



# Competency Framework

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## **INTRODUCTION**

Core competences, as the name suggests, are 'core' to every person who works within Primecare Health LTD whatever their role.

For individuals it helps to explain what is expected of them and others; what behaviour the company values; and how they might develop themselves. For managers it can be a discussion tool for performance management and development and provides a sound basis for other people processes such as recruitment, job evaluation and talent management. In addition, it is a way of communicating how Primecare Health LTD expects people to behave, to realise our business plan and live up to our values.

## **FRAMEWORK ASSUMPTIONS**

The competency framework is built on the following assumptions:

- The framework will apply to all employees; training is included within the company induction process.
- The framework illustrates the expected minimum standards of behaviour and performance that would be observed when demonstrated. It is not an exhaustive list and managers may identify additional behaviours that are integral to a job (or role).
- There is no departmental to reduce the core behaviours identified in the framework. Any amendments to the framework will be made and agreed corporately as part of the framework review process.
- All employees will be expected to demonstrate performance of the seven core competency areas at the required competency levels.
- Competency levels within the framework are 'accumulative' and there is a requirement that individuals can evidence the behavioural indicators of all of the preceding levels.

The core competency framework will be used:

- In performance management and development by enabling individuals and managers to have a helpful discussion about the behaviours and underpinning skills needed to achieve the agreed work objectives, and as a basis for reviewing performance.
- In personal development planning by encouraging individuals to look at the rounded set of competences they need to perform effectively, identify strengths and development areas, and plan accordingly. By looking at 'higher level' indicators, individuals can identify how they might need to develop to achieve their longer-term career goals.
- In recruitment and selection by providing a robust, consistent framework which managers can use to draft job descriptions to explain what the role will require, and a clear framework to select against.

## **CORE COMPETENCIES**

There are seven core competences for people working within Primecare Health LTD. These are:

### **Shared Vision**

You have responsibility within the context of your role to understand and contribute to the realisation of Primecare Health LTD mission and values. You ensure that your personal behaviour consistently reinforces the values of company. You align priorities with the business plan.

### **Managing self and delivering quality**

You consistently commit to meeting objectives or accomplishing tasks, achieving quality focused outcomes and displaying an appropriate sense of urgency. You are able to produce clear and accurate work and develop efficient and logical approaches to your work with Primecare Health LTD.

### **Supporting individual needs**

You support the needs of individuals that use our services and stakeholders.

### **Managing relationships and communication**

You build effective relationships and work collaboratively with others in the context of your role with Primecare Health LTD. You communicate effectively within the context of your role using a variety of mediums.

### **Feedback and Lifelong learning**

You Listen to and act on feedback. You take action to improve skills, knowledge, abilities and level of contribution.

### **Initiative and improvement focus**

You proactively formulate new ideas and approaches and maximise effectiveness in a changing environment. You improve processes and outcomes and identify risks and challenges in advance.

### **Leadership**

You demonstrate a positive attitude, resilience, stamina and lead by example taking ownership of work related situations within the context of your role. You help others to develop confidence and the capability to realise their potential. You Influence others through the use of evidence based and logical arguments.

## HOW DO I USE THE CORE COMPETENCY FRAMEWORK?

We have used Scottish Social Services Council Code of Practice and various mechanisms to suggest indicators against the seven competences which we have then separated into competency levels. This will allow the employee to read the suggested indicators relevant to their competency level and identify expectations in terms of current job role and future career ambitions within Primecare Health LTD.

There are five competency levels in total against each competency; these relate to the following suggested job grades.

Competency Level	Suggested Job Grade
1	Trainee Social Care Workers (subjects of probation)
2	Qualified Social Care Workers
3	Care Coordinators/Admin Staff
4	Senior Management Team
5	Executive Level

There are some important points to note:

- We are confident from feedback that competency levels are appropriate to suggested job roles. However, for some positions the competency level may not necessarily appropriately match with our suggested job grade. Indeed, some positions could fall under more than one competency level and touch upon elements of another.
- The indicators are fairly generic to encompass all jobs and are not intended to be used as a fixed checklist. Where external professional frameworks exist these should be mapped across to link with Primecare Health LTD's competency framework. This would apply to those who are required to register with a different regulatory body.
- The indicators build as you move up the levels. So although your major focus will be on your relevant competency level, you should also review the indicators at the earlier levels as the expectations will still apply in relation to your role.
- Your manager will discuss with you their expectations in line with the competencies relevant to your role.

## CORE COMPETENCY FRAMEWORK

### **Shared Vision**

#### *Achievement Indicator:*

You have responsibility within the context of your role to understand and contribute to the realisation of Primecare Health LTD's mission and values. You ensure that your personal behaviour consistently reinforces the company values. You align priorities with the business plan.

Trainee Social Care Worker (subject of probation) Competency Level 1	Qualified Social Care Worker Competency Level 2	Care Coordinators/Admin Staff Competency Level 3	Senior Management Team Competency Level 4	Executive Level Competency Level 5
1. Demonstrates the vision/ business plan and values in everyday work and practice.	1. Motivates and works with others to promote professional and company values promoting a positive culture and positive climate.	1. Works through operational activity to translate the vision/ business plan into agreed objectives.	1. Ensures that operational planning aligns with vision/ business planning priorities to promote and sustain service improvement.	1. Ensures the vision/ business plan for Primecare Health LTD is clearly developed, articulated, shared, understood and acted upon effectively by all.

#### **Negative Indicator:**

No understanding of mission, vision, business plan or values and how it relates to the context of their role. Wastes time and resources and fails to prioritise work. Sticks rigidly to a plan in spite of changes in the environment. Demonstrates low standards at work and does not check detail. Does not plan work.

### ***Managing Self and Delivering Quality***

#### *Achievement Indicator:*

You consistently commit to meeting objectives or accomplishing tasks, achieving quality focused outcomes and displaying an appropriate sense of urgency. You are able to produce clear and accurate work and develop efficient and logical approaches to your work with Primecare Health LTD.

Trainee Social Care Worker (subject of probation) Competency Level 1	Qualified Social Care Worker Competency Level 2	Care Coordinators/Admin Staff Competency Level 3	Senior Management Team Competency Level 4	Executive Level Competency Level 5
1. Meets objectives and takes ownership for achieving set targets.  2. Works to get things done on time and to the required standard.  3. Stays focused on the task in hand.	1. Identifies what needs to be done without prompting.  2. Approaches challenges with willingness and enthusiasm.  3. Takes responsibility for setting personal goals and objectives.  4. Acts in a timely manner, reporting barriers to achievement.	1. Strives to improve the way things are done whilst continuously reviewing performance against targets.  2. Regularly gathers feedback from others to improve and learn.  3. Benchmarks performance internally and externally, and considers the possibility of adopting others' good practices.  4. Challenges the status quo, examines best practice and implements improvements timeously.	1. Sets Challenging Goals for self and others.  2. Takes personal responsibility for the delivery of corporate objectives and helps others achieve clarity in relation to areas of accountability.  3. Actively resolves barriers to the achievement of company goals.  4. Is practical, pragmatic and realistic about what can be achieved.	1. Sets strategic long term goals for company and takes measured risks to achieve them.  2. Encourages and supports others in taking intelligent risks.  3. Takes sustained action in the face of obstacles to successfully achieve corporation objectives.  4. Challenges those whose actions are divisive to 'whole company' accountability and responsibility.



			<p>5. Calculates potential costs and benefits.</p> <p>6. Makes changes in own work methods or systems to improve performance beyond agreed upon standards.</p> <p>7. Commits appropriate resources and time to improve performance.</p> <p>8. Generates and recognises imaginative and innovative solutions.</p> <p>9. Delivers projects and plans on behalf of Primecare, on-time and to the required standard.</p>	
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**Negative Indicator:**

Shows little enthusiasm or commitment. Avoids challenging and stretching tasks. Makes excuses. Does not deliver on tasks/ objectives

## ***Supporting Individual Needs***

### *Achievement Indicator:*

You support the needs of individuals that use our services and stakeholders.

Trainee Social Care Worker (subject of probation) Competency Level 1	Qualified Social Care Worker Competency Level 2	Care Coordinators/Admin Staff Competency Level 3	Senior Management Team Competency Level 4	Executive Level Competency Level 5
1. Keeps own workload organised and information accessible to others.  2. Complies with relevant procedures and standards.  3. Makes appropriate checks on the accuracy of own work.  4. Considers any relevant risks.	1. Monitors accuracy of work, and short and medium term planning.  2. Plans how to deal with the peaks and troughs in workload.  3. Uses plans to manage workload on an on-going basis.  4. Anticipates and adapts to changes in the short to medium term, adjusting work accordingly.  5. Monitors accuracy and quality of own work and may use peer coaching.	1. Longer term planning with an awareness of strategic context.  2. Identifies milestones and deadlines to ensure plans stay on course.  3. Considers the implications of a specific plan on other activities.  4. Undertakes risk analysis to develop plans which take into account risks, conflicts and resources as well as timescales.  5. Checks to ensure that procedures are followed by others.	1. Creates and produces broader long term plans whilst introducing new systems and procedures to increase quality and efficiency of services.  2. Checks data and highlights shortcomings.  3. Introduces performance standards and service level agreements to improve the quality of work produced.  4. Dovetails own plans with longer-term business goals.	1. Translates long-term strategies into clear plans.  2. Develops clear, achievable plans for company goals.  3. Pulls together a range of complex, diverse and parallel activities under the umbrella of a comprehensive plan.  4. Develops high level contingency plans to protect Primecare against unforeseen events.  5. Undertakes horizon scanning within the care sector/profession

		<p>6. Maintains clear detailed records of own or others' activities.</p> <p>7. Uses project management approaches where appropriate. .</p>	<p>5. Builds plans which overcome conflicts of resources and priorities.</p> <p>6. Involves others in the planning process to gain their commitment.</p> <p>7. Uses plans to manage and prioritise the workload of the whole team to respond appropriately to any obstacles.</p> <p>8. Uses corporate tools and the appropriate methods to develop, implement and review plans..</p>	<p>and uses this information to develop appropriate corporate activities and strategic planning.</p>
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**Negative Indicator:**

Wastes time and resources and fails to prioritise work. Sticks rigidly to a plan in spite of changes in the environment. Demonstrates low standards at work and does not check detail. Does not plan work

***Managing Relationships and Communication***

You build effective relationships and work collaboratively with others in the context of your role with Primecare Health LTD. You communicate effectively within the context of your role using a variety of mediums.

Note: Service Users for the context below is regarded as internal or external people who use our services, colleagues, partners and departments.

Trainee Social Care Worker (subject of probation) Competency Level 1	Qualified Social Care Worker Competency Level 2	Care Coordinators/Admin Staff Competency Level 3	Senior Management Team Competency Level 4	Executive Level Competency Level 5
1. Provides an effective service.  2. Knows who “Service Users” are and sees issues from their perspective.  3. Treats service users politely and with respect.  4. Handles enquiries tactfully and in line with confidentiality and GDPR regulations.  5. Addresses an enquiry or transfers to the correct department, passing on all information gathered.  6. Demonstrates an appropriate sense of urgency when dealing	1. Takes personal responsibility for following through and resolving service problems and issues promptly and in a non-defensive manner.  2. Clarifies and checks understanding of the needs of individuals that use our services and stakeholders.  3. Maintains clear communications with individuals that use our services and stakeholders and ensures needs are met before closing an enquiry.  4. Makes self available and approachable and aligns own efforts to the needs of individuals that use our services and stakeholders.	1. Addresses underlying needs and expectations.  2. Understands the different needs of individuals that use our services and stakeholders.  3. Monitors and checks satisfaction levels and identifies appropriate opportunities to seek feedback.  4. Monitors information on individuals that use our services and stakeholders and uses this information to initiate and plan improvements to service delivery.  5. Seeks opportunities to work in partnership within	1. Identifies ways to involve individuals that use our services and stakeholders in improving service delivery.  2. Develops relationships with individuals that use our services and stakeholders, consults with them and their representative groups on their needs.  3. Shares feedback with colleagues to improve service delivery.  4. Encourages others to put the needs of the individuals that use	1. Sets a strong example of striving to meet the needs of individuals that use our services and stakeholders.  2. Works in partnership with individuals that use our services and stakeholders, focuses on service delivery in order to deliver valued and effective services.  3. Monitors wider developments in relation to individuals that use our services and stakeholders and considers the emerging political, social and sector specific developments that may

<p>with an enquiry or request for information.</p> <p>7. Demonstrates awareness of internal communication tools and brand guidelines.</p>		<p>and beyond the company.</p> <p>6. Ensures that the processes are in place to meet the needs of individuals that use our services and stakeholders.</p> <p>7. Acts on concerns or complaints within agreed timescales and provides regular progress updates.</p>	<p>our services and stakeholders first.</p> <p>5. Promotes services and acknowledges the complexity involved in working with other groups and parties, works collaboratively.</p> <p>6. Takes responsibility for the design and delivery of services to meet short and medium term needs.</p> <p>7. Removes barriers to effective service delivery.</p> <p>8. Takes action to resolve conflicts of interests and disagreements which may impact on people receiving a service</p>	<p>impact on the delivery of the service.</p> <p>4. Drives strategy which is focussed on meeting the needs of individuals that use our services and stakeholders.</p> <p>5. Takes the views of individuals that use our services, stakeholders and the wider care sector into account when planning.</p> <p>6. Establishes strategies and structures to meet the needs of individuals that use our services and stakeholders.</p> <p>7. Demonstrates how collaborative working will lead to improved outcomes.</p>
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<b>Feedback and Lifelong Learning</b> <b>Achievement Indicator:</b> You Listen to and act on feedback. You take action to improve skills, knowledge, abilities and level of contribution.				
Trainee Social Care Worker (subject of probation) Competency Level 1	Qualified Social Care Worker Competency Level 2	Care Coordinators/Admin Staff Competency Level 3	Senior Management Team Competency Level 4	Executive Level Competency Level 5
1. Pursues professional development in line with job requirements.  2. Reviews own performance including positive experiences and setbacks.  3. Takes short term action to improve performance in the job.  4. Makes manager aware of learning needs and aspirations.  5. Takes ownership for learning and prepares and follows a personal development plan.	1. Demonstrates commitment to continuous development.  2. Actively identifies ongoing learning needs and seeks a range of opportunities to meet them.  3. Pursues and updates qualifications.  4. Uses feedback from a range of sources to improve own performance.  5. Keeps up-to-date with relevant trends, reforms and developments and best practice.	1. Continually reflects on and enhances own learning.  2. Proactively seeks feedback from others on level of contribution and to understand development needs.  3. Develops own development goals and career plan.  4. Recognises own limitations and considers a variety career opportunities in order to build knowledge, skills and experience.	1. Identify gaps between the current and future requirements of their role.  2. Recognises changes in circumstances and promptly adjusts learning and development needs as appropriate.  3. Regularly reflects on own experiences and uses these to inform future action.  4. Identifies gaps between current and future requirements of the role to support the	1. Set strategic plans for the long term development of Primecare.  2. Regularly seeks, listens to and acts on feedback from the external partners.  3. Demonstrates the values of feedback and lifelong learning and encourages this approach across the whole company.  4. Builds an company culture which promotes learning and constructive feedback.

<p>6. Understands and applies learned information.</p> <p>7. Understands learning needs that result from new challenges in work.</p> <p>8. Takes up training opportunities where offered and attends all mandatory training.</p>	<p>6. Researches and uses relevant learning materials and sources.</p> <p>7. Seeks and creates opportunities to share personal skills and learning with others.</p>	<p>5. Actively promotes and supports the learning and development of others.</p> <p>6. Pursues development and networking opportunities.</p>	<p>long term corporate development.</p> <p>5. Actively promotes the learning and development of others and engages in processes which obtain feedback from a variety of partners.</p>	<p>5. Continually assesses and enhances own learning.</p> <p>6. Sets a framework for sharing knowledge to support a learning culture.</p>
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**Negative Indicator:**

Avoids tasks and projects which may involve learning new skills. Sticks to narrow expertise and career path. Fails to ask questions where unclear. Avoids exploring own weaknesses and gaps in knowledge. Fails to keep qualifications up to date.

<b>Initiative and Improvement Focus</b> You proactively formulate new ideas and approaches and maximise effectiveness in a changing environment. You improve processes and outcomes and identify risks and challenges in advance.				
Trainee Social Care Worker (subject of probation) Competency Level 1	Qualified Social Care Worker Competency Level 2	Care Coordinators/Admin Staff Competency Level 3	Senior Management Team Competency Level 4	Executive Level Competency Level 5
1. Understands and accepts the need to change the way things are done to continuously improve services.  2. Maintains effectiveness in variety of work situations working with different colleagues, service users and contacts.  3. Seek ways of improving current working practices.  4. Ensures any changes are implemented and maintained.	1. Receptive to change and adapts own ways of working as appropriate, seeking support if necessary.  2. Reviews own priorities in light of new information.  3. Accepts that change may involve partnership working.  4. Willingly undertakes tasks relevant to the role but which are outside of the usual day-to-day duties.  5. Encourages others to adapt to change.  6. Works effectively in an uncertain environment of shifting and ambiguous priorities.	1. Seeks opportunities for improving services and suggests new more effective ways of working.  2. Identifies current issues and trends and their potential impact upon current and future work.  3. Translates suggestions into practical ways of improving services.  4. Involves stakeholders on ways to implement change that take account of differing needs.  5. Applies sound principles to manage and implement company	1. Drives continuous improvements and monitors progress to ensure delivery of agreed improvements effective communication and project planning.  2. Explains why changes are necessary and takes and implements difficult and unpopular decisions to bring about service development.  3. Supports free and reciprocal exchange of information and resources across Primecare.	1. Leads Primecare in continuous improvement  2. Works collaboratively with stakeholders, so that Primecare is at the forefront of improving service delivery.  3. Sets the context, communicates, motivates and leads company change to achieve higher levels of performance.  4. Engages stakeholders in the development of strategies and policies and takes into consideration their suggestions.



	7. Suggests improvements to processes and solutions aimed at resolving problems	change in areas of responsibility.  6. Supports explanations of why company change in area of responsibility.  7. Embeds policies into Primecare through consistent application.  8. Realigns objectives to reflect adjustments to service, departmental, and corporate plans.	4. Recognises changes in circumstances promptly and makes short or medium term changes to business goals for own area to address changing priorities.	5. In developing suitable strategies, takes into account resource, deadlines and budgets/funding constraints.  6. Continually evaluates the impact and effectiveness of change and feeds learning into ongoing improvements.
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**Negative Indicators:**

Unfairly criticises new ideas and new ways of working. Is resistant to change. Is inflexible and rigid and is reluctant to assist with activities outside of regular day-to-day duties.

<b>Leadership</b> <i>Achievement Indicator:</i> You demonstrate a positive attitude, resilience, stamina and lead by example taking ownership of work related situations within the context of your role. You help others to develop confidence and the capability to realise their potential. You Influence others through the use of evidence based and logical arguments.				
Trainee Social Care Worker (subject of probation) Competency Level 1	Qualified Social Care Worker Competency Level 2	Care Coordinators/Admin Staff Competency Level 3	Senior Management Team Competency Level 4	Executive Level Competency Level 5
1. Maintains confidentiality of sensitive information and accepts responsibility for own work.  2. You keep up to date and abreast of new developments that are relevant to your role.  3. Is willing to take responsibility for a problem, even if not obviously within own remit.  4. Able to work independently and will actively seek guidance when required.  5. Works with others in team to deliver and improve services.	1. You take personal responsibility for the work you do, considering the impact of your actions on others.  2. Makes sure information is shared within the team and with key stakeholders.  3. You plan work around agreed priorities.  4. You show respect for the views and actions of others.  5. You flag up problems quickly and propose solutions.  6. You have the ability to multi-task, keeping positive with an attention on whatever job is in hand.	1. You lead by example, and show personal enthusiasm by explaining why things need doing and creating a sense of common purpose.  2. You clearly agree what is expected of others, building team morale and encouraging others to perform.  3. You recognise how other departments contribute to your area and build relationships.  4. You encourage team members to take responsibility for their actions.  5. You manage performance through	1. You are a role model who 'does the right things' and leads from the front.  2. You use a range of leadership styles appropriate to different people and situations.  3. You are assertive and not afraid to challenge people constructively.  4. You own and deliver difficult messages when Primecare requires you to do so.  5. You develop an atmosphere of	1. You are seen as objective and professional, dealing with things firmly and fairly.  2. You plan and delegate work for maximum effectiveness and efficiency and to agreed company goals and priorities.  3. You identify, negotiate and agree the requirements of individuals that use our services and stakeholders and plan and prioritise for these to be met.  4. You act promptly in a crisis, facilitating the team to develop

<p>6. Endeavour's to comply with company policies and procedures, and the expectations of relevant regulatory bodies.</p> <p>7. Ensure that your personal behaviour, actions and words consistently reinforce primecare's values and commitment to diversity and equality principles.</p>	<p>7. You set personal targets and follow through.</p> <p>8. You recognise your own strengths and limitations and know when to ask for help, listening to and acting on feedback.</p> <p>9. You highlight problems and make improvement suggestions.</p> <p>10. You constantly seek to develop and improve performance.</p>	<p>coaching and give constructive feedback.</p> <p>6. You make informed and realistic decisions.</p> <p>7. You react appropriately and promptly to conflict when it arises.</p> <p>8. You take responsibility for the actions of your team.</p> <p>9. You show respect for the views and actions of others, making a point of recognising and acknowledging good work.</p> <p>10. You seek to understand the needs of your team.</p> <p>11. You identify possible implications from unrelated information and act upon it.</p> <p>12. You understand what you are authorised to do and take ownership.</p>	<p>professionalism and mutual support.</p> <p>6. You are able to negotiate and agree what is expected from others and maintain accountability.</p> <p>7. You set demanding but achievable objectives for yourself and others, and monitor them.</p> <p>8. You keep people informed of plans and developments.</p> <p>9. You encourage and enable people to take responsibility and exercise initiative.</p> <p>10. You take and implement timely decisions that are realistic, even when the situation is uncertain and information incomplete.</p>	<p>proposed actions and to take the lead where necessary.</p> <p>5. You take a strategic approach to objective setting, linking it to the longer term direction of Primecare, and recognising the needs of individuals we support and stakeholders.</p> <p>6. You confront performance and behavioural issues and ensure they are satisfactorily resolved.</p> <p>7. You consider all options and make sound –even unpopular - business decisions, taking the strategic view, even when faced with ambiguity.</p> <p>8. You are able to defuse difficult situations and are sensitive of the impact on others.</p>
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		<p>13. You facilitate or lead group discussions in a confident manner.</p> <p>14. You find practical ways to overcome barriers.</p> <p>15. You manage the appraisal process and supervision process effectively and proactively.</p> <p>16. You constructively tackle poor performance, conduct issues and inappropriate behaviour.</p> <p>17. You promote awareness of company priorities and plans backing corporate decisions which may conflict with own views.</p> <p>18. You ensure that others have knowledge of, and access to, information about Primecare and its priorities and relevant policies.</p>	<p>11. You recognise when there are conflicts, and facilitate a positive outcome.</p> <p>12. You respond quickly to crises and problems with a proposed course of action.</p> <p>13. You are receptive to the opinions and suggestions of others, encouraging everyone to play a part, recognising the opportunities presented by diversity.</p> <p>14. You take every opportunity to recognise those who produce good work and role model the right behaviours.</p> <p>15. You develop systems to gather and manage information and knowledge effectively, efficiently and ethically.</p>	<p>9. You give appropriate and balanced recognition and provide your team with the opportunity to share their achievements.</p> <p>10. You challenge for meaningful information when the situation is unclear.</p> <p>11. You benchmark best practice in resource utilisation and facilitate access to sources of improved support.</p> <p>12. You drive the company forward and take personal responsibility for making things happen.</p> <p>13. You address demands from multiple stakeholders without losing focus.</p> <p>14. You prepare thoroughly and use a range of communication styles</p>
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		<p>19. You effectively manage resources, including devolved budgets to ensure that plans are delivered in a cost effective and financially prudent manner.</p> <p>20. You use coaching and mentoring to improve performance.</p>	<p>16. You manage financial budgets efficiently.</p> <p>17. You make best use of available resources and proactively seek new sources of support when necessary.</p> <p>18. You work collaboratively with others, actively sharing good practice.</p> <p>19. You develop and maintain a network of contacts outside and across the Primecare.</p> <p>20. You can relate to people at all levels, taking time to establish common ground.</p> <p>21. You recognise changes in circumstances promptly and adjust plans and activities accordingly.</p>	<p>when presenting information to different groups.</p> <p>15. You respond positively to changing business circumstances and readily adapt your behaviour to maintain effective performance.</p> <p>16. You see the bigger picture; anticipate challenges and obstacles and plan to overcome them.</p> <p>17. You engage your teams and encourage them to challenge ways of working and implement improvements.</p> <p>18. You champion improvements in performance by enhancing processes and service standards.</p> <p>19. You predict the impact that future factors may have on</p>
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			<p>22. You recognise recurring problems and promote changes to structures, systems and processes to resolve these.</p> <p>23. You take pride in delivering high quality work, and invest time in checking details for accuracy, validity and reliability.</p> <p>24. You are vigilant for potential risks.</p>	<p>Primecare and translate predictions into sound strategic plans.</p> <p>20. You Lead strategies to promote a knowledge management culture ensuring strategy is embedded in values and business plan.</p>
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### Negative Indicator:

Criticises team members behind their backs. Holds onto power, information and high profile work. Avoids tackling conflict or poor performance in the team. Gives destructive feedback to others. Puts own agenda before that of the team. Fails to comply with budget setting and monitoring guidance including compliance with financial procedures or guidelines. Views knowledge as power and does little to ensure sharing of information or expertise.

## ASSESSING COMPETENCIES

The focus of the competency framework is to clearly define behavioural standards of expectation for all employees within Primecare Health LTD. In determining how an employee is progressing against the competency framework we have developed a framework for the assessment of performance against competencies. This framework is an integral part of our employee performance review process.

The framework is as follows:

Performance Level			
Not yet developed	Developing	Established	Exemplary
Does not display the behaviours that would support this competency further development required.	Employee new to job role and does not yet meet competency requirements.	Employee meets competency requirements in relation to job role.	Employee exceeds competency requirements in relation to job role.

## PERFORMANCE DEVELOPMENT REVIEW PROCESS

The competency framework will link up with the supervision and employee performance review process. Through the redevelopment of this process we hope to establish a mechanism that allows for performance to be monitored and development needs to be identified that will then be used to inform other people management processes throughout the Primecare i.e. recruitment, talent management, job evaluation and training needs analysis. This will then allow us to appropriately align the outcomes with performance management targets and PSIF requirements.