

Chair- Behavioural & Competency Framework

Integrity and Professionalism (maps to Kind, Fair, Ambitious)

- ensures that all processes are fair, consistent, open and transparent
- embraces and supports diversity, equality and inclusivity in all areas of their work
- shows compassion while retaining an impartial and independent role
- respects confidentiality
- is open and honest about their shortcomings or limitations
- is proactive and prepared
- follows hearings attentively, making notes and asking questions
- shows genuine interest and commitment to public interest
- supports colleagues and professionals on the register to achieve their potential
- is accountable; will do the right thing even in difficult circumstances
- **LEADERSHIP; acts as a role model for NMC's values and behaviours at all times**
- **LEADERSHIP; role models respectful, open and honest behaviour including a demonstrable commitment to inclusion and diversity and supporting others to adhere to these values throughout the hearing process**

Professional communicator (maps to Fair, Kind, Collaborative)

- is clear, succinct, and respectful; listens to evidence and values the input of others
- demonstrates active listening
- is honest and transparent in communication
- communicates effectively to a varied audience (both verbally and in writing)
- actively shares information, balancing the rights of all people involved
- draws on relevant information
- responds calmly to conflict/tension
- asks relevant questions; recognises when to interject and when to allow others to speak
- writes clearly and accurately
- **LEADERSHIP; able to prepare written outcomes that explain and justify decisions in an accurate, clear, and concise manner.**

Analytical skills and decision making (maps to Fair)

- ensures all decisions are fair and based on evidence
- draws on relevant experience and asks relevant and fair questions
- keeps an open mind – judges each case on its merit
- is collaborative in decision making; takes account of views of other panel members
- is astute, attends to relevant information
- is able to assimilate relevant information from written documents in a short space of time
- is logical, objective, empathetic and fair in considering evidence and submissions
- ensures consistency in decision making
- shows professional curiosity, seeking out relevant and useful information
- **LEADERSHIP; gains commitment and motivates the team to deliver high quality timely decisions**

Resilient (maps to Ambitious)

- values and is receptive to feedback from others
- is keen to learn and embraces continuous improvement; attends to and implements any changes to guidance
- is able to respond to a variety of cases, managing sensitive issues with care and integrity
- is calm and composed; can cope and persevere with unexpected issues calmly
- is patient – maintains focus
- copes with pressure; maintains composure
- maintains NMC's values at all times, including when under pressure
- **LEADERSHIP; takes the lead while listening to and valuing the inputs of others, including an openness to feedback from others**
- **LEADERSHIP; sets the pace for proceedings, running hearings calmly, effectively and efficiently**

Working with and valuing others (maps to Collaborative and Kind)

- values people; demonstrates to others that they matter
- is compassionate, empathetic and considerate, aware of their impact on others
- actively works with others to reach solutions, make decisions and achieve excellence
- challenges constructively and respectfully
- gives feedback in a considered and fair way
- manages any disagreements amongst the panel; is able to influence and negotiate effectively
- is approachable, builds rapport, with a pleasant and positive manner
- trusts others and gains their trust and confidence
- shows respect for others; controls for bias
- recognises when individuals need additional support to enable a fair hearing
- treats others with respect and dignity, especially when the decisions being taken are difficult
- **LEADERSHIP; ensures that both registrants and colleagues are treated with compassion, fairness, kindness and respect**
- **LEADERSHIP; able to facilitate constructive and productive panel discussions, maximising the contribution of the panel and individuals and managing disagreements between members**