



NHS Wales General Management Graduate Competence Framework (Summary)

September 2021: First edition



GIG
CYMRU
NHS
WALES

Addysg a Gwellu Iechyd
Cymru (AaGIC)
Health Education and
Improvement Wales (HEIW)

Introduction

This document offers an overview of the NHS Wales General Management Competence Framework. Through this framework, as a trainee, you will be guided and supported to develop the skills, knowledge and confidence you need to lead within NHS Wales, ensuring an ever more efficient, quality-driven and professional health care service.

The full competency framework sets out the expectations for trainees and brings together behaviours, knowledge and skills that are core to a successful patient and public centred NHS, working within the context of 21st century resource requirements. The principles that underpin the development of a set of competencies aim to improve patient care and organisational effectiveness through consistent and improved management practice and compassionate leadership behaviours. The competencies within the framework reflect the General Management Graduate Success Profile and are informed by the [Compassionate Leadership Principles for Health and Care \(HEIW, 2021\)](#), ['Leading in the Welsh Public Service - Behaviours Framework for Senior Leaders'](#) (Academi Wales, 2017) and the NHS Wales Core Competence Framework for Managers and Supervisors (2014).

How to use the framework:

The framework is made up of 11 competence dimensions, seven focused on leadership behaviours and four on management skills and knowledge. In the full document, each of the dimensions has four competence statements that encompass the expectations of trainees over the two-year graduate programme. It is designed to guide your achievement of required skills, knowledge and behaviours and is flexible enough to align with your organisation's local management development opportunities. It will also facilitate more effective discussions between you, your manager/supervisor and your organisations graduate lead to ensure your development needs are identified and met.

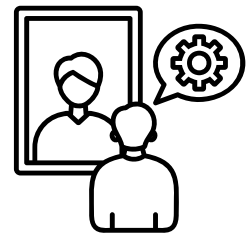
You will set a number of key objectives with your line manager for each placement. Achievement of these will align to some of the competencies within the framework, and you will be asked to reflect on your achievements and self-assess your progression against each competence at the end of each placement.

You will also need to collate evidence of achievement against each of the competencies within a personal portfolio of evidence, which you will continue to build during the programme. We suggest you do this electronically, so that information can be easily shared with your line manager and graduate lead to aid discussion and assessment at the end of each placement. Evidence may take the form of reflections, emails, supporting documents and feedback. Using evidence to support your self-assessed level will enable you to identify which development opportunities would benefit you the most in future placements and roles



Leadership Behaviours / Competencies

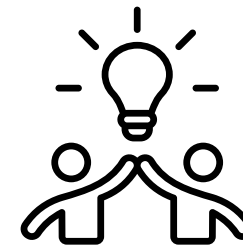
Learning and
Self Awareness



Drive and
Resilience



Champions
Innovation and
Change



Building
Collaboration
and Partnership



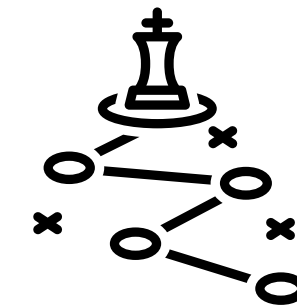
Influencing
and Personal
Impact



Collective and
Compassionate
Leadership

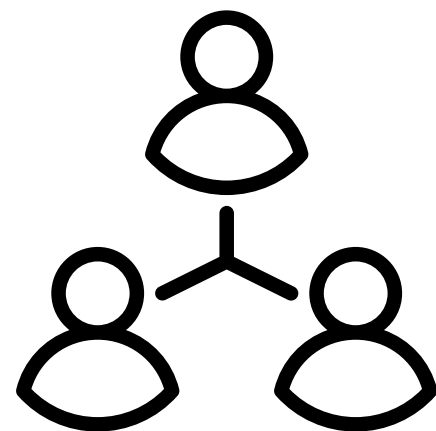


Strategic
Orientation
and Planning



Management Technical Competencies

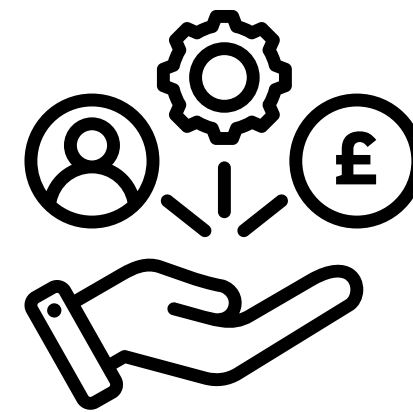
Deployment of Staff
(recruitment and skill mix)



Using information
(information intelligence and data management)



Managing money and resources
(financial management and procurement)



Safety and governance
(operational policy / policies and risk)





To access the full version of the NHS Wales General Management Graduate Competence Framework, contact us on:
heiw.graduateprogramme@wales.nhs.uk



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