**G6 - PEOPLE MANAGEMENT**

**Level 1 - Supervise people’s work**

* I lead by example showing a positive approach to work.
* I know my organisation's people management policies and I apply these in a fair and consistent way, respecting staff confidentiality.
* I build trust with my team by consistently behaving in a respectful, honest and considerate way.
* I explain clearly what staff are expected to do and help them see how their work contributes to the aims of the team and the wider organisation.
* I help staff to be involved in the planning and organisation of their work.
* I listen attentively to staff and show that I value their suggestions by acting on theses where possible.
* I actively support and encourage learning and development for all individual staff members.
* I give individual staff the level of support and supervision they need and give regular constructive, specific feedback to enable them to improve their performance

**Level 2 - Plan, allocate and supervise the work of a team**

* I show genuine care and concern for staff leading by example to encourage a team culture of mutual respect, care and support.
* I ensure that each member of my team has individual work goals and understands how these contribute to achieving the goals of the team and the organisation.
* I ensure that work goals and workloads of staff are realistic and achievable within the working hours available.
* I ask for feedback from my team on what is working well, what we could improve on and take action where appropriate.
* I consistently and appropriately offer praise and thanks in recognition of work well done.
* l help my team celebrate success.
* I actively support staff in undertaking learning activities, ensuring the required resources are available and make efforts to remove any obstacles to learning.
* I regularly talk to staff about their performance and progress giving positive, fair and constructive feedback.
* I quickly identify and address any concerns with the level of staff performance providing necessary support to help people improve performance.
* I actively take part in recruiting and selecting new team members in a fair, consistent and effective way.

**Level 3 - Coordinate and delegate work and review people’s performance**

* I work to create a climate of trust and mutual respect which recognises and respects the roles, responsibilities, interests and concerns of all individual staff within my team.
* I role model and promote a culture which values kindness to each other, staff health and wellbeing and supports work-life balance.
* I keep the team informed about what is happening in the wider organisation and give people regular opportunities to express their views.
* I am always aware of my team's workload and help people prioritise their workloads effectively or redistribute workload when necessary.
* I provide reflective supervision which includes both challenge and support taking account of individual strengths, learning needs and professional experience.
* I empower my team through appropriate delegation and involving them in problem solving and decision making.
* I actively promote and encourage learning and development for individual staff and teams using a coaching approach to managing where appropriate.
* I regularly and consistently give positive and constructive feedback, offering praise and recognition for work well done.
* I regularly look for opportunities to celebrate and reward high standards.
* I consistently identify and appropriately address any concerns with the quality of staff performance at individual, team or service level.
* I am prepared to challenge and address any breach of professional values, ethics and/or codes of practice including seeking support or specialist advice when required and I support others to do the same.
* I lead on the recruitment and selection of new team members ensuring that the process is transparent, fair and effective

**Level 4 - Plan, develop, monitor and review the recruitment, deployment and management of people**

* I act consistently in accordance with my organisation's values and set clear standards for behaviours as well as for achieving tasks within my team.
* I create a shared purpose to unite my team and encourage everyone to focus on the value of their unique contribution.
* I take positive action to make sure other managers within my team take responsibility for the emotional wellbeing of their teams.
* I show by my actions that I recognise and actively appreciate each person's unique perspectives and experience.
* I encourage and put trust in my team to solve problems as they arise.
* I champion ways of working in which staff engagement, development and retention can improve, offering regular opportunities for engagement and feedback with staff.
* I ensure that everyone in the team has the opportunity to have their say when it comes to decisions that will affect them.
* I promote an environment in which individuals take responsibility for their development and learn from each other.
* I explore the career aspirations of colleagues in my team and shape development activities to support them.
* I identify knowledge and skill gaps in my team and focus development efforts to address these using coaching approach to managing as needed.
* I am always aware of my team's workload and help people prioritise their workloads effectively, arranging for extra resources or redistributing the workload when necessary.
* I consistently identify potential performance issues and take early action to address underlying issues confidently and appropriately.