

No.	<b>1. Expert Professional Management</b> <i>Responsible for the standards of pharmaceutical care for the organisation.</i>			
	Competency	Competency Level Descriptors		
		Foundation	Excellence	Mastery
1.1	Expert Skills and Knowledge	<p>Demonstrates specialist pharmaceutical knowledge in a defined area(s)</p> <p>Is able to plan, manage, monitor, advise and review specialist pharmaceutical care programmes for patients in defined area(s)</p>	<p>Demonstrates advanced pharmacy knowledge in all areas of practice with a clear understanding of processes employed in each area for service delivery.</p> <p>Interprets and monitors national drug related Policies and directives and is aware of the implications of the Medicines Act 1968.</p>	<p>Responsible for service delivery and staffing issues in all areas of pharmacy practice.</p> <p>Is accountable to the Chief Executive for knowledge, implementation and monitoring of all national drug related Policies and directives and interpretation of the Medicines Act 1968.</p> <p>Is accountable for risk management issues relating to medicines in the trust and development of a strategy to manage medicines.</p>
1.2	Patient Care Responsibilities	<p>Is accountable for the delivery of a pharmacy service to a defined group of patient</p> <p>Demonstrates transmural care in dealing correctly with direct questions from other healthcare professionals</p>	<p>Is accountable for the direct delivery of the pharmacy service for the defined area(s)</p> <p>Is aware of the risks of becoming part of the “system” for patients and demonstrates respect in taking their opinions seriously</p>	<p>Is accountable for the direct delivery of the pharmacy service in the organisation.</p> <p>Demonstrates the ability to deal with cultural differences in presentation and experience of complaints from service users.</p>
1.3	Reasoning and Judgement	<p>Demonstrates ability to use skills to make decisions in complex situations where there are several factors that require analysis, interpretation and comparison</p> <p>Learns from past decision taking process and results.</p> <p>Demonstrates an ability to see situations holistically</p>	<p>Demonstrates ability to use skills to manage difficult and dynamic situations</p> <p>Demonstrates ability to make decisions in the absence of evidence or data or when there is conflicting evidence or data</p>	<p>Is accountable for all decisions made by staff working in the department, in the absence of evidence or data or when there is conflicting evidence or data.</p> <p>Demonstrates the ability to explain the processes taken in interpretation of complex data and risk management issues when making a decision</p>

1.4	<b>Professional Autonomy</b>	<p>Is able to take action based on own interpretation of broad professional policies/procedures where necessary</p>	<p>Is able to interpret overall health service policy and strategy, in order to establish goals and standards.</p>	<p>Is responsible for imposing professional opinion and fact when considering complex decisions and actions.</p> <p>Undertakes corporative responsibility for all actions and decisions taken by staff working in the department</p>
1.5	<b>Effective and Strategic Influencing</b>	<p>Deliberately plans an approach that will be successful with a particular audience or interest group</p> <p>Relies on facts and figures to convince others of a certain course of action</p>	<p>Uses subtle influencing tactics, such as lobbying before a meeting, which fit with the particular situation.</p> <p>Understands the need to use informal persuasion and provision of information, to influence others over whom they have no formal authority.</p>	<p>Uses complex and multi-layered influencing strategies.</p> <p>Builds and uses extended network of influence, understanding that organisations are changing role and shape</p>
1.6	<b>Personal Resources</b>	<p>Is positive about own ability to succeed. Draws on relevant experience and is optimistic about achievement of goals even when the going is tough.</p> <p>Is aware of their own feelings and has the ability to come to terms with a personal error.</p> <p>Remains calm in a crisis and resists the temptation to take over when leadership has been delegated to others or when working in collaboration with other</p>	<p>Rises to, and relishes, a range of challenges. Feels able to succeed and is prepared to stand up and be counted. Has the confidence to involve others in support of a particular goal.</p> <p>Recognises how challenges to their personal values are likely to trigger certain responses in them</p> <p>Recognises that temporary withdrawal from a stressful situation for reflection, recuperation or advice from peers may be beneficial</p>	<p>Takes on very stretching challenges that others may back away from. Is able to challenge others in position of power in pursuit of a specific goal. May be a "lone voice" challenging the status quo, but will always be able to back up their position with evidence that the action is aimed at achieving service improvement.</p> <p>Knows their own strengths, and limitations, in providing leadership that makes a difference to patients and users</p> <p>Is able to absorb and deal constructively with criticism, seeking support as necessary.</p>

		<b>partners</b>	<b>Uses practical situations as a basis for critical self-reflection</b>	
1.7	<b>Integrity</b>	<p><b>Understands the need for honesty and personal belief with all actions taken and decisions made</b></p> <p><b>Delivers on what they have promised, or is open about their short-comings</b></p> <p><b>Attributes importance to what others think about his or her conduct</b></p>	<p><b>Demonstrates the ability to recognise own negative and positive feelings when making and taking decisions</b></p> <p><b>Chooses transparency to create an environment of openness in all communication</b></p>	<p><b>Is able to recognise own negative feelings or mistakes and takes actions which are consistent with values and beliefs.</b></p> <p><b>Stands up for what is right in terms of leading and developing pharmacy services, even when it is difficult to do so.</b></p> <p><b>Is prepared to support others who are acting consistently with core values</b></p> <p><b>Is meticulous with professional secrecy when communicating with colleagues and acquaintances</b></p>
1.8	<b>Resilience</b>	<p><b>Understands the need for personal resilience in order to deliver a service within the local environment</b></p>	<p><b>Understands and demonstrates the need to be patient to achieve long term goals, seeking appropriate help to resolve on-going issues and responding calmly and positively to difficult situations.</b></p> <p><b>Demonstrates the ability to discuss shortcomings or failures without losing faith in his or her own competence</b></p>	<p><b>Demonstrates ability to see possibilities in negative situations and analyses reasons for failure.</b></p> <p><b>Looks to the longer term, seeking to leave a legacy of improved pharmacy services with enduring benefits for stakeholders.</b></p> <p><b>Recovers rapidly after a troublesome discussion/event</b></p>
1.9	<b>Intellectual Flexibility</b>	<p><b>Is open to new information and views from different professional areas.</b></p>	<p><b>Makes sense of disparate information; sees trends and patterns</b></p> <p><b>Is adept at moving between significant detail</b></p>	<p><b>Crystallises key points from a mass of disparate information and makes sense of complex situations</b></p>

			on the ground and the big picture	Develops new ways of explaining something complex, or sees beyond the obvious, so that others are able to understand.
1.10	<b>Managing Stress</b>	Is able to recognise actions and events which contribute to the harmful effects of stress on personal well-being.	Undertakes positive action to minimise the potentially harmful effects of stress and to maintain health and well-being.	Ensures conflict and arising tension in a team as a consequence of stress is minimised
1.11	<b>Achieving work-life balance</b>	Aware of the need to maintain the capacity to enjoy life outside work for self.	Manages workflow appropriately and refers to colleagues to maintain the capacity to enjoy life outside work for self.	Refers to colleagues externally when appropriate to maintain the capacity to enjoy life outside work for self and department staff.

No.	2. Building Working Relationships			
	<i>Is able to communicate, establish and maintain working relationships and gain the co-operation of others</i>			
	Competency	Competency Level Descriptors		
Foundation		Excellence	Mastery	
2.1	<p><b>Communication</b> Including ability to:</p> <ul style="list-style-type: none"> <li>• Persuade</li> <li>• Motivate</li> <li>• Negotiate</li> <li>• Empathise</li> <li>• Provide Reassurance</li> <li>• Listen</li> <li>• Influence</li> <li>• Be sensitive</li> </ul> <p>And</p> <ul style="list-style-type: none"> <li>• Networking Skills</li> <li>• Presentation Skills</li> </ul>	<p>Demonstrates use of appropriate written, verbal or non-verbal communication to gain the co-operation of individual patients, colleagues and clinicians</p> <p>Demonstrates ability to communicate where the content of the discussion is explicitly defined</p>	<p>Demonstrates use of appropriately selected written, verbal or non-verbal communication skills to gain co-operation of small groups of patients, colleagues, senior clinicians and managers within the organisation</p> <p>Demonstrates ability to communicate where the content of the discussion is based on opinion</p>	<p>Demonstrates ability to present complex, sensitive or contentious information to large groups of patients, <b>Consultants</b> and senior managers at <b>trust Executive Team level</b></p> <p>Demonstrates ability to communicate in a hostile, antagonistic or highly emotive atmosphere with sensitivity as appropriate.</p> <p><b>Distinguishes between professional and personal concerns in negotiating</b></p>
2.2	<p><b>Teamwork and Consultation</b></p>	<p>Demonstrates ability to work as a member of the pharmacy team</p> <p>Recognises personal limitations and is able to refer to more appropriate colleague</p>	<p>Demonstrates ability to work as an acknowledged member of a multidisciplinary team</p> <p>Accepts consultation for specialist advice from within the organisation</p>	<p>Works across boundaries to build relationships <b>with peers and colleagues</b>; and shares ideas, information, plans and resources – giving constructive feedback on performance when necessary</p> <p>Sought as an opinion leader both within the organisation and in the external environment</p>

No.	<b>3. Leadership</b>			
	<i>Inspires individuals and teams to achieve high standards of performance and personal development</i>			
	Competency	Competency Level Descriptors		
Foundation		Excellence	Mastery	
3.1	<b>Strategic Context</b>	<p>Demonstrates an understanding of the needs of stakeholders and practice reflects both local and national health care policy</p> <p><b>Assesses what is happening on the ground, asking patients and staff about their experience of the service</b></p>	<p>Demonstrates ability to incorporate national healthcare policy to influence local strategy.</p> <p><b>Demonstrates an understanding of the need for succession planning in line with Local political drivers and service needs</b></p> <p><b>Demonstrates an understanding of the structure of the NHS and function of agencies contributing to health improvement</b></p> <p><b>Accesses local networks for information and to benchmark own services</b></p>	<p>Demonstrates active participation in <b>consultation on national pharmaceutical</b> health care policies.</p> <p><b>Demonstrates active participation in succession planning in line with National and Local political drivers and service needs</b></p> <p><b>Utilises an understanding of the structure of the NHS and function of healthcare agencies at Executive team level to augment the trust strategy.</b></p> <p><b>Keeps abreast of national developments in pharmacy and healthcare issues, through active involvement in national networks.</b></p>
3.2	<b>Clinical Governance</b>	Demonstrates understanding of the pharmacy role in clinical governance. Implements this appropriately within the organisation	Influences the clinical governance agenda at a <b>higher level.</b>	<p><b>Contributes and leads</b> the clinical governance agenda at a higher level.</p> <p><b>Leads on Medicines Management</b></p>
3.3	<b>Vision</b>	Demonstrates understanding of, and contributes to, the department and corporate vision.	Creates vision of future and translates this into clear directions for staff and supervisors	Persists and convinces others to share corporate and personal vision at a higher level including demonstrating political astuteness

		Understands what is, and is not possible in a given local or national climate and culture.	Understands the “politics” in terms of pharmacy and organisational context	<p>Understands the underlying social, political and historical factors shaping local and national realities of pharmacy services, and uses this understanding to get things done.</p> <p>Knows who the key influencers are and how to go about involving them to shape and deliver change across the healthcare system</p>
3.4	<b>Innovation</b>	Demonstrates ability to improve quality within limitations of service. Requires limited supervision	Recognises and implements innovation from the external environment. Does not require supervision	Takes the lead to ensure innovation produces demonstrable improvement in service delivery and medicines management.
3.5	<b>Service Development</b>	<p>Reviews last year’s progress and develops clear plans to achieve results within priorities set by others.</p> <p>Reacts to current issues and problems and does so decisively</p>	<p>Develops clear understanding of priorities and formulates practical short-term plans in line with department strategy.</p> <p>Anticipates and takes action to avoid an approaching problem that might interfere with effective service delivery.</p>	<p>Relates goals and actions to strategic aims of organisation and profession.</p> <p>Thinks through and actions decisions, goals and priorities that can further the stated strategy for health and service improvement over the next year or so.</p> <p>Identifies the implications and risks of alternative courses of action; goes out to make these work, looking beyond existing organisational boundaries.</p>
3.6	<b>Motivational</b>	Demonstrates ability to motivate <b>peers</b> to achieve goals	<p>Demonstrates ability to motivate <b>and inspire</b> individuals in the team.</p> <p>Demonstrates an understanding of leadership qualities and purpose of staff empowerment</p>	<p>Demonstrates ability to motivate <b>and inspire</b> individuals at a higher level.</p> <p>Develops leadership qualities and empowers others through supervision and constructive feedback</p>
		<b>Demonstrates understanding for the need to</b>		

3.7	Delegation	delegate appropriately in order to maintain effective leadership	Delegates appropriately	Delegates appropriately and actively seeks development opportunities for staff
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No.	<b>4. Management</b> <i>Organises and delivers service objectives in a timely fashion</i>			
	Competency	Competency Level Descriptors		
		Foundation	Excellence	Mastery
4.1	<b>Implementing National Priorities</b> eg.DOH, NSF	Demonstrates understanding of the implications of national priorities for the team	Shapes the response of the team to national priorities.	<b>Achieves and is</b> accountable for the direct delivery of national priorities at a higher level.
4.2	<b>Resource Utilisation</b>	Demonstrates understanding of the process for effective resource utilisation	<p>Demonstrates ability to effectively manage resources.</p> <p>Uses financial monitoring competently and acts on what it reveals.</p> <p>Negotiates for and manages resources</p>	<p><b>Demonstrates ability to reconfigure the use of available resources.</b></p> <p>Demonstrates ability to monitor, interpret and influence budgets at a higher level.</p> <p>Sets clear and achievable milestones for the financial delivery of plans and monitors progress against them.</p>
4.3	<b>Standards of practice</b>	<b>Contributes</b> and conforms to, relevant standards of practice	Accountable for the <b>development</b> and monitoring of <b>pharmacy</b> standards of practice <b>with input from outside organisations</b>	Accountable for the <b>implementation</b> and monitoring of <b>pharmacy</b> standards at a higher level
4.4	<b>Managing Risk</b>	Demonstrates ability to identify and resolve risk management issues according to policy/protocol	<p>Is accountable for developing risk management policies/protocols for the team, including identifying and resolving new risk management issues</p> <p>Establishes reviews to ensure actions are identified and put into practice to reduce risks.</p>	<p>Is accountable for developing risk management policies/procedures at a higher level, including identifying and resolving new risk management issues</p> <p>Ensures the actions that are identified to reduce risk are put into practice and are effective at a higher level.</p>
4.5	<b>Managing Performance</b>	<p>Follows professional and organisational policies/procedures relating to performance management. Refers appropriately to colleagues for guidance.</p> <p><b>Chooses the right time and place to comment on functioning</b></p>	<p>Is accountable for performance management for the team</p> <p><b>Intervenes swiftly and consistently when performance is slipping, using the appropriate processes.</b></p>	<p>Is accountable for performance management at a higher level.</p> <p>Addresses <b>team</b> performance issues effectively – taking disciplinary or remedial action when appropriate.</p>

				<b>Challenges and confronts conflict, especially where this is impacting on service delivery and standards,.</b>
4.6	<b>Project Management incl business case and funding issues</b>	Demonstrates understanding of the principles of project management <b>and contributes to the process.</b>	Demonstrates ability to successfully manage a project or group of projects at team level.	Demonstrates ability to successfully manage a project or a group of projects at a higher level
4.7	<b>Managing Change</b>	Demonstrates understanding of the principles of change management	Demonstrates ability to manage a process of change for the team	Demonstrates ability to manage a process of change at a higher level.
4.8	<b>Strategic Planning</b>	Demonstrates ability to think 4-12 months ahead within a defined area. Plans the work programme to align with strategy. Demonstrates understanding of formal structures  Analyses trends and uses means to research and secure relevant information	Demonstrates ability to think over a year ahead within a defined area. Demonstrates understanding of culture and climate and ability to plan with the whole of the organisation in mind  Demonstrates an understanding of the impact of new developments, shifts in political emphasis or priorities through change in organisational politics.  Scans for potential opportunities where information may be useful in the future and inform longer term strategy-	Thinks long term and sector wide. Takes the long-term perspective.  Uses shifts in political emphasis or priorities through change in organisational politics to undertake high and complex levels of influencing.  Recognises and interprets organisational culture and language to achieve desired results
4.9	<b>Working Across Boundaries</b>	Demonstrates ability to extend boundaries of service delivery within the team  <b>Expresses positive expectations of internal and external stakeholders</b>	Demonstrates ability to extend the boundaries of the service across more than one team  <b>Summarises progress, taking account of differing viewpoints, so as to clarify understanding and to establish common ground</b>	Demonstrates the value of extending boundaries across professions/in the external environment.  <b>Maintains positive expectations of other stakeholders, even when provoked, and strives to create the conditions for successful partnership working in the long term.</b>  <b>Ensures the strategy for healthcare improvement is developed in a cohesive and</b>

				<b>“joined up” manner</b>
<b>4.10</b>	<b>Human Resources</b>	<b>Is able to follow human resources Policies and understand employment legislation</b>	<b>Is able to take action based on human resources Policies and interpretation of employment legislation within the team</b>	<b>Is accountable for implementing human resources Policies and interpreting employment legislation at a higher level</b>

No.	<b>5. Education, Training &amp; Development</b>			
	<i>Supports the education, training &amp; development of others. Promotes a learning culture within the organisation.</i>			
	Competency	Competency Level Descriptors		
Foundation		Excellence	Mastery	
5.1	<b>Role Model</b>	Understands and demonstrates the characteristics of a role model to members of the team	Demonstrates the characteristics of an effective role model at a higher level	Is able to develop effective role model behaviour in others
5.2	<b>Mentorship</b>	Demonstrates understanding of the mentorship process	Demonstrates ability to effectively mentor others within the team	Demonstrates ability to effectively mentor outside the team.
5.3	<b>Conducting Education &amp; Training</b>	Demonstrates ability to conduct teaching efficiently according to a lesson plan with supervision from a more experienced colleague	Is able to assess the performance and learning needs of others  Demonstrates ability to plan a series of effective learning experiences for others	Demonstrates ability to design and manage a course of study, with appropriate use of teaching, assessment and study methods
5.4	<b>Continuing Professional Development</b>	Demonstrates self-development through routine Continuing Professional Development activity with facilitation	Facilitates Continuing Professional Development	Shapes and contributes to the Continuing Professional Development strategy at a local (outside of discipline) or external (within discipline) levels.
5.5	<b>Links Practice and Education</b>	Participates in the formal education of undergraduate and postgraduate students	Participates in the education and training of formal specialist interest groups in the external environment	Shapes, contributes to or is accountable for the creation or development of higher education qualification(s)
5.6	<b>Educational Policy</b>	Demonstrates an understanding of current educational policies in health services	Demonstrates ability to interpret national policy in order to design strategic approaches for local workforce education	Shapes and contributes to national educational policy.

No.	<b>6. Research &amp; Evaluation</b>			
	<i>Uses research to deliver effective practice. Identifies and undertakes research to inform practice.</i>			
	Competency	Competency Level Descriptors		
Foundation		Excellence	Mastery	
6.1	<b>Critical Evaluation</b>	Demonstrates ability to critically evaluate medical and review pharmacotherapeutic literature	Demonstrates application of critical evaluation skills in the context of specialist practice	Is recognised as undertaking peer review activities within the speciality.
6.2	<b>Identifies Gaps in The Evidence Base</b>	Demonstrates ability to identify instances where there is a gap in the evidence base to support practice	Demonstrates ability to formulate appropriate and rigorous research questions within the speciality	Demonstrates ability to design a successful strategy to address research questions within the speciality.
6.3	<b>Develops and Evaluates Research Protocols</b>	Demonstrates ability to describe the core features of research protocols	Demonstrates ability to design a rigorous protocol to address previously formulated research questions	Demonstrates active involvement in the critical review of research protocols.
6.4	<b>Creates Evidence</b>	Demonstrates ability to generate evidence suitable for presentation at local level	Demonstrates ability to generate new evidence suitable for presentation at research symposium	Demonstrates authorship of primary evidence and outcomes in peer reviewed media.
6.5	<b>Research Evidence Into Practice</b>	Demonstrates ability to apply research evidence into own practice	Demonstrates ability to apply evidence-based practice within the team	Is able to use research evidence to shape organisational policy/procedure.
6.6	<b>Supervises Others Undertaking Research</b>	Demonstrates understanding of the principles of research governance	Is able to contribute to research supervision in collaboration with research experts.	Is a research project supervisor for postgraduate students.
6.7	<b>Establishes Research Partnerships</b>	Demonstrates ability to work as a member of the research team	Demonstrates ability to establish new multidisciplinary links to conduct research projects	Demonstrates ability to show leadership within research teams concerning the conduct of specialist research.