CR&D Ratings Explained

Objectives:

Exceptional	I'm successfully achieving the objective to a standard well beyond what was expected. **Examples could include objectives or milestones delivered to a very high standard and/ or well before expected timescale.**
Successfully achieving	I'm on track to successfully achieving the objective or the agreed milestone for this timescale **Examples could include projects on track, milestones met, objectives delivered.**
Developing	I'm on track to achieving the objective but with areas that require improvement *or* some milestones for this timescale have not been met. **Examples could include some milestones have not been met; projects delivered but not quite to the standard expected.**
Not achieving	My performance in this area consistently falls below the standard expected and this has been discussed with me **Examples could include objectives have not been delivered; milestones not met.**
Not applicable	Progress on the objective or milestones was not possible due to factors outwith my control. **Examples could include funding has been withdrawn; priorities have changed; progress was dependent on a 3rd party**

Knowledge & Skills:

Exceptional	This is an area I am strong in and am actively sharing my knowledge with others. **This could include expertise, knowledge and skills shared willingly with others to the benefit of the team or organisation.**
Successfully achieving	I'm comfortable with this and know when to refer to experts in more complex situations.
Developing	I'm actively developing my skills and knowledge in this area *or* I'm new to this. *NB – it's highly likely that there will be lots of indicators marked 'developing' in the Capability Framework in the first year – and that's not a negative – the Framework is new and people will still be learning*
Not achieving	My performance in this area consistently falls below the standard expected and this has been discussed with me. **'Not achieving' recognises that some level of improvement is needed – this has been discussed, is in the person's own hands, but no satisfactory progress has been made towards improving.**
Not applicable	The indicator does not apply to my role

Behaviours:

Exceptional	I'm considered a role model by my peers and actively encourage others to behave this way. **This could include outstanding feedback received from colleagues or customers**
Successfully achieving	I consistently behave this way and am having a positive impact on my team, colleagues and customers. **This will include Guiding Principles being consistently demonstrated.**
Developing	I usually behave this way but there are occasions when my behaviours have a negative impact on my team, colleagues and customers **This might include some negative behaviours impacting on others.**
Not achieving	My performance in this area consistently falls below the standard expected and this has been discussed with me. **This will mean overall behaviour is impacting negatively on others.**

Team Assessment:

Exceptional	Our team is recognised by others as champions in this area; we actively encourage others to adopt this Principle
Successfully achieving	Our team consistently behaves this way; we have a positive impact on each other, on colleagues and on customers
Developing	Our team usually behaves this way but there are occasions when our behaviours have a negative impact on each other, on colleagues and on customers
Not achieving	Our team performance in this area consistently falls below the standard expected

In Summary:

Exceptional	***Exceptional performance*** – beyond what could have been reasonably expected – examples could include objectives or milestones delivered to a very high standard and/ or well before expected timescale; outstanding feedback received from colleagues or customers; expertise, knowledge and skills shared willingly with others to the benefit of the team or organisation *NB – unlike PR&D where exceeding was recognised annually, exceptional performance can be recognised at any stage in the year and as often as it happens*
Successfully achieving	***Great performance*** – just what the organisation is looking for; examples could include projects on track, milestones met, objectives delivered; development plan is progressing; Guiding Principles are being consistently demonstrated Of course 'successfully achieving' doesn't mean there is no room for development or improvement – people will always be developing – it simply recognises that the person is achieving what they've asked to achieve within the timescales and standards expected
Developing	***Getting there but with room for improvement*** – examples could include some milestones have not been met; projects delivered but not quite to the standard expected; some negative behaviours are impacting on others 'Developing' recognises that some level of improvement is needed – this improvement is possible and is expected *NB – it's highly likely that there will be lots of indicators marked 'developing' in the Capability Framework in the first year – and that's not a negative – the Framework is new and people will still be learning*
Not achieving	***Performance is not up to standard*** – examples could include objectives have not been delivered; milestones not met; overall behaviour is impacting negatively on others 'Not achieving' recognises that some level of improvement is needed – this has been discussed, is in the person's own hands, but no satisfactory progress has been made towards improving
Not applicable	***Progress has not been possible for reasons outwith the person's control*** – examples could include funding has been withdrawn; priorities have changed; progress was dependent on a 3rd party Examples could include funding has been withdrawn; priorities have changed; progress was dependent on a 3rd party