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Values Based Appraisal – Procedure

Introduction and Aim

At Cardiff and Vale University Health Board (CAVUHB), values are placed at the centre of everything the organisation does. These values guide actions, shape the culture, and define how care is delivered to patients and how colleagues support one another. The Values Based Appraisal (VBA) is a key tool that brings these values to life and supports the Learning and Development Policy.

CAVUHB is proud to be a values-driven organisation. This means values are not only spoken about—they are actively embedded into all people-related processes. The VBA process reflects this commitment by focusing on behaviours and contributions that align with the organisation's identity and aspirations.

The VBA is intended to be a meaningful, ongoing conversation for everyone. It provides an opportunity to reflect on current achievements, consider future aspirations, and explore how individual strengths can be developed. It also identifies how the organisation can offer support to help individuals reach their goals.

The aim is to unlock potential, nurture ambition, and build a workforce that is both sustainable and thriving in a rapidly evolving healthcare landscape. This approach supports CAVUHB's ambition to be a workplace where people feel inspired, where individuals are in roles that suit their strengths, and where everyone is empowered by shared values.

Through the VBA, the organisation seeks to foster a culture of engagement, motivation, and continuous growth—where every individual feels seen, supported, and valued.

Closely aligned with the VBA is succession planning—CAVUHB's commitment to identifying and nurturing future leaders and critical talent. Together, the VBA and succession planning

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form a strategic foundation for shaping the future of the workforce, one conversation at a time.

Objectives

- Clearly explain the principles behind the VBA
- Highlight the key responsibilities of both parties in making the process meaningful
- Outline the steps involved in conducting a VBA and how to effectively record outcomes
- Act as a springboard for both role and personal objectives
- To facilitate effective mapping against the Career Conversations Framework
- Introduce the VBA process as an enabler to succession planning
- Ensure Job Descriptions are reviewed and updated as appropriate to comply with all-Wales job evaluation policy and locally agreed procedure
- To inform colleagues about the training and resources available to support their development journey

Scope

This procedure applies to all employees who come under the Agenda for Change agreement. Separate procedures apply in respect of the appraising of Medical and Dental colleagues.

Equality and Health Impact Assessment

An Equality and Health Impact Assessment has not been completed as this Procedure is aligned to the Learning, Education and Development Policy and is covered by the EHIA developed for that Policy and its accompanying procedures.

Documents to read alongside this Procedure

- [VBA Guidance Document](#)
- [VBA Recording Booklet](#)
- [Inputting VBA discussion into ESR](#)
- [LED Policy](#)
- [Job Evaluation Policy and Procedure](#)
- [All Wales Pay Progression Policy](#)
- [Statutory and Mandatory Training Procedure](#)

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Summary of reviews/amendments			
Version Number	Date Review Approved	Date Published	Summary of Amendments
Trust 1	Jan 2006	Jan 2006	New Policy
UHB 1	13/09/2011	09/11/2011	Reviewed considering the re-launch of the Knowledge and Skills Framework within the UHB. Emphasis changed to reflect the importance of the KSF supporting an integrated appraisal system.
UHB 2	30/09/2014	07/10/2014	Reviewed considering the emphasis of a team based PADR approach. Section on CPD incorporated.
UHB 3	30/09/2020	20/10/2020	New document, replaces PADR Procedure, emphasis on Values Based Appraisal.
3a	23/09/21	09/11/2021	Accountable Executive updated to Executive Director of People and Culture Rolled forward for 1 years with no further changes.
4	29.06.22		Slight amendments to the wording and process for objectives.

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			Inclusion of responsibilities for Line Managers to monitor VBA compliance and ensure Pay progression reviews take place
5	26.11.25	04/12/2025	<ul style="list-style-type: none"> • Updated to version five • Rewritten introduction and aim • Updated objectives to clearly outline the purpose • Terminology updated (removal of staff – alternatives used) • Inclusion of the Job Evaluation Policy to documents to read • Refocused to remove embedding pay progression as a key element • Updated principles section (removed difficult to achieve targets) • Roles and responsibilities have been refined for both line manager and employee • Updated relevant hyperlinks • Updated the essence and importance of succession planning • Removal of the training section – referred to ECOD SharePoint instead • Updated workforce template • Objective 7 changed to reflect complying with the all-Wales job evaluation policy • Job review section added • Updated template • Flow chart added • Word amendment to pages 2 & 6 based on EPSG (26.11.25) feedback

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1	<p>Principles Governing the Vales Based Appraisal Process</p> <p>The Values Based Appraisal (VBA) conversation embeds the organisation’s values and behaviours into how individuals are supported and how their contributions are recognised. A key principle within the NHS Terms and Conditions states that “there should be mutual agreement and understanding of what is expected in terms of both tasks and behaviours.”</p> <p>Under the Agenda for Change Terms and Conditions, annual appraisals are a mandatory requirement for all employees. However, best practice highlights that development should be an ongoing dialogue—not limited to a single annual event. Instead, it should be a continuous process of feedback and development between the appraiser and the appraisee (who may be a line manager or a designated appraiser), culminating in a formally recorded annual appraisal.</p> <p>It is essential that all colleagues understand how their work contributes to Cardiff and Vale UHB’s strategic objectives, as outlined in the Shaping Our Future Wellbeing Strategy. To support individuals in achieving their objectives, a Development Action Plan is jointly created by the appraiser and appraisee. This plan identifies learning and development needs, sets goals, and outlines how these will be met within a defined timeframe. This approach helps ensure fair and equitable access to resources and development opportunities across the organisation.</p>
2	<p>Roles and responsibilities – Line Manager</p> <p>Effective preparation is essential to ensure a meaningful and productive VBA conversation takes place. As a line manager, it is expected that you will:</p> <p>1. Understand the Process</p> <ul style="list-style-type: none"> • Familiarise yourself thoroughly with the VBA process and supporting documentation • Encourage and support your employee to review the VBA guidance information available on the ECOD SharePoint in advance, so they are well informed and prepared for the discussion

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2. Prepare for the Conversation

- Get to know your employee, understand their needs, interests and personal circumstances (consider referencing the My Health Passport)
- Review your employees completed appraisal submission and note any key points or questions for discussion
- Reflect on the individuals progress, development needs, and any relevant outcomes from the succession review meeting (if applicable)
- Consider any supporting documentation, such as:
 - Feedback from colleagues or stakeholders
 - Specific examples of work or achievements
 - Past objectives and performance outcomes

3. Create the Right Conditions

- As much as possible, ensure the meeting is scheduled with protected time, free from interruptions
- Choose an appropriate private environment
- Endeavor to facilitate protected time for your employee in advance to complete their documentation, whilst integrating this into their role as much as possible
- Prepare yourself mentally and have sufficient time beforehand to engage fully in the conversation

4. Conduct and Record the Appraisal

- Use the VBA template on ESR to record:
 - Date of the appraisal
 - Placement on the Career Conversation Framework
 - Development Action Plan
 - Pay progression details (if applicable)
 - Job Description review

5. Compliance

- Monitor VBA compliance within your team to ensure all appraisals are completed on time

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3	<p>Roles and Responsibilities – Employee</p> <p>Your VBA is a valuable opportunity to reflect on your progress, celebrate achievements, and shape your future development. To make the most of this conversation, its essential to prepare thoroughly.</p> <p>1. Understand the process</p> <ul style="list-style-type: none"> • Read the available VBA information on the ECOD SharePoint before your meeting to ensure you understand the purpose and structure of the conversation • Familiarise yourself with the overall VBA process and how it links to your role, development, and career progression <p>2. Reflect and Prepare</p> <ul style="list-style-type: none"> • Reflect on where you are in relation to your performance objectives, and how you demonstrate the UHB values and behaviours within your role • Consider what you want to achieve from this conversation, whether its feedback, support, development opportunities, or clarity on your career path <p>3. Supporting Evidence</p> <ul style="list-style-type: none"> • To support a rich and constructive discussion, consider gathering relevant evidence such as: <ul style="list-style-type: none"> ○ Consider the tools within the VBA toolkit ○ Feedback from managers, colleagues, service users and other stakeholders ○ Examples of work that demonstrate your impact ○ Progress against past objectives ○ Relevant frameworks <p>4. Mental Preparedness</p> <ul style="list-style-type: none"> • Your line manager will endeavour to set aside time for you to reflect and prepare for the meeting so you can engage fully and confidently • Engage with a positive and open mindset, ready to have an honest and forward-looking conversation
4	<p>Career Conversation Framework</p>

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	<p>The framework is designed to enable a conversation about the appraisee’s role, if both parties feel this will be a useful springboard for discussion. During the discussion the appraiser and appraisee will jointly decide the placement of the appraisee on the framework by agreeing a score on the horizontal scale for performance (towards better results) and the vertical scale for behaviour (towards better ways of working).</p>
5	Objectives and Development Action Plans
	<p>Alongside this conversation, both parties will need to discuss the support, learning and development the appraisee requires to meet their SMART objectives. This will result in a Personal Development Plan which is individualised for the appraisee.</p> <p>Further information and templates are available on the ECOD SharePoint</p>
6	Succession Planning: A Strategic Imperative
	<p>Succession planning is not just a workforce management tool — it is a strategic necessity for the sustainability and resilience of our UHB. It involves the proactive identification and development of future leaders, senior managers, and individuals for other business-critical roles, both in the short and long term. Succession planning, grounded in our values, ensures we are not only reacting to these challenges but anticipating them with a prepared, capable, and compassionate leadership pipeline. By aligning succession planning with compassionate leadership principles, we commit to nurturing talent in a way that is inclusive, values-driven, and conscious of the shadow we cast as leaders, both formal and informal.</p> <p>VBA’s serve as a vital catalyst in this process. By embedding meaningful, ongoing development conversations into the appraisal, we create space to explore individual career aspirations, leadership potential, and readiness for future roles. These conversations enable the co-creation of tailored Personal Development Plans that align with both individual ambitions and organisational needs.</p>

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	<p>In addition to formal training and development, effective succession planning must include practical, experiential learning opportunities — such as secondments, shadowing, project leadership, and cross-functional assignments — that prepare individuals for the realities of senior or specialist roles.</p> <p>To embed succession planning into our culture, we must also foster peer-to-peer leadership conversations. Managers should regularly engage with their counterparts to discuss talent pipelines, identify emerging gaps, and share insights on potential successors. These collaborative discussions help build a shared understanding of organisational needs and ensure a coordinated approach to talent development.</p> <p>Managers and their peers may consider conducting succession planning meetings to gain an understanding of the succession planning position of their immediate teams and those around them. This may further influence both the role and personal objectives of the team.</p>
7	Links with Pay Progression
	<p>Due to changes to the Terms and Conditions, pay step submissions will only take place after two, three or five years in post, depending on your pay band. Appraisals will continue to take place annually and are a requirement of this.</p> <p>If a pay award is due at the staff member’s pay step, then this will need to be recorded separately on ESR, with a meeting held 8-12 weeks prior to the pay step date. For managers to qualify for their pay step, all the team VBAs must be up to date.</p> <p>Further information is available via the P&C toolkits SharePoint.</p>
8	Job Description Review
	<p>Job Descriptions should be reviewed annually by the employee and the manager together, to ensure they accurately describe the role undertaken. The review may</p>

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be informal or formal as per the Job Evaluation Policy but should be reviewed in full every three years.

Bespoke (UHB) JDs should be updated to describe accurately the role undertaken. It is important for staff development to be recognised and validated, even if it does not lead to re-banding. A significant change may require application of the Job Evaluation process. If the changes cannot be agreed in partnership between the employee and the manager, then the dispute resolution process as described in the Respect and Resolution Policy should be used.

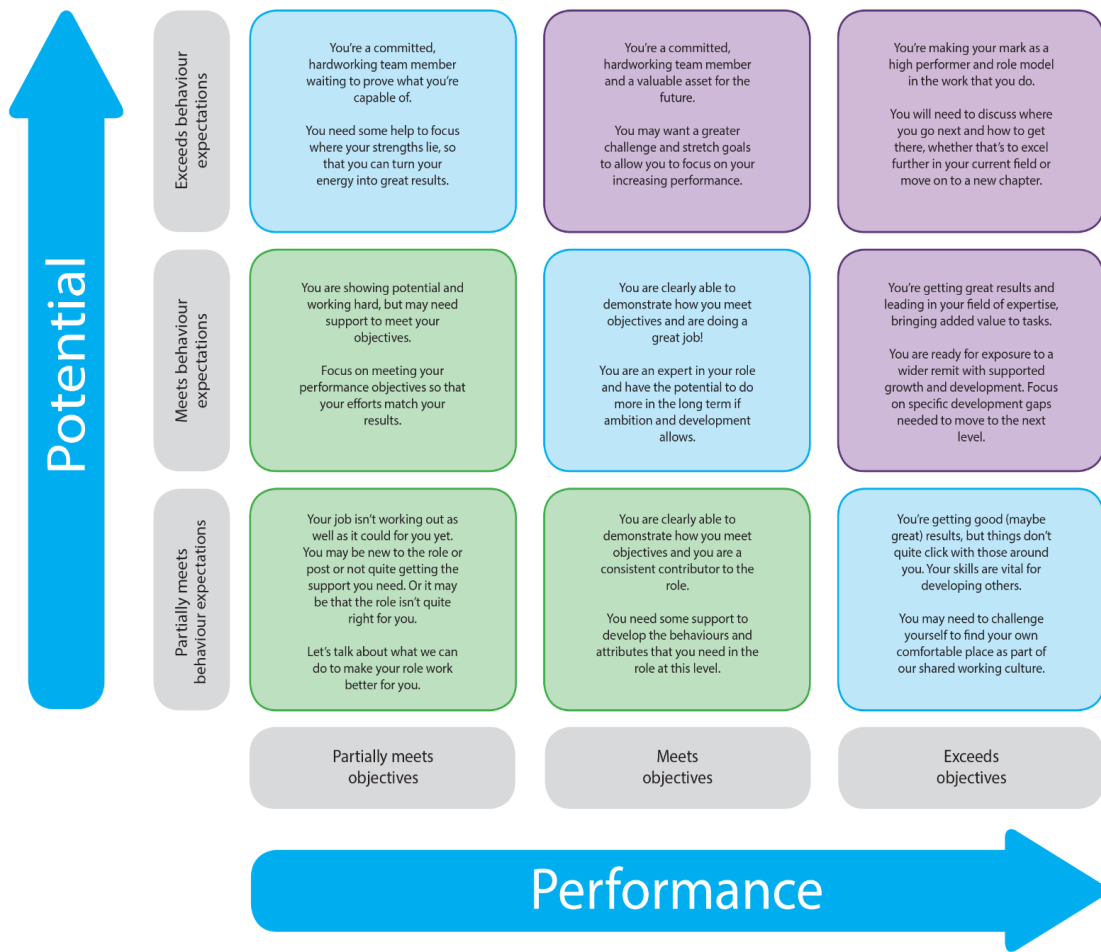
If the employee is on a UHB generic Job Description or an All-Wales Job Description this cannot be amended locally. However, in exceptional circumstances where the role has significantly evolved from the generic or all-Wales JD, consideration may need to be given to the job description being matched locally, advice should be sought from People Services and the relevant Trade Union.

9 Appendix One: Flow chart

Step	Process	Action/s
1	Undertake VBA training	Both Manager and Staff
2	Prepare for the VBA	Both Manager and Staff
3	Gather Supporting Evidence	Staff-Led
4	Conduct the VBA	Appraisal Meeting
5	Career Conversation Framework Discussion	Agree Placement on Framework
6	Set Work-Based Objectives	Ensure SMART Criteria
7	Set Personal Development Objectives	Based on Career Goals and Learning Needs
8	Conduct Pay Step Review (if appropriate)	Triggered by Eligibility
9	Review Job Description	Annually, and in full every three years
10	Monitor Progress Towards Objectives	On-Going Follow-Up

10

Appendix two – Career Conversation Framework



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Appendix three – Job Description Checklist

Use this checklist to help guide your annual or three-yearly job description review with your team member.

Before the Conversation.

- **Locate the correct job description.** You and the employee should both have a copy of the correct JD for the role. If it can't be found, a new one will need to be written — start with a discussion between you and your staff member and contact the Job Evaluation Team if needed.
- **Understand the review purpose.** Is this a routine annual check-in or a full three-year review?

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- **Reflect on any changes.** Consider how the role may have evolved — in terms of service delivery and/or individual development. Note anything you think may be different to the current JD.

During the Conversation.

- **Check for clarity, accuracy, and agreement.** Does the JD reflect the duties being carried out? Is there any discrepancy between what's written and what's actually happening, or do you and the member of staff disagree? If so, the aim of the conversation should be to reach agreement on the correct job description for the role as it is currently being undertaken.
- **Explore changes openly.** Ask about any tasks or responsibilities that feel new, different, or outside the current JD. Are these temporary, developmental, or essential to the service?

Discuss the reason for changes. Talk through whether any changes are:

- **Service-driven** – if the role has changed due to service need, the JD should be updated and submitted for job evaluation if appropriate.
- **Personal development-driven** – if someone has taken on extra tasks voluntarily to develop their skills, and these tasks are not required by the service, the JD may not need to change.
- **Be prepared to explore grey areas.** Sometimes it's unclear why changes have occurred — for example, duties may have started as personal development but over time become custom and practice. In these cases, take time to understand how the duties evolved and whether they are now genuinely required by the service. If agreement cannot be reached follow the Respect and Resolution Policy.
- **Be honest, fair, and compassionate.** Recognise and value the contribution of individuals who have gone above and beyond, and be clear that where roles have changed, re-banding may be appropriate. If re-

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	<p>banding is not required, explain clearly why — for example, because the change is not substantial enough in terms of the Job Evaluation framework.</p> <ul style="list-style-type: none"> • Agree the next steps. Decide whether the JD remains fit for purpose or needs to be updated. If there's any uncertainty, seek support. <p>After the Conversation.</p> <ul style="list-style-type: none"> • Record the outcome. Capture the key points in the VBA (Values-Based Appraisal) documentation, including any actions or follow-up required. • Update the JD if needed. If duties have changed as a result of service needs, the JD should be revised and sent to the Job Evaluation Team to assess whether re-matching or re-banding is needed. • Support ongoing development. If someone is taking on additional duties for their own growth, consider how you can support that through a development plan, mentorship, or stretch opportunities — even if the JD stays the same.
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