

Leadership Framework



Knowledge and Skills Framework

OVERVIEW OF THE NHS KNOWLEDGE AND SKILLS FRAMEWORK

Dimensions	Level Descriptors			
CORE	1	2	3	4
1 Communication	Communicate with a limited range of people on day-to-day matters	Communicate with a range of people on a range of matters	Develop and maintain communication with people about difficult matters and/or in difficult situations	Develop and maintain communication with people on complex matters, issues and ideas and/or in complex situations
2 Personal and people development	Contribute to own personal development	Develop own skills and knowledge and provide information to others to help their development	Develop oneself and contribute to the development of others	Develop oneself and others in areas of practice
3 Health, safety and security	Assist in maintaining own and others' health, safety and security	Monitor and maintain health, safety and security of self and others	Promote, monitor and maintain best practice in health, safety and security	Maintain and develop an environment and culture that improves health, safety and security
4 Service improvement	Make changes in own practice and offer suggestions for improving services	Contribute to the improvement of services	Appraise, interpret and apply suggestions, recommendations and directives to improve services	Work in partnership with others to develop, take forward and evaluate direction, policies and strategies
5 Quality	Maintain the quality of own work	Maintain quality in own work and encourage others to do so	Contribute to improving quality	Develop a culture that improves quality
6 Equality and diversity	Act in ways that support equality and value diversity	Support equality and value diversity	Promote equality and value diversity	Develop a culture that promotes equality and values diversity

Designed for

All staff in health and care irrespective of discipline, role or function. It represents the foundation of leadership behaviour throughout the NHS.

The NHS Knowledge and Skills Framework (the NHS KSF) is designed to apply across the whole of the NHS for all staff groups who come under the Agenda for Change Agreement. That is, they apply to everyone except doctors, dentists and some board level and other senior managers as there are separate arrangements for their development review.

Description

The Leadership Framework (LF) is based on the concept that leadership is not restricted to people who hold designated leadership roles and where there is a shared responsibility for the success of the organisation, services or care being delivered. The Leadership Framework has **five core domains** (Demonstrating Personal Qualities, Working with Others, Managing Services, Improving Services, and Setting Direction) and **two additional domains** (Creating the Vision and Delivering the Strategy) that relate to people who hold designated senior positional roles, and are required to act as leaders in formal hierarchical positions.

Within each of the **seven domains** there are four categories called **elements** and each of these elements is further divided into four

The NHS KSF is a broad generic framework that defines and describes the skills and knowledge which NHS staff need to apply in their work in order to deliver quality services. It provides a single, consistent, comprehensive and explicit framework on which to base review and development for all staff.

The NHS KSF is made up of 30 dimensions. The dimensions identify broad functions that are required by the NHS to enable it to provide a good quality service to the public. Six of the dimensions are core (as shown in the graphic above) and twenty four are optional specific dimensions and consists of four different levels – they apply to some but not all jobs in the NHS.

descriptors. **Descriptors** are the statements that describe the leadership behaviours, knowledge, skills or attitudes expected for each element.

The application and opportunity to demonstrate leadership will differ, and the context in which competence can be achieved will become more complex and demanding with career progression. The leadership context is outlined in four **stages** and a suite of contextual **indicators** illustrate the type of activity staff could be demonstrating at each element and stage.

Applications	<p>Applications include:</p> <ul style="list-style-type: none"> ▪ Raising awareness that effective leadership is needed across the whole organisation ▪ Underpinning a talent management strategy ▪ As part of an existing leadership development programme ▪ As part of strategic organisational development programme ▪ Informing the design and commissioning of training and development programmes ▪ Developing individual leadership skills ▪ As part of team development ▪ Enhancing existing appraisal systems ▪ Informing an organisation's recruitment and retention process 	<p>Applications include:</p> <ul style="list-style-type: none"> ▪ Personal development planning and reviews ▪ Team learning and development ▪ Career management ▪ Support for recruitment and retention ▪ Training needs analysis
Key Differences/ Similarities	<ul style="list-style-type: none"> ▪ LF has been designed to apply to all staff involved in healthcare irrespective of discipline, role or function ▪ LF is not limited to NHS employees ▪ LF focuses on leadership (and in doing so inevitably overlaps with certain aspects in levels of NHS KSF where leadership or professionalism is implied) ▪ LF follows a similar structure and design as NHS KSF (as is the case of most types of competency frameworks) ▪ LF is not about career and pay progression although it is about personal development and could be used in appraisals ▪ NHS KSF is a required minimum standard applying to all staff ▪ LF is a developmental standard 	
Diagnostic Tools	<p>LF 360 Degree Feedback Tool: www.leadershipacademy.nhs.uk/lf-360</p> <p>Self assessment tools: www.leadershipacademy.nhs.uk/self-assessment-tools</p>	<p>A number of diagnostic initiatives (for example 360° feedback) are available through various consultancy organisations. Bespoke initiatives can also be designed for individual organisations depending on requirements.</p>
More information	www.leadershipacademy.nhs.uk/lf	www.nhsemployers.org/PayAndContracts/AgendaForChange/KSF/Simplified-KSF/Pages/SimplifiedKSF.aspx