

Management – Implementing National Priorities

IMPLEMENTING NATIONAL PRIORITIES (4.1)	ADVANCED STAGE I	ADVANCED STAGE II	MASTERY
Developmental Descriptors	Demonstrates understanding of the implications of national priorities for the team and/or service.	Shapes the response of the team and/or service to national priorities.	Accountable for the direct delivery of national priorities at a higher level.
Suggested knowledge, skills, experience and behaviours	Knowledge and understanding of implications of national priorities to pharmacy team.	Directs pharmacy team's activities to meet national priorities.	Sought for advice and/or leads on national priorities.
	Understands need to meet national priorities at a local level.	Responsible for meeting priorities at local or regional level.	Responsible for meeting priorities at national level.
	Implements national policies under supervision/instruction.	Coordinates implementation of local/regional responses to national priorities.	Responsible for delivery of local/regional responses to national priorities.
	Working knowledge of national policies through involvement in implementation.	Participates in development of policy at local/regional level in response to national priorities (e.g. NICE, SIGN, White papers, DH/SG/WA Reports, NHS Constitution)	Contributes to and reports on national priorities at a higher level (e.g. specialist groups, through companies, national conferences, RPS, Policy boards/advisory boards/industry forum/NHS)
	Demonstrates awareness/has working knowledge of business planning.	Implements/delivers/responsible for business planning.	Responsible for business planning at a higher level. Contributes to business planning outside the organisation.
	Demonstrates working knowledge of national strategies in workplace/area of practice.	Contributes to national strategies in workplace/area of practice.	Advises on/contributes to development of guidelines at a higher level in the organisation and/or in area of practice.

Management – Resource Utilisation

RESOURCE UTILISATION (4.2)	ADVANCED STAGE I	ADVANCED STAGE II	MASTERY
Developmental Descriptors	Demonstrates understanding of the process for effective resource utilisation.	Demonstrates ability to effectively manage resources.	Demonstrates ability to reconfigure the use of available resources.
Suggested knowledge, skills, experience and behaviours	Manages own time and conflicting priorities.	Supports others to manage time and conflicting priorities.	Responsible for strategic planning to ensure team/service evolves to meet changing demands/standards.
	Understands and delivers against national standards or commissioning models.	Responsible for delivering a service within specific/specialist area to budget, time and standards.	Responsible for contingency planning. Provides creative and responsive solutions to maintain and develop services in response to resource availability problems. Proactively manages resources in response to acute risks and unexpected situations.
	Knowledge and understanding of available resources.	Responsible and accountable for business planning to manage resources.	Accountable for business planning for resources at higher level (e.g. area team, organisation, Trust, area of practice).
	Demonstrates understanding of importance of working as part of a team to meet priorities.	Manages resources to ensure priorities of the organisation are met.	Accountable for resource management at an organisational level.
	Works as part of the team (with some management responsibilities) to deliver local/core services. Responsible for working rotas (may be under supervision).	Manages team to deliver local/core services.	Accountable to and/or liaises with multidisciplinary or multiagency teams to deliver services.

RESOURCE UTILISATION (4.2)	ADVANCED STAGE I	ADVANCED STAGE II	MASTERY
Developmental Descriptors	Demonstrates understanding of the process for effective resource utilisation.	Demonstrates ability to effectively manage resources.	Demonstrates ability to reconfigure the use of available resources.
Suggested knowledge, skills, experience and behaviours	Implements or participates in service or therapy reviews supervision.	Responsible for service or therapy reviews, and leads/ supervises others to develop and implement the reviews.	Leads on service and/or therapy reviews at a nation/strategic/higher level.

Management – Standards of Practice

STANDARDS OF PRACTICE (4.3) ²	ADVANCED STAGE I	ADVANCED STAGE II	MASTERY
Developmental Descriptors	Demonstrates understanding of, and conforms to, relevant standards of practice.	Demonstrates ability to set and monitor standards of practice at team and/or service level.	Accountable for the setting and monitoring of standards at a higher level
Suggested knowledge, skills, experience and behaviours	Understands and is able to identify existing relevant standards for practice.	Demonstrates ability to produce standards of practice for pharmacy staff working locally.	Develops or contributes to new standards at a national or corporate level.
	Demonstrates ability to work within the standards of practice that have been previously defined.	Implements and monitors standards of practice in the workplace (e.g. audits in Trust or specialist area).	Develops and monitors standards of practice outside immediate team.
	Supports local implementation of standards.	Implements and monitors standards for organisation/department.	Adapts national standards for local organisation or for specialist area.
	Supports individuals to work to required standards (e.g. pre-registration pharmacists, Band 6 pharmacists, counter assistants).	Ensures team adheres to required standards.	Contributes to development of standards at a higher level/outside immediate team (possibly outside profession and/or nationally, e.g. corporate standards).

² Where "Standards" include regulatory, professional and aspiration standards
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Management – Managing Risk

MANAGING RISK (4.4)	ADVANCED STAGE I	ADVANCED STAGE II	MASTERY
Developmental Descriptors	Demonstrates ability to identify and resolve risk management issues according to policy/protocol.	Develops risk management policies/protocols for the team and/or service, including identifying and resolving new risk management issues.	Is accountable for developing risk management policies/procedures at a higher level, including identifying and resolving new risk management issues.
Suggested knowledge, skills, experience and behaviours	Involved in implementation of risk management policies/protocols.	Responsible for development and implementation of policies/protocols/guidelines/working practices to manage risk for specific/specialist area for team.	Accountable for development of policies/protocols/guidelines/working practices to manage risk for specific/specialist area.
	Supports peers and junior staff to adhere to local risk management policies.	Monitors adherence to risk management policies/protocols locally.	Professional lead for safety/risk related incidents.
	Advises on appropriate course of action within policy/protocol or guidelines and working practices.	Advises where policy does not exist or is perceived as inadequate for specialist scenario.	Contributes to risk management/ governance at a strategic level (e.g. corporate or organisational level).
	Follows workplace risk management policies/protocols. Demonstrates knowledge of national policies on risk management.	Interprets risk management policies/protocols for team and supports team in implementation.	Responsible for implementation of changes in risk management policy and working practices.
	Responsible for identifying and reporting safety/risk related incidents (e.g. prescribing errors, administration errors, dispensing errors).	Responsible for contributing to/developing and implementing local action plans following safety/risk-related incidents (e.g. errors, incident reports, risk alerting systems).	Reports safety/risk related incidents to national boards, and multidisciplinary teams and multi agencies. Leads/contributes to policy changes to promote learning and reduce risk at a national level.

MANAGING RISK (4.4)	ADVANCED STAGE I	ADVANCED STAGE II	MASTERY
Developmental Descriptors	Demonstrates ability to identify and resolve risk management issues according to policy/protocol.	Develops risk management policies/protocols for the team and/or service, including identifying and resolving new risk management issues.	Is accountable for developing risk management policies/procedures at a higher level, including identifying and resolving new risk management issues.
Suggested knowledge, skills, experience and behaviours	Involved in workplace risk assessments.	Identifies and develops risk assessments, and is responsible for implementing action plans.	Is sought for advice on risk assessments and leads on the implementation of national action plans.
	Takes part in audit work around risk management (Links to Research and Evaluation curriculum.)	Leads on audits of risk management and supervises those undertaken by others and below (Links to Research and Evaluation curriculum.)	Responsible for collating/responding to data on risk management (e.g. department risk register).
	Applies information governance to own practice	Responsible for information governance (PGDs and documents and policies), for team.	Contributes to information governance (PGDs and documents and policies), at organisational and/or national (strategic) level.
	Working knowledge of clinical governance/risk management committees.	Participates in clinical governance/risk management committees.	Represents pharmacy team on clinical governance/risk management committees.

Management – Managing Performance

MANAGING PERFORMANCE (4.5)	ADVANCED STAGE I	ADVANCED STAGE II	MASTERY
Developmental Descriptors	<p>Follows professional and organisational policies/procedures relating to performance management.</p> <p>Refers appropriately to colleagues for guidance.</p>	Is accountable for performance management for a team or group of personnel.	Is accountable for performance management at a higher and/or institutional level.
Suggested knowledge, skills, experience and behaviours	Recognises need to achieve personal objectives.	Sets team objectives in relation to organisational objectives or area of practice.	Sets teams objectives at a higher/senior/strategic level.
	Achieves own objectives and supports others in achieving objectives.	Performance appraises others in team.	Appraises staff at higher/senior level.
	Undertakes relevant professional development activities. (See Education, Training and Development curriculum)	Leads on and manages relevant professional development activities within team. (See Education, Training and Development curriculum)	Leads on professional development activities at a higher/senior level.
	Supports development of others with aspects of professional development activities (e.g. pre-registration pharmacists).	Identifies and supports professional development opportunities for team.	Creates/leads on professional development opportunities at a higher/senior level.
	Manages own performance of activities identified in Management curriculum (competencies 4.1 to 4.9).	Manages team performance of activities identified in Management curriculum (competencies 4.1 to 4.9).	Manages performance of activities identified in Management curriculum (competencies 4.1 to 4.9) at a higher level.

Management – Project Management

PROJECT MANAGEMENT (4.6)	ADVANCED STAGE I	ADVANCED STAGE II	MASTERY
Developmental Descriptors	Demonstrates understanding of the principles of project management.	Demonstrates ability to successfully manage a project at team and/or service level.	Demonstrate ability to successfully manage a project at a higher level
Suggested knowledge, skills, experience and behaviours	Manages projects in workplace, under supervision (e.g. service developments, audits).	Manages projects and project work of the team/others.	Responsible for overall management of projects at a higher level in the organisation
	Leads on projects in the workplace, under supervision.	Leads on projects within the organisation.	OR Leads on projects outside the organisation and/or at national level.
	Able to carry out or contribute to projects with or without guidance dependent on complexity.	Supervises team members undertaking projects and supports them in using the principles project management.	Scopes and proposes projects and recognises resource implications.
	Links to Research and Evaluation curriculum and Management competency – Managing risk (4.4).		

Management – Managing Change

MANAGING CHANGE (4.7)	ADVANCED STAGE I	ADVANCED STAGE II	MASTERY
Developmental Descriptors	Demonstrates understanding of the principles of change management.	Demonstrates ability to manage a process of change for the team and/or service.	Demonstrates ability to manage a process of change at a higher level
Suggested knowledge, skills, experience and behaviours	<p>Uses the principles of change management to manage a change in a services/process/policy/procedure, under supervision.</p> <p>Supervises others undertaking a change management project, with support.</p>	<p>Initiates, plans and implements changes in services/process/policy/procedure at a local level.</p> <p>Supervises and manages others undertaking a change management projects locally.</p>	<p>Initiates, plans and implements changes in services/process/policy/procedure at an organisational/regional/national level.</p> <p>Influences change at an organisational and national level.</p> <p>Interprets organisational and national drivers for changes into organisational or national policy.</p>
	<p>Critically evaluates the complexity of the project, reasons for success/failure of project, and own role in managing change in workplace or area of practice.</p>	<p>Critically evaluates project management, implementation of change and success/failure of project.</p>	<p>Critically evaluates of project delivery.</p> <p>Leads on actions to resolve reasons why change may not have occurred, or may not have been as widespread as planned.</p>
	<p>Demonstrates application of lessons learnt from previous experience and local colleagues.</p>	<p>Demonstrates application of lessons learnt from previous experience, colleagues within the organisation, and national and international literature.</p>	<p>Demonstrates critical application of lessons learnt from national and international literature, and other experts in area of practice.</p>

Management – Strategic Planning

STRATEGIC PLANNING (4.8)	ADVANCED STAGE I	ADVANCED STAGE II	MASTERY
Developmental Descriptors	<p>Demonstrates ability to think 4-12 months ahead within a defined area. Plans the work programme to align with strategy.</p> <p>Demonstrates understanding of formal structures.</p>	<p>Demonstrates ability to think over a year ahead within a defined area.</p> <p>Demonstrates understanding of culture and climate and ability to plan with the whole of the organisation in mind.</p>	<p>Thinks long term and sector wide. Takes the long- term perspective.</p> <p>Demonstrates understanding of organisational politics and changes in the external environment</p>
Suggested knowledge, skills, experience and behaviours	<p>Demonstrate awareness of current professional issues (including changing priorities) and works as part of a team to affect the change or prepare for impact of that change.</p>	<p>Proactively identifies potential future opportunities and challenges for service/speciality (e.g. horizon scanning).</p>	<p>Proactively identifies potential future opportunities and challenges for service/organisation/speciality at a higher level (e.g. nationally/internationally).</p> <p>Contributes to strategic planning to address potential future opportunities and challenges for service/organisation/speciality.</p>
	<p>Proactively manages data collection to prepare routinely required reports (e.g. financial reports, clinical governance reports).</p>	<p>Participates in drawing up business cases for submission to organisation (e.g. Trust or company).</p>	<p>Initiates and develops business cases.</p>
	<p>Reviews policies and procedures to agreed schedule.</p>	<p>Integrates service developments locally with organisational/national strategic changes.</p>	<p>Develops strategy at a higher level in line with long term priorities.</p>

Management – Working across Boundaries

WORKING ACROSS BOUNDARIES (4.9)	ADVANCED STAGE I	ADVANCED STAGE II	MASTERY
Developmental Descriptors	Demonstrates ability to extend boundaries of service delivery within the team.	Demonstrates ability to extend the boundaries of the service across more than one team.	Demonstrates the value of extending service delivery across boundaries in the external environment.
Suggested knowledge, skills, experience and behaviours	Takes on new responsibilities/activities that expand service area of practice.	Takes on responsibilities/activities that contribute to wider service/specialist/organisational agenda.	Leads on multidisciplinary and multiagency agendas.
	Demonstrates knowledge of (and experience where appropriate) of cross-sector working.	Undertakes cross-sector working. Identifies areas/possibilities for cross-sector working in area of practice.	Leads on cross-sector working. Implements or plans for cross-sector working in speciality/area of practice.
	Works across boundaries within the organisation.	Works at a strategic level with external organisations and wider agencies.	Works at a strategic level with external organisations and wider agencies across boundaries at a higher level.