

where unwarranted variation is evident and support the transition needed to build sustainable services for the future. The presentation will discuss how the framework can be applied within hospice and palliative care settings, to meet the needs of people near to or at the end of life to achieve the overarching ambition as agreed in partnership with National Voices and the National Council for Palliative Care; 'I can make the last stage of my life as good as possible because everyone works together confidently, honestly and consistently to help me and the people who are important to me, including my carer(s).'

P-277 BEHAVE YOURSELF: IMPLEMENTING A BEHAVIOURS FRAMEWORK AS PART OF PERFORMANCE MANAGEMENT

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Background Staff are an organisation's biggest resource, largest investment and most significant asset. Encouraging staff to give their best is every organisation's greatest challenge. Managing performance is central to this. It is no longer sufficient for an organisation to focus on 'what' people do; they must also focus on 'how' staff are expected to do it. Encouraging exceptional behaviour through positive behaviour, attitude and approach encourages staff to recognise when they are at their best and a Behaviours Framework provides the structure that enables this.

Aim To design a Performance and Development Review (PDR) process with a Behaviours Framework at its core that links the organisation's core values with the exceptional behaviours and positive attitudes and approaches expected of all staff.

Methods Following a staff survey that highlighted concerns over how poor performance was managed, a review of multi-organisational performance management processes and behaviours frameworks was undertaken. Led jointly by HR and Education, an internal cross-organisational working group embarked on a six-month design and consultation period which concluded with intensive all staff training prior to implementation April 2017.

Results All staff are tasked with taking responsibility for the completion of their own PDR and having this in place by 30 June 2017. A quality assurance review will follow and a staff survey circulated asking for evaluative feedback. Any emerging issues will be assessed and addressed through further staff training.

Conclusion Longfield's new PDR and Behaviours Framework strikes a balance between managing the 'what' and the 'how' of staff performance. It provides staff and managers with a 'common language' and a framework with which to recognise exceptional and challenge unacceptable behaviour and attitude. It encourages a dialogue between staff and managers and celebration of the exceptional behaviour and attitude that Longfield demands of its most significant resource and asset – its staff!

P-278 'WORKING TOGETHER BECAUSE WE CARE' – DEVELOPING OUR NEW TALENT AND PEOPLE STRATEGY

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Background In June 2016 the Board approved an ambitious five-year strategy with the aim of 'Reaching more people'. The strategy depends on our ability to attract and retain dedicated, caring, skilled, high performing people across the hospice. We needed a Talent and People Strategy (T and PS) that would support our strategic aspirations.

Aims To develop a T and PS to ensure we have the right people with the right expertise, skills and values to meet our business needs both now and in five years' time.

Methods We engaged a senior Human Resources/Organisation Development practitioner to work with us to develop the strategy. We wanted them to use a rigorous and participative approach to:

- Consider what our workforce may look like in five years' time – including the potential to widen the role of volunteers
- Identify gaps in skills, expertise and competencies and plans to fill them
- Challenge pre- and/or mis-conceptions about structures, skill mix, role design, professional boundaries etc
- Consider talent management and succession planning so that we make best use of existing talent and capabilities.

Results 80% of our 406 paid staff (303 FTE) and many of our volunteers participated in a 'Fathoming the future' workshop, sharing ideas about what a future workplace might look like. The top ten priorities were shaped into five ambitions for our people that underpin the T and PS and provide the structure for a series of recommendations, actions and milestones for the next three years.

Conclusions By developing a T and PS in a structured and participative way we have a framework that enables us to make decisions around structures, skill mix, and succession planning and at the same time focus on the priorities that are most important to our staff, all in the context of an over-all plan which will best assure the success of our new strategy.

P-279 USING CREATIVE PRACTICE DEVELOPMENT METHODOLOGIES TO CREATE A PERSON-CENTRED RECRUITMENT PROCESS

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Background Marie Curie currently has 18 Practice Development Facilitators (PDFs) across the UK working in both hospice and community. The PDF role transitioned from the traditional Practice Educator role in August 2015, where the focus is now on facilitating learning and development opportunities rather than mandatory training. In partnership with Queen Margaret University the Practice Development Team