

I am valued and recognised by BIS for the time and effort I put in to people management. BIS provides the tools and training I need and is intolerant of poor practice.



I take my **responsibility** as a line manager seriously.

- I am generous with my time. Supporting my team is a priority.
- I recognise that I am a role model. I lead by example.
- I get the basics right. Appraisals are done well and on time.



I **know the people I manage**, their abilities, aspirations, frustrations and motivations. I am also self aware, and open about my own strengths and weaknesses.



I create a safe environment for open discussion and constructive challenge by:

- Being **visible** and accessible
- Openly **inviting the views** of others
- **Listening** and acting



I give honest, timely, objective **feedback**.

- I give recognition when people have done well.
- I take prompt action to address under-performance.



I champion **learning and development** including for myself.



I work with my team to **manage workloads**, find **smarter** ways of working and clearly **define our roles**.



I **delegate** responsibilities not tasks. I **coach** more than I direct.

- I understand the fine line between empowerment and abandonment.



I value diversity and promote equality. I show this by being **inclusive** and welcoming the contributions and views of all.

I am supported by staff who live the BIS values, take responsibility for their own development and give me feedback on how I am doing.