



Better health and sustainable healthcare for Bristol

Performance Development and Management Framework

Performance Development and Management Framework

Policy ref no:	HR025-14
Author (inc job title)	Jude Champion, Senior HR Business Partner
Date Approved	April 2014
Approved by	Quality and Assurance Committee
Date of next review	April 2017
How is policy to be disseminated	All staff

Check list for Governing Body/approving committee	
Has an equality impact assessment been compiled?	Yes
Has legal advice been sought	No
Has the policy been assessed for its impact on Human rights?	No
Have training issues been considered?	Yes
Have any financial issues been considered?	Yes
Will implementation be monitored?	Yes
Is there a cascade mechanism in place to communicate the policy? <ul style="list-style-type: none"> - with staff - with patients - with the public 	Yes. The policy will be shared with all Bristol CCG staff.
Are there linked policies / procedures?	Bristol CCG Grievance Policy
Has a review date been set?	March 2017

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1 Introduction

Bristol Clinical Commissioning Group (CCG) recognises the importance of needing to have a performance development and management framework in place to support the delivery of the strategic organisational objectives and to support and develop their staff.

The performance development and management framework has been compiled to aid all staff in their development and to ensure that organisational, team and individual objectives can be achieved.

The aim of the performance development and management framework is:

- To provide clarity and focus for staff within the CCG regarding the organisational, team and individual objectives
- To provide a framework for managing individual performance and achievement
- To ensure that individual's training and development plans are identified and addressed
- To aid the identification of training requirements for the CCG
- To ensure that the CCG employees are working with the CCG values throughout all their work
- To identify potential within the organisation to aid succession planning and retention of talented employees.
- To ensure any reasonable adjustments are taken into consideration when setting and reviewing objectives for individuals and the impact of any disability related illness on being able to achieve the objectives.

2 Purpose of the Performance Development and Management Framework

The CCG Performance Development and Management Framework is applicable to all staff within the CCG.

For employees in bands 1 – 8b the following elements need to be discussed and recorded for each individual during their annual performance review:

- Performance against their individual performance objectives through a RAG rating
- Performance against the applicable level for their band of the three CCG competencies through a RAG rating
- Development objectives that reflect any training or development needs
- Individuals career aspirations and potential

For employees in bands 8C to VSM the following elements need to be discussed and recorded for each individual during their annual performance review:

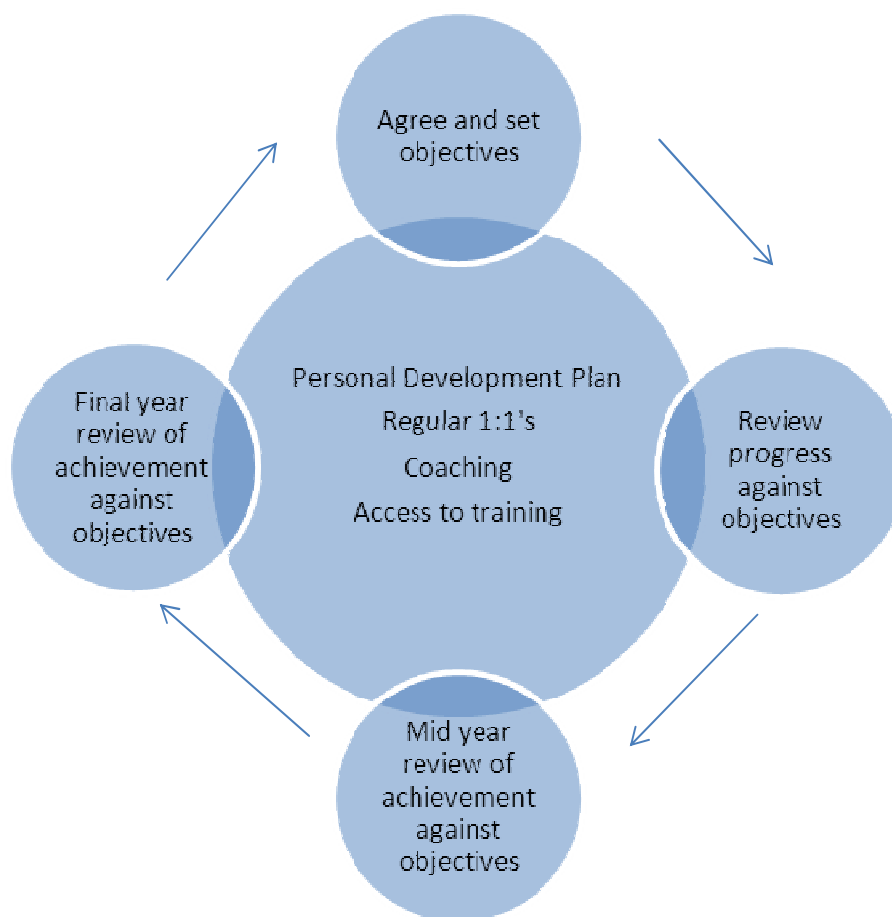
- Performance against individual performance objectives through a RAG rating
- Review of the behaviours for their band in the Leadership Profile and a RAG rating applied.
- Development objectives that reflect any training or development needs
- Individuals career aspirations and potential.

3 Performance Development and Management Cycle

The diagram below shows the annual process that should be followed with all individuals in terms of setting individual objectives and ensuring that individuals have the correct level of competence to carry out their roles.

The opportunity to carry out interim reviews is paramount to ensure that individuals are on the right track to achieve their objectives. It is also anticipated that informal reviews and updates to the objectives will take place through the year on a regular basis to monitor progress.

Annual performance reviews should always be carried out prior to the individual's incremental date. If for any reason the individual is not performing at the required level for their role, in terms of competency and achieving their objectives to the next increment may be held.



4 Assessing Performance

The assessment of performance will be based on two 'ratings' – how well an individual has achieved against their objectives and how 'competent' they are in their job, based on their core competency profile for their band or Leadership Profile. (See section 8 and appendix 1 and 2). This assessment will be made at the formal review before the increment date. Both ratings are based on a RAG rating.

A discussion should also take place during the formal review with regards to an individual's potential to progress.

5 Setting individual SMART performance objectives

Individual's SMART objectives should stem from the team objectives that will have been set to aid the achievement of the organisational objectives. Through the cascade process of objective setting individuals will be able to clearly see how the work they are undertaking is contributing to the organisational objectives.

It is essential that SMART performance objectives are set. SMART stands for Specific, Measurable, Achievable, Relevant and Time Based.

The individual performance objectives should be in line with the following principles:

- The individual will be able to understand exactly where their role fits within the organisation and what their responsibilities are. This will highlight the contribution they are making.
- The objective should be SMART and be focused on the outcome rather than the activities.
- The individual and manager should be able to focus their discussions on performance outcomes that are measurable through having set SMART objectives. This process should also aid discussions about the individual's development and career aspirations.

All CCG employees should have individual SMART performance objectives set regardless of band.

Specific	The action, behaviour or outcome must be linked to a rate, number, percentage or frequency. Through not being specific a subjective judgement will be made about whether the outcome has been achieved.
Measurable	You must be able to measure the extent to which an objective has been achieved. If you've successfully created a specific objective linked to a rate, number, percentage or frequency this will be easier.
Achievable	Can the objective be achieved with a reasonable amount of effort and application? Deciding what constitutes a realistic amount of effort and application calls for a subjective judgement to be made, which is one reason why objectives must be mutually agreed and not set.
Relevant	The outcome sought can be something that the individual can actually impact upon. Does the individual have the necessary knowledge, skills and authority to complete this objective?
Time based	Is there a timeframe within which the objective should be undertaken? If there is no timeframe then the objective is not SMART.

Source: Appraisals and KSF made simple – a practical guide The NHS Staff Council, 2010.

Objectives should be set for both performance objectives and for personal development. Between 5 and 8 objectives ideally should be set to include objectives which will develop the individual's knowledge and skills.




Generally the lower banded the job the more closely linked to the job description the performance objectives will be.

Performance objectives should be linked to personal development to ensure learning is embedded.

Line managers must take responsibility for the setting of objectives, ensuring there is a balance between a challenging goal and a realistic goal.

6 Assessing achievement of performance objectives

The RAG rating system for assessing performance objectives is outlined below. The expected standard for all employees is that they will meet the objectives set for them if they are realistic and achievable.

	Green = Met , successfully delivered or exceeded all agreed objectives identified in their work programme
	Amber = Working Towards – objectives met but required support beyond what would be expected or objectives not fully delivered without acceptable mitigation
	Red = Did not Meet – Failed to demonstrate significant progress towards most of the objectives/work programme without acceptable mitigation.
N/A	Objectives/Work Programme no longer applicable, or did not meet due to factors beyond individual's control e.g. new member of staff, changed jobs, extended sickness or maternity leave.

7 Competency Framework

The CCG is keen to ensure that all of its employees have the right level of competence to perform their roles to the required standard.

A competency framework was introduced to the CCG in 2013 for staff at bands 4 through to 8a. This framework has been expanded and is now applicable to staff in bands 1 to 8B. The required level of competency for each band is stated in the competency framework. (See appendix 1)

Appendix 1 includes a definition for each core competency and a number of indicators for each level of competence.

A Leadership Profile has been developed for staff in bands 8C to VSM level and details the required behaviours of staff within these bands.

The principle is that the CCG expects a minimum level of competency and associated behaviours for each band in the organisation. By doing this an individual at any given band will be aware of what is required to perform at their existing band and the band above. If appropriate it may be agreed that a development plan be put in place to aid the individual in developing their competence to the next level to ensure they are being stretched and understand the level of competency required in the next band. This process may help individuals prepare for their next role should an opportunity arise within the CCG.

The table below shows the level of competency for individuals in bands 1 to 8B:

Competency Level	AfC Pay Band
Level 4	Bands 8a and 8b
Level 3	Bands 6 and 7
Level 2	Bands 4 and 5
Level 1	Bands 1, 2 and 3

The competency framework aims to ensure that there is consistency in the level of competency within bands in the CCG.




The Leadership Profile for bands 8C to VSM details the expected competency and the associated behaviours, and can be found in appendix 2.

8 Assessing Competence against the Framework

For Competency Ratings:

The competence framework can be found in appendix 1.

Most roles in the CCG will be banded under Agenda for Change (excluding VSM roles) and therefore a competence level has been identified for bands 1 to 8B for all three competencies. The three competencies are Managing Self, Managing People and Managing Services. The individual and the manager will need to rate the individual's performance against the three competency levels using a RAG rating:

	Green = demonstrates all aspects of this competence:
	Amber = demonstrates some aspects of this competence
	Red = does not demonstrate key aspects of this competence

In accordance with Agenda for Change, if a member of staff is rated “red” in either the competency category or the achievement of objectives, their increment will be withheld for that year. This will come into effect as of April 2014.

The complete competency profile can be found in appendix 1.

9 Setting Personal Development Objectives

Personal development objectives may be set for individuals in the following situations:

- 1) To help individuals put in place actions and address any shortfalls in the skills and competencies required to carry out their role to the required standard.
- 2) If an individual is not meeting the required competency level for their role, a development objective may need to be put in place to aid this achievement.
- 3) If the individual wishes to develop a particular skill not necessarily directly relevant to their role but that would support the organisation.

10 Performance reviews

There are two types of progress review, informal which may be daily, weekly or ad hoc and formal, which should happen mid-year and at year end.

Informal reviews

Informal reviews of day to day activities as well as broader objectives should take place regularly. One to one reviews and update meetings can provide an opportunity to update on progress and ensure that the individual is on track to achieve their objectives.

Formal reviews

Formal reviews should take place twice a year, once mid-way through the review year and once at the end of the review year. The mid-year review allows managers and individuals to review progress and take action to ensure objectives are achieved by the end of the review year. The formal review should take place prior to the individual’s incremental date.

At a performance review managers should:

- Ensure changes in the organisation are communicated to the team and reflected in their individual objectives
- Provide individual feedback to members of the team
- Approve suggested amendments to objectives

At a performance review individuals should:

- Alert manager to any risk of an objective not being achieved

- Come prepared with examples to support their successes

The purpose of the formal review is to provide a performance rating of Green, Amber or Red. This is not only a review of performance over the previous period but also addresses future planning around:

- Training and development needs
- Succession planning
- Individual career planning
- Resourcing requirements

To ensure a performance review is effective time should be taken to prepare. If progress has been discussed regularly by an individual and their manager then there should be no shocks or surprises at a formal review. The formal review should be a two way discussion about an individual's performance and competence.

The following data is required from a formal review:

- Performance rating (RAG rating)
- Competency rating in line with framework (RAG rating)
- Potential rating

In addition managers and individuals should have a discussion about an individual's career aspirations and next moves, where it is relevant and appropriate. This may be done when discussion potential to progress. (See section 14)

Formal reviews should not be bureaucratic and involve lots of paperwork. Sufficient information needs to be provided to allow an individual to evidence their performance against their objectives but there is no set format for this. This can be agreed between an individual and their manager. If there have been regular progress reports throughout the year, there should be no requirement for producing files of evidence.

At each formal review managers will complete a performance and management development audit form to record the outcome of the review.

If individuals are on maternity or long term sick leave their objectives may need to be reviewed on their return to work to take account of the time they have had away from the workplace.

Individuals with learning needs can raise this with their Line Managers at any time to ensure that reasonable adjustments are made if necessary and to ensure that the objectives are achievable.

11 Performance ratings

Performance against set objectives will be assessed as described in section 6 Assessing Performance and described using the RAG rating system.

The rating scale is a simple scale designed to highlight “good performance” and address poor performance.

Managers will discuss and agree the overall contribution of individual members of their team to the success of the organisation when determining the appropriate rating.

When assessing performance, managers will also take into account whether an individual has completed mandatory activities required by the organisation e.g. statutory and mandatory training. Where an individual has failed to meet these requirements persistently it will be reflected in the performance rating.

12 Reviewing competencies and behaviour

As part of a formal review, managers will also rate individuals on bands 1 to 8B in terms of their competence (see section 8 Assessing Competence) and for individuals on bands 8C to VSM in line with the Leadership Profile.

The aim of using competencies and Leadership Profile as a performance management tool is to be able to provide feedback to individuals on the way in which they conduct themselves on a day to day basis, in the performance of their job role.

Measurement of competence is an important aspect of performance management as the way we interact with each other and our stakeholders has a huge impact on our working relationships, our motivation, our ability to perform well and our reputation as individuals and as representatives of Bristol CCG.

The discussion should focus on providing straightforward feedback (which should occur during the year anyway) to help people achieve better results in the future. Managers may wish to use either of the following models to provide feedback.

BOOST

- **B**alanced – include both good and constructive points
- **O**bserved – only give examples of what you have seen a person say or do
- **O**bjective – feedback should be factual and not attack a person’s personality. It should focus on actions and not your feelings about the person
- **S**pecific – always use specific examples
- **T**imely – feedback should be given as close to the event as possible to ensure accuracy.

Or

EEC

- **E**xample – what behaviour have you observed
- **E**ffect – on the listeners, on you, on customers

- **Change** – what change in behaviour or approach do you expect, ask them to think about this before telling them

A more detailed review of individual competencies and behaviours will be needed where the individual:

- Has significant performance problems
- Is developing towards another role
- Is new to their current position

In these circumstances managers should identify specific instances where the individual has to change to improve their performance or achieve the standard required.

The RAG rating scale is designed to reflect the degree to which individuals develop and use their competencies and the impact this has. The competency ratings provide essential information when making development and succession planning decisions.

13 Reviewing development objectives

As part of the review managers will also discuss progress against development objectives. These are not rated but should be updated to reflect any progress made and an individual's current training and development needs. Progress against development needs is not rated.

It is the role of the Manager / Director to collate and prioritise learning and development priorities for their teams. When there are funding or resource implications to support any identified and agreed learning, education and training, a funding application form should be completed. Costs over £500 can be funded via department budget or the application can be sent to the Funding Approval Group to request for funding from the central training budget. The Funding Approval Group members include the: Operations Director; Deputy Chief Finance Officer; Head of Quality; Programme Director of Community Partnerships and PPI and Workforce Development Specialist

14 Reviewing potential

It is important that the CCG collects information about individuals that will support the succession planning processes.

As part of the formal review, managers will discuss with individuals their current capability to perform a different role, possibly at a higher band. The following scale is used for this:

Rating	Definition
P	Ready for promotion to next band
P1	Promotable to next band within 1 year
P2	Promotable to next band within 2 years
PL	Has potential to progress to next band following a lateral move
T	Has transferable skills to move role within current band

C	Content in current role and happy to continue within role for foreseeable future.
X	Performance issue
NA	Not applicable due to minimal time in current role or other reason. (Please state other reason for this rating).

Managers will need to be mindful not to discriminate when reviewing potential.

15 Preparation for your Appraisal

Self-Assessing your Performance – a guide for Appraisees

This involves highlighting examples of what and how you have done over the past 6 or 12 months. As a matter of course we all generate lots of information about the work we do. Whether the information is in the form of demonstrating hitting your targets, customer feedback, service delivery or the way you do your job it is all around us every day.

The purpose of collecting it is to enable a structured discussion around your performance with your manager, the evidence you have gathered should show an accurate reflection of your performance.

The appraisal process is a two way process which provides for the appraisee to contribute to their appraisal. Part of this process is for the appraisee to self-assess.

What is a Self-Assessment?

A self-assessment is an employee's narrative description of accomplishments related to their objectives.

Purpose

The purpose is to assist employees and line managers in preparing for performance reviews. Being asked to complete a self-assessment invites you to be part of a discussion about your performance. Your self assessment can help you to reflect on your performance and document your accomplishments and their impact on your department.

Your Line Manager can assist you in completing the self-assessment and the documentation for the self-assessment should be discussed between you and your Line Manager prior to your performance review.

Preparation

- As you prepare for your performance review, begin by reviewing your objectives.
- If you keep a performance log to track accomplishments and work, use this to review your performance. If not, take time to review your records of your work.

Your Self-Assessment

- Using your objectives, describe your work and accomplishments. Questions to address include:
 - What exactly was the work or task?
 - How is success measured? Possibilities include: impact, quantity, quality, accuracy, timeliness, budget, customer satisfaction and a combination of these or other measures.
 - What was the impact of your work on your department and the organisation?
 - What obstacles did you have to overcome?

Be sure you have addressed all of your objectives that have been agreed.

Tips

- Be specific. Don't say, "Supported the Thompson project." Instead, indicate what you did specifically and how it supported the overall goals.
- Be objective and stay focused on results.
- While it is important to be thorough, a self-assessment doesn't have to be long to be effective.

Examples of Achievements and Impact Statement

When reflecting on your achievement, describe the task, how you were successful, and the impact of this work.

Description: Designed and led training of divisional staff on efficiently and accurately preparing reports.

Impact: [Staff members were able to apply what they learned leading to more rapid and accurate reports for customer in direct support of our goal to improve customer service.](#)

Description: Successfully led annual budget review for division management.

Impact: [Division managers were able to make significant financial decisions based on thorough analysis and to achieve cost savings based on recommendations.](#)

Description: After discussing best practices with the team, I simplified and redesigned the process for updating records and implemented this change.

Impact: [By reducing the time required to update records, our team accomplished this task in half the time that was required last year.](#)

Assessing Performance

Keeping track of your work over time will help you prepare for your performance review. You can use any method that you wish to assess whether you have achieved your objectives, however using a log to record the work which is linked to your objectives, may be useful in helping you determine whether your

objectives have been met, this can then be used for your actual performance review. A template is attached and can be found at Appendix 4.

16 Right of Appeal

The Performance Development and Management Framework is in place to ensure that performance and development is dealt with in a fair and structured way. If you disagree with the score you have been given by your Line Manager or feel you have been unfairly treated in the first instance you should raise this matter with your Senior Manager. Following this if you feel that satisfactory outcome has not been reached you have the right to raise a grievance in line with the CCG Grievance Policy.

17 Equality Impact Statement

All relevant persons are required to comply with this document and must demonstrate sensitivity and competence in relation to the nine protected characteristics as defined by the Equality Act 2010. If you, or any other groups, believe you are disadvantaged by anything contained in this document please contact the Document Lead (author) who will then actively respond to the enquiry'

18 Monitoring Compliance and Effectiveness

Performance Management returns will be monitored on an annual basis and the required analysis carried out as requested by the CCG regarding the protected characteristics.

All Bristol CCG employees are expected to comply with the Performance Development and Management Framework.

19 Review of the Policy

This policy will be reviewed every 3 years but can be reviewed at any time if the CCG deems it necessary to do so or a review is requested by the Staff Council.

Judith Champion
Senior HR Business Partner

March 2014

Appendix 1: Management and Leadership Competencies and indicators

Managing Self

- Exhibits self-belief and believes in own ability to deliver
- Focuses on the achievement of goals for the organisations benefit as well as own benefit
- Makes appropriate decisions based on all available information
- Driven by needs of the local population
- Takes ownership and prepared to be held accountable
- Role models ethical behaviours such as fairness, equity and honesty
- Reviews own development and makes the most of current opportunities to make improvements
- Develops and communicates standards and expected levels of performance.

Level 1 – band 1, 2, 3

- Identifies own skills and knowledge gaps for their own development plan.
- Regularly seeks feedback and makes changes as a result
- Takes responsibility for quality of work, asks for training and guidance when unclear.
- Develops self beyond scope of current role.

Level 2 – band 4, 5

- Takes ownership for own development.
- Considers team’s capability to deliver current and future work, takes actions to address any gaps.
- Takes responsibility for quality of work, increases personal contribution through continuous learning.
- Continually seeks opportunities to learn and develop and regularly seeks and acts on feedback.
- Proactively suggests improvements and

Level 3 – band 6, 7

- Monitors performance against clear objectives addresses poor performance promptly.
- Makes changes in work processes and programme outcomes for improved results.
- Conducts thorough analysis and makes decisions based on well supported facts and input from relevant experts.
- Takes accountability for delivery of own work and team’s work.

Level 4 – band 8a, 8b

- Gives constructive and timely feedback to colleagues and regularly seeks feedback for themselves.
- Monitors external trends and developments and considers how the changes will impact on the CCG activities.
- Acts as an innovative thinker and expert for the CCG.
- Copes well with complexity and uncertainty, knows how to act and behave when there is not a clear answer.

<ul style="list-style-type: none"> • Proactive about contributing to work of whole team, not just own work. • Shares own knowledge openly and freely. • Suggests new ideas to improve how their job is done. • Takes decisions within the limits of their role quickly and confidently. • Will speak up and challenge decisions constructively. 	<p>alternatives.</p> <ul style="list-style-type: none"> • Takes decisions within the limits of their remit quickly and confidently and be prepared to explain the thought process behind the decision being made. • Conducts thorough analysis and makes decisions based on well supported facts. 		
<p>Required across all bands</p> <ul style="list-style-type: none"> • Demonstrates and instils pride in Bristol CCG and what it stands for. • Where appropriate maintains professional registration and works in accordance with their professional code of practice. • Fosters a working environment that promotes equality, fairness and respect and holds people accountable for unacceptable behaviour. • Promotes Bristol CCG's reputation externally and internally at all times. • Effectively prioritise continuous learning and self-development. • Embrace the diversity of the communities Bristol CCG serves (Bristol CCG value) • Always open and responsive to all (Bristol CCG value) 			

Managing People

- Delegates effectively and develops team members
- Supports the evaluation of outcomes in own delivery area
- Is able to spot and encourage potential
- Creates a climate of support but holds people to account
- Able to influence and persuade team members and others
- Promotes staff well being
- Keeps staff and others appropriately informed

Level 1 – band 1, 2, 3

- Asks questions to appreciate others ideas and points of view.
- Welcomes requests for help from within and outside team, always meets commitments.
- Contributes to a positive team spirit, is consistently helpful, supportive and respectful.
- Readily spots opportunities to share learning and make progress by working with colleagues.

Level 2 – band 4, 5

- Speaks confidently when influencing colleagues and managers.
- Proactively supports development of colleagues.
- Identifies any risks to own work and/or colleagues and escalates appropriately.

Level 3 – band 6, 7

- Written and verbal communication is clear, structured and tailored for the relevant audience.
- Demonstrates confidence influencing upwards to senior Managers.
- Identifies and develops talented team members to support succession planning.
- Devotes time to coaching and developing colleagues, provides on-going feedback.
- Focuses people on the most critical priorities; promotes collective ownership and holds people accountable.
- Promotes knowledge sharing within the team and creates understanding from lessons

Level 4 – band 8a, 8b

- Translates the CCG strategy into clear and meaningful objectives for self and staff.
- Inspires staff and stakeholders to engage fully with programme objectives.
- Written and verbal communication is clear, structured and convincing for the relevant audience.
- Delegates stretching responsibilities to broaden thinking and experience, creates opportunities for learning on the job.
- Manages performance against clear and stretching standards, rewards success and address poor performance honestly and promptly.

<ul style="list-style-type: none"> • Reprioritises to support their team to achieve their objectives. 		<p>learnt.</p>	<ul style="list-style-type: none"> • Devotes dedicated time to supporting and coaching team members to deliver high performance often through others. • Ensures the team understand how to engage effectively with stakeholders and partners to understand and anticipate their needs.
<p>Required across all bands</p> <ul style="list-style-type: none"> • Take an active role in promoting wellbeing with colleagues and direct reports. • Actively manage expectations of colleagues, stakeholders and partners. • Work with partners across boundaries (Bristol CCG value) 			

Managing Services

- Communicates project/programme goals and objectives to team
- Establishes a culture of cooperation which is fair and positive
- Able to work comfortably in a complex work environment
- Sets stretching and challenging goals in area of responsibility
- Manages resources appropriately
- Makes partnerships both internally and externally and is influential with them.
- Focuses own and others energy to where it will make a difference.

Level 1 – band 1, 2, 3

- Conveys enthusiasm and energy around project goals and encourages others to do the same.
- Identifies and offers to help in project/programme areas where needed.

Level 2 – band 4, 5

- Inspires the team to engage with project objectives and ensure effective two way communication.
- Considers the longer term impact of decisions.
- Recommends difficult decisions between competing objectives and needs of the team.

Level 3 – band 6, 7

- Effectively combines a range of business information to identify key issues and risks, makes swift and well-judged decisions.
- Able to effectively influence and negotiate as required with stakeholders taking into account the longer term impact.
- Ensures the work of the team is reprioritised when needed and resources reallocated appropriately.

Level 4 – band 8a, 8b

- Obtains the right information for making decisions in advance.
- Quick to identify issues, handles complexity and gets to the head of the problem to create clarity.
- Ensures stakeholders and partners are clear on what is expected of them and how they fit into the achievement of the shared goal.

Required across all bands




- Demonstrates integrity in all dealings with colleagues, partners, stakeholders and the public.
- Proactively adapts and supports change.
- Proactive about building and maintaining networks.
- Patients are at the heart of our decisions (Bristol CCG value)
- Ensure that Bristol CCG is clinically led (Bristol CCG value)
- Demonstrates practical understanding and consideration of diversity.

	Band 8C	Band 8D	Band 9	VSM
Focus	Focused on the implementation and delivery of service plans	Focused on the implementation and delivery of organisational strategy	Focused on the development of organisational strategy	Focused on setting strategic direction and accountable for the delivery and implementation of the organisational strategy
Relationships	Employees GPs External partners	Employees GPs External partners Strategic partners and providers Elected members	Employees GP's External partners Strategic partners and providers Elected members	Employees GPs External partners Strategic partners and providers Elected members
Behaviours	<ul style="list-style-type: none"> • Champions development, succession and performance management activities and holds managers accountable for implementation. • Regarded by others as an effective role model for continuous learning and self-development. • Devotes dedicated time to supporting and empowering direct reports. • Assesses and develops the core capacity of the service. • Takes an innovative 	<ul style="list-style-type: none"> • Knowledgeable of the CCG vision, strategy and direction across all areas and relates knowledge to own portfolio of activities. • Demonstrates visible leadership, holds self and others fully accountable for delivery. • Translates vision and the CCG strategic priorities into meaningful objectives. • Takes a strategic approach to identifying and 	<ul style="list-style-type: none"> • Accountable for their decisions and actions to the relevant people e.g. Directors of the CCG, Governing Body and the Public. • Ensures strategies and programmes of work are cohesive and will achieve the CCG's overall purpose. • Reviews and develops the capacity and efficiency of the Directorate. • Communicates 	<ul style="list-style-type: none"> • Accountable for the decisions and actions of the CCG to the relevant people e.g. Directors of the CCG, Governing Body and the Public. • Is astute to the external environment and considers external influences and strategic options available to the CCG. • Fosters a culture of succession planning and organisational resilience. • Proactively manages relations with external stakeholders and partners. • Instils a high performance and innovative culture within the CCG and holds CCG employees to account.

	<p>approach to work and leads change programmes with integrity.</p> <ul style="list-style-type: none"> • Delegates appropriately and with support. • Manages performance and holds direct reports to account. • Skills communicator with excellent influencing and negotiation skills. 	<p>building stakeholder relationships.</p> <ul style="list-style-type: none"> • Innovative thinker who develops the capacity for change. • Awareness of the environment in which the organisation is operating and considers the implications of the implementation and delivery of the strategy. • Aware of all work streams within area and ensures the integration of internal processes. • Manages performance and holds direct reports to account. • Interprets complex information to analyse and solve complex problems. 	<p>concisely and confidently and inspires high performance with all CCG employees.</p> <ul style="list-style-type: none"> • Proactively manages relations with stakeholders and partners. • Manages performance and holds direct reports to account. 	
<p>Proactively promotes a culture of inclusiveness and employees thrive within the CCG regardless of protected characteristics. Equality and Diversity is a priority for all Senior Managers.</p>				




Appendix 3: Performance and Development Performance Overview rating form

This section reviews the objectives set at the last performance review or on appointment. The review should include the extent to which objectives have been met with evidence/outcomes documented to substantiate the rating.

	Green = Met , successfully delivered or exceeded all agreed objectives identified in their work programme
	Amber = Working Towards – objectives met but required support beyond what would be expected or objectives not fully delivered without acceptable mitigation
	Red = Did not Meet – Failed to demonstrate significant progress towards most of the objectives/work programme without acceptable mitigation.
N/A	Objectives/Work Programme no longer applicable, or did not meet due to factors beyond individual's control e.g. changed jobs, extended sickness or maternity.

Review of Competences

Bristol CCG has defined competences at 4 levels linked to Agenda for Change bands 1 to 8B. Each band identifies the level at which someone who is fully competent in the role is expected to operate. The individual and the manager rate the individual's performance against these levels using a RAG rating:




	Green = demonstrates all aspects of this competence:
	Amber = demonstrates some aspects of this competence
	Red = does not demonstrate key aspects of this competence

The levels for each Pay Band are as follows:

Competency Level	NHS Pay Band
Level 4	Bands 8a and 8b
Level 3	Bands 6 and 7
Level 2	Bands 4 and 5
Level 1	Bands 1, 2 and 3

Review of Behaviours

Bristol CCG has defined a Leadership Profile for staff in bands 8C to VSM which identifies the level at which someone who is fully competent in the role is expected to operate and behave. The individual and the manager rate the individual's performance against these levels using a RAG rating:

	Green = demonstrates all expected behaviours and competence
	Amber = demonstrates some of the expected behaviours and competence.
	Red = does not demonstrate expected behaviours and competence.

Training & Development Review for past year

It is a requirement of your employment that you are up to date with the statutory mandatory training identified for your role.

Potential Rating

During the formal review it may be appropriate to discuss the individual's potential for progression. The rating system below should aid the conversation.

Rating	Definition
P	Ready for promotion to next band
P1	Promotable to next band within 1 year
P2	Promotable to next band within 2 years
PL	Has potential to progress to next band following a lateral move
T	Has transferable skills to move role within current band
C	Content in current role and happy to continue within role for foreseeable future.
X	Performance issue
NA	Not applicable due to minimal time in current role or other reason. (Please state other reason for this rating).