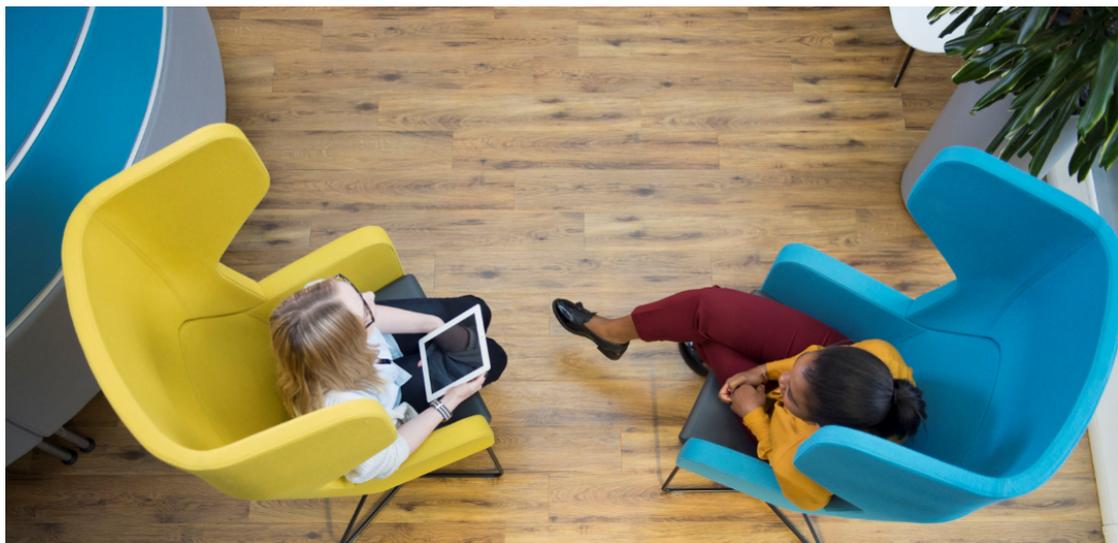
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2. Introduction

This competency framework is designed to support the development of managers at all levels who work in health and social care sector. It will support an individual's development in leadership and management including supporting change and challenges in this sector in Europe. The framework has been designed to help individuals working in health and social care services to develop through understanding the management and leadership competencies. It provides a benchmark against which individuals can measure their current leadership skills and performance and provides targeted development plans.

The framework provides the foundations of leadership by bringing together research undertaken by the project partners who explored the contemporary issues and competencies needed for managers in this sector. The research project consisted of three phases: focus groups with health and social care managers in four European countries (Czech Republic, Finland, Germany and United Kingdom); an extensive review of the management and leadership literature, a review of existing leadership and management competency frameworks and a review of experts in this field. The initial set of competencies was drafted and reviewed by managers from the four countries. These were then refined, providing a concise set of competencies for this sector. The framework is underpinned by principles of collaboration and harnessing peoples' enthusiasm to achieve excellence within the sector.

3. The purpose of the Framework

1. Provide a framework for career development, training and education for those who have roles in health and social care management and/or leadership. It can be used for self-assessment and support the continuing professional development for managers.
2. Provide information relevant to employers and organisations to support the development of the workforce, help define roles, learning opportunities and education programmes.
3. Provide a point of reference from which to identify and develop knowledge, skills and competence in health and social care management and/or leadership through accredited programmes and non-accredited learning; and develop opportunities that target not only professional, but local service needs.

4. The structure of the Framework

The developed framework consists of 5 domains which demonstrate the leadership and management competencies. These are represented by a 3-level rating scale from does not meet to fully meets. These levels are not tied to any particular job or a level of seniority, meaning that those in junior roles may rate at the top of the scale for some values, skills or behaviours and vice versa, those in senior roles may have lower rating for some competencies. This may be due to the role profile or the stage of development the individual is at.

One of the elements of the competency framework is 'evidence of competency/reflection'. This can be completed as a self-assessment or jointly with a manager as part of a personal development plan. At the end of the competency framework there is an action plan to be completed if any developmental needs are identified which need addressed.

5. How to use the framework

Familiarise yourselves with the DOCMAN competency framework in relation to your role and if relevant discuss with you manager what competencies are relevant for you. Please tick any which are not relevant. Read the definition of each competency carefully, and think about the behaviours described within each competency in the context of your own role

Consider what competencies are most important in your role. Each role varies. You may find it helpful to consider your job description as well, since that is likely to refer to competencies needed to perform the job well (please rank 1 as the lowest and 3 as the highest)

Reflect on each of the relevant competencies which are relevant to your role in the context of your major work areas over the last year. Try to describe specific evidence or examples of what you did (both what you did well, and what you would like to have done better).

You can then choose to 'self-score' a performance level for each competency or this can be done jointly with your manager. This can form can help areas for development that might be useful in your personal development.

To access the electronic version of the framework where you can keep an ongoing record (and share with your manager) please go to https://openportfolios.napier.ac.uk/ and sign up for your accout. Please ensure you download the guidance and watch the video for instructions on how to use.

6. The Competency Framework for Health and Social Care Managers

6.1.   Communication and Relationship Management

Managers need to develop core communications skills, which include, but are not limited to: communicating effectively, listening to others, and adapting communication as necessary. Relationship management includes gaining trust, respecting diversity, acknowledging other perspectives, developing engagement and gaining support.

Communication and Relationship Management		Does not meet	Partially meets	Fully meets	not relevant	Importance (1 - 2 - 3)	Evidence/reflection
Competency	Definition						
Communication style and technique	Adapt communication strategies and methods to the situation by understanding the culture of your organisation and appreciating the unique personalities of your colleagues and demonstrate knowledge of different communication techniques.						
Communication skills	Demonstrate effective written and oral communication skills including active listening, presentation skills and tailoring the information to suit the audience.						
Shared decision making	Transform workplace relationships through practicing shared decision making and engaging colleagues in team discussions.						
Interpersonal skills	Develop effective interpersonal skills to maximise management						

	performance, facilitate collaboration and promote delegation.						
Supportive environment	Create an environment that promotes effective and respectful relationships and recognizes differences in staff, patients and service users.						
Collaboration	Encourage dialogue with different stakeholders from across the sector and build trusting, collaborative relationships and an interdependent culture.						
Conflict resolution	Demonstrate positive approaches to conflict resolution by balancing assertiveness and cooperativeness and promoting good team dynamics.						
Organisation`s profile	Raise the profile of your organisation by presenting externally through a variety of communication mediums.						
Constructive feedback	Support effective behaviour through providing and receiving constructive feedback on performance.						
Diversity	Establish an organizational culture that values and supports diversity through fostering inclusiveness and compassion.						

6.2.   Leading people and engaging teams

Managers can maximise the engagement and development of others through providing guidance, supporting personal growth and developing and supporting strategic and operational goals of an organisation.   It is essential to provide leadership, which encompass actions that promote fairness, adhere to organisational guidelines and align with legal and regulatory standards.

Leading people and engaging teams		low	some	good	very good	not relevant	Importance (1 - 2 - 3 - high)
Competency	**Definition**						
Legal and regulatory standards	Apply relevant requirements of legal and regulatory standards to practice.						
Administrative tasks	Handle administrative tasks such as defining roles, responsibilities, and job descriptions.						
Individual expectations	Identify the outcomes expected from the employees by setting goals and identifying areas of improvement and encouraging positive change.						
Performance assessment	Consistently monitor and assess ongoing performance of employees (i.e. goal/performance indicators).						
Training and development	Implement effective employee training and development programs to improve performance in their current roles.						
Equality	Value, respect and promote employee equality across all areas ensuring that all can access the same opportunities regardless of their background, ability or lifestyle.						
Quality planning and management	Involve team members in quality planning and management to create a culture that supports and sustains improvement.						

Engagement processes	Create and develop employee engagement processes and systems based on shared strategic direction.						
Human resources	Demonstrate ability to manage human resources by developing, implementing and evaluating recruitment processes.						

6.3. Professionalism

Managers demonstrate professionalism through developing self-awareness and show leadership by managing themselves while taking account of the needs and priorities of others.
Important aspects include engaging in professional development, undertaking ethical practice and in relationships demonstrating flexibility and respect for others.

Professionalism		low	some	good	very good	not relevant	Importance (1 - 2 - 3 - high)
Competency	**Definition**						
Continuing professional development	Demonstrate commitment to self-development including continuing professional education, networking, reflection and personal improvement and articulate the value and importance of professional development to employees.						
Laws and regulations	Interpret and integrate regulations/laws (EU, state, regional and local) including legal requirements relating to the budget process.						
Cultural diversity	Include the perspective of individuals, families and the community as partners in health/social/long-term care decision-making processes, respecting cultural differences and expectations and ensuring provision of opportunities to administer quality care.						
Ethical structures	Use the established ethical structures to resolve ethical issues and strive to model and support ethical performance, promote patient safety and support the ethical competency of employees.						
Collegial relationships	Maintain the standards of professionalism by supporting collegial relationships with peers through networking, information-sharing and mentoring.						

Responsibility and accountability	Establish an environment of responsibility and accountability that maximises fairness and effectiveness.						
Knowledge acquisition	Stay up to date on the professional body of knowledge and latest developments in the field by adopting a strategy of continuous learning.						
Organizational strategy	Evaluate existing and emerging short- and long-term outcomes of technology use and its outcomes in planning the future direction to support organizational strategy and systems architecture.						
Career development plan	Develop own career plan by setting meaningful and achievable objectives and measure progress accordingly.						

6.4.   Leadership

Managers demonstrate leadership to develop a shared purpose to inspire others to work toward changes or a shared vision. Important aspects include supporting teams through change and fostering creativity and enthusiasm to meet goals.

Leadership		low	some	good	very good	not relevant	Importance (1 - 2 - 3 - high)
Competency	**Definition**						
Change processes	Act as a change agent, advocating change, envisioning change and assisting others in understanding reasons for needed change and the change processes.						
Shared vision	Create and communicate a shared vision in a way that inspires and motivates people.						
Innovation	Foster a climate of innovation to improve or develop health and social care services by harnessing people`s creativity and enthusiasm.						
Motivation and encouragement	Inspire others toward a shared vision and facilitate individual and collective efforts to accomplish shared objectives.						
Advocacy	Advocate for patients, service users, families and communities and work with others as full partners in the continually evolving dynamics of the health care system.						
Public policy	Effectively participate in public policy matters and legislative and advocacy processes to influence current and future healthcare delivery systems.						

6.6.   Business skills

Managers need to be able to source, investigate and evaluate information so they can deliver and/or develop services that achieve and exceed organisational goals.

Business skills		low	some	good	very good	not relevant	Importance
Competency	**Definition**						**(1 - 2 - 3 - high)**
Organizational goals	Evaluate whether a proposed action aligns with the organizational business/strategic plan to enhance overall organizational goals.						
Resource allocation	Establish an effective infrastructure for connecting the interrelationships among access, quality cost, resource allocation, accountability and community need and allocating resources effectively.						
Standard implementation	Demonstrate a proactive approach in implementing regulations for long-term (health/social) services and support strategies to achieve and exceed the highest standards.						
Monitoring and evaluation	Actively engage in collating relevant data and information across the sector, and analyze and evaluate this information to make decisions, recommendations or to introduce appropriate improvements.						
Budget allocation	Demonstrate competence in the ability to gather budget-related information, set priorities and/or create budgets to meet the determined objectives.						
Target setting	Evaluate existing processes and assess performance by using data sets, establishing benchmarking and targets, monitoring indicators and trends for continued improvement, and determine if deliverables are met.						

Strategic planning	Lead the development of key planning documents, including strategic plans, business service plans and business cases for new services to guide activities necessary to achieve long-term outcomes.						
Risk management	Ensure that risk management is fully embedded in internal and external processes and consistently applied (e.g., risk assessment, risk mitigation) to ensure risks are being minimised and effectively managed in delivering high quality health services.						

7. Action Plan

Action plan	Competency	Evidence of Success	Review date