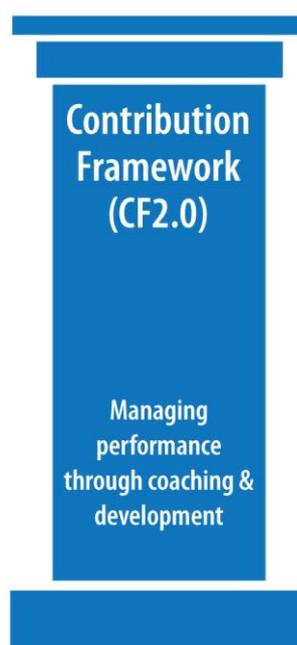


Contribution Framework 2.0

Achieving high performance one conversation at a time

CF2 Coach Information Pack



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What is CF2?

Contribution Framework 2.0 (known as CF2) is new approach for performance reviews that moves away from a ‘one size fits all’ traditional appraisal process to a person-centred,

forward focused approach. At the heart of CF2 is the premise we succeed **One Conversation at a Time** through a developmental and coaching approach.

The principle behind CF2 is to empower and create conditions for people to perform at their best. It does this by:

1. Providing clear expectations for all

CF2 ensures that all staff understand the connection between NCA and Care Organisation goals to their individual objectives through the “golden thread”. This makes certain that every single person knows how they can make a difference to the quality of the care and services we provide.

2. Providing effective and regular feedback

CF2 is all about continuous feedback on what’s working well and what isn’t, as opposed to just receiving this feedback once a year. CF2 enables regular and in the moment feedback through quarterly contribution discussions.

3. Providing motivation to do a great job

The ethos of CF2 is ensuring that all staff feel valued and appreciated for the difference they make and they are recognised for their contribution.

CF2 Terminology

The language used in CF2 aims to move away from traditional appraisal terminology to enable the shift in mind-set and culture.

Traditional Terminology

Performance review



CF2 Terminology

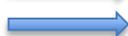
Contribution
discussion/conversation

Appraiser/ Reviewer



CF2 Coach

Appraisee/ Reviewee



CF2 Coachee

The visible connection of NCA priorities and goals to team and individual targets and objectives



Golden thread

As a CF2 Coach, what’s in it for me?

- Regular conversations with my CF2 Coachees
- A way to connect my team to the departmental and organisational mission, providing a sense of purpose and contribution, and clarity of role and objectives.
- Opportunity to spot talent, and provide targeted development to enable my staff to reach their potential
- A mechanism to spot early warning signs, give in the moment feedback and address potential issues early
- A happier, engaged, and high performing workforce

As a CF2 Coachee, what’s in it for me?

- Clarity about what is expected of me through clear standards and objectives

- Connection to the NCA objectives and knowing I make a difference
- Regular conversations with my CF2 coach, with regular feedback, support and encouragement
- Recognition of my achievements
- Targeted development and in the moment feedback to help me improve my performance

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How will CF2 be implemented?

Socialisation and skills workshops will be critical to embedding the new approach. Roll-out of this training will begin in October 2018 running through to May/June 2019.

All CF2 Coaches to need undertake the following in any order to be able to use the new paperwork and commence contribution discussions with staff:

1. Attend a half-day CF2 Coach Workshop
2. Complete the CF2 Coach e-learning module

CF2 Coach Socialisation Workshops

A number of half-day CF2 Coach Workshops are available across all Care Organisations.

Objectives of these workshops include:

- The philosophy, context and approach of the new CF2
- How you can contribute to a cultural shift in which CF conversations are meaningfully seen as everyday encounters
- What it means for you in terms of purpose, mind-set and behaviours (Skillset)

By the end of the workshop CF2 Coaches will:-

- Have a better understanding of your own skill development needs in the context of CF2, and changes you need to make to be more effective in managing performance and role modelling behaviours
- Increase your confidence in how to approach and effectively engage staff with CF2 to stimulate excitement and commitment towards engaging conversations

To book onto a workshop, please visit the intranet page:

<http://nww.pat.nhs.uk/Programmes-and-Projects/cf2-workshops.htm>

CF2 E-learning Modules

- **CF2 E-learning for Coach** - following attendance at the socialisation workshops all Coaches are required to complete the e-learning programme - preferably before they complete their first CF2 conversation. The programme provides a refresher of the workshop and builds on the skills required. All slides can be printed and used as an aide memoire/ tips for success.

- **CF2 E-learning for Coachee** - providing guidance and support for all Coachees on what CF2 is and how they can prepare for and approach CF2 conversations to ensure it is a positive experience with clear outcomes Salford | Oldham | Bury | Rochdale | North Manchester

Additional CF2 Coach Resources & Toolkits

Toolkits and resources are available on an ongoing basis to support you to refresh and top up your skills.

Toolkits

Coaching
Conversations



CF2 Coaching
Conversations Toolkit

Challenging
Conversations



CF2 Challenging
Conversations Toolkit

Delivering
Effective
Feedback



CF2 Effective
Feedback Toolkit.pdf

Career
Conversations



CF2 Career
Conversations Toolkit

Setting
Meaningful Goals
& Objectives



CF2 Goals &
Objectives Toolkit.pdf

Associated reading:

- Energy Investment Model <http://www.activeyesconsultants.co.uk/understanding-team-energy-investment-model/>
- 5 Tribes. <https://timeline.com/early-adopter-laggard-24d291e9f06a>
- Circle of Concern <https://www.habitsforwellbeing.com/the-circle-of-concern-and-influence/>
- COMS-B <https://www.laterlifetraining.co.uk/com-b-behaviour-change-model-mitchie-et-al-2011/>
- Action -centred Leadership - John Adair <https://expertprogrammanagement.com/2011/08/action-centred-leadership-john-adair/>
- Transactional Analysis: Adult/Parent/Child Ego States <https://www.pocketbook.co.uk/blog/2017/10/17/transactional-analysis/>

E-learning skills modules

Coaching Skills

At the end of this module delegates will:

- Be able to identify and understand the principles of coaching
- Understand how coaching can be used in the work context
- Be able to apply a simple model for coaching – GROW
- Be clear about the coach / coachee relationship.

This can be accessed at:

<http://www.nwyhelearning.nhs.uk/elearning/yorksandhumber/shared/CoachingSkills/PREVIEW/index.html>

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Delivering Effective Feedback

At the end of this module delegates will:

- Be able to identify the key skills of giving and receiving feedback
- Understand the key communication skills required to use feedback
- Identify how Emotional Intelligence plays a crucial role in the feedback process
- Understand how feedback impacts on individual and team dynamics

This can be accessed at:

<http://www.nwyhelearning.nhs.uk/elearning/yorksandhumber/shared/FeedbackUsingEI/PREVIEW/index.html>

Dealing with Difficult People

At the end of this module delegates will:

- Be able to recognise the common behaviours of a 'Difficult' person.
- Understand the reasons why dealing with difficult people should not be avoided.
- Understand the LEAD model and how this can be a useful tool when dealing with difficult people.
- Understand how dealing with difficult people professionally and appropriately can have a positive outcome for all concerned.

This can be accessed at:

<http://www.nwyhelearning.nhs.uk/elearning/yorksandhumber/shared/DealingwithDifficultPeople/PREVIEW/index.html>

Performance Management

At the end of this module delegates will:

- Identify personal barriers to dealing with performance problems
- Set clear goals for yourself and your team members
- Be more effective in giving reward and encouragement for a job well done
- Identify and differentiate between performance and behaviour issues within the workplace
- Review a series of practical steps to implement this learning in the workplace and improve team performance.

This can be accessed at:

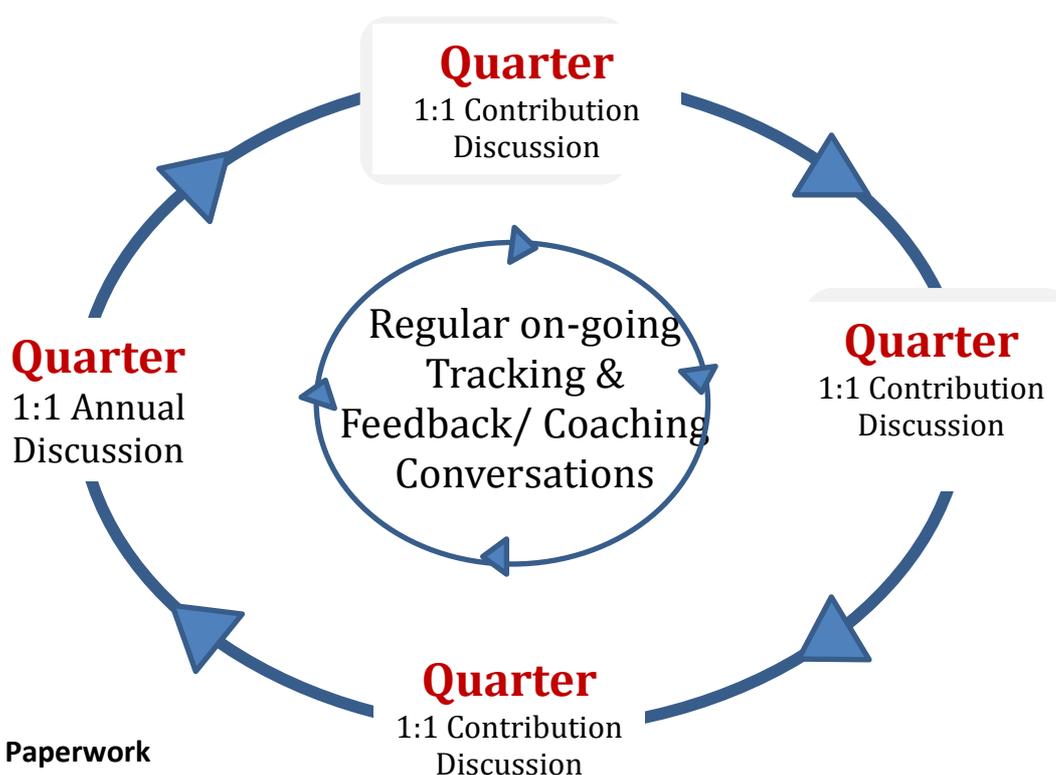
<http://www.nwyhelearning.nhs.uk/elearning/yorksandhumber/shared/PerformanceManagement/PREVIEW/index.html>

What does CF2 look like in practice?

CF2 involves regular conversations, with snapshots captured on a quarterly basis. While this may seem like more of the same, the reality is that the new system more closely follows the natural cycle of work. Ideally, conversations between CF2 Coaches and Coachees occur

when projects finish, milestones are reached or challenges pop up—allowing people to solve problems in current performance while also developing skills for the future. The conversations should be more holistic; and be about goals and strengths, not just about past performance.

The quarterly discussions are simply a way of formalising and capturing how an individual is doing against expectations at a given time. This is then briefly discussed again at the annual meeting to identify any key threads, but there is no single evaluation of performance.



CF2 Paperwork

There are two different sets of paperwork; quarterly paperwork which is to be completed during quarterly contribution discussions (3x per year), and annual paperwork which is to be completed during the annual discussion.

Golden thread conversations

A key principle of CF2 is golden thread conversations, which enable staff to see how their efforts contribute to the NCA missions and goals. This removes meaningless work that adds no value, and ensures everyone has a clear sense of purpose. As a CF2 coach, you are critical to the continuation by ensuring the NCA and Care Organisation objectives are meaningfully filtered down to your areas of responsibility.

Ideally, CF2 Coaches should have had their own annual CF2 meeting before they conduct the annual contribution discussions with their staff. This allows you to agree with your manager what your team priorities are for the next year. These team objectives will be driven by the service plan for your particular part of the NCA and make up part of the 'golden thread' that connects each individual's to those of their team, their division and through it to the overall Alliance goals. It is important that this is planned in advance, to ensure the cascade of objectives in a timely manner when the corporate objectives are launched. Your CF2 Ambassador is responsible for this, so speak to them if you have any queries.

CF2 Coach-Coachee ratios

To ensure successful implementation, we ask you to consider the Coach:Coachee ratio to ensure quality and frequency of contribution conversations. Consideration should be given to who might be the best CF2 Coach for each individual. The Coachee's line manager may be able to delegate CF2 discussions to another member of staff who has sufficient contact with the Coachee, has awareness of their role and is in a position to support their development.

Alignment to NCA People Processes

Poor Performance

There is a direct link between Coaches having difficult conversations as part of CF2 and the formal Capability & Conduct Process. CF2 is designed to provide a mechanism for poor performance to be addressed in a timely fashion through regular contribution conversations preventing formal processes needing to be initiated. If CF2 fails to deliver the desired uplift, the formal approach to tackling poor performance should be instigated with support of the HR team. CF2 Coaches can access active support from their HRBPs to help them address performance issues early.

Talent Management

Part of the NCA mission is to ensure we have the right people with the right skills in the right place to deliver on our strategic objectives.

As part of the People Strategy we are currently creating a Talent Management Strategy (TMS) which, underpinned by our principles of inclusion and diversity, aims to ensure talent is sourced, developed and retained to the benefit of the organisation, staff, and patients. The TMS will outline the process for nominating perceived "high potentials/top talent" identified through Career and Talent conversations. The process will be closely aligned with CF2 to support managers in identifying and developing their high potentials.

Where do I go for further support?

Checkout the CF2 intranet site and FAQ's <http://nww.pat.nhs.uk/Programmes-and-Projects/cf2-faqs.htm>

If you still have questions, check with your line manager or your dedicated Organisational Development Practitioner:

Salford

Cath Byrne, Nurse Leadership Development, Talent and Organisational Development Team

cath.byrne2@srft.nhs.uk

07730286390

North Manchester

Jo Sellar, OD Practitioner

Jo.Sellar@pat.nhs.uk

0161 720 2583 (42583)

Oldham

Michael Shelmerdine, Senior OD Practitioner / OD Business Partner (Oldham)

Michael.Shelmerdine@pat.nhs.uk

07971 826 450

Bury & Rochdale

Esther Brearley, OD Practitioner / Interim OD Business Partner (Bury & Rochdale)

Esther.Brearley@srft.nhs.uk

07967785946

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