



Critical Engineering Career Pathway

A guide to our roles

Introduction

Why we give importance to Career Paths.

Career paths are more than just a series of jobs – they are the journeys that shape who we become, both professionally and personally

A career path is not just a roadmap to a paycheck – it's a reflection of your growth, your passions, and your purpose. It gives direction to your ambitions and transforms your potential into impact.



Your Career Journey at Bellrock

Bellrock's Career Pathway provides the foundation for developing talented people in our business.

We believe in developing our people so they can be at their best and fulfil their personal and professional objectives.

Wherever you work and whatever you do, your job will sit in one of seven job levels we are presenting in this document.

What the Career Pathway does is: map out the skills, knowledge, experience and behaviours needed for each of those job levels.

These are the standards we expect team members at each level to achieve, and for those that aspire to progress to the next level it sets out areas they may need to develop.



People Value Proposition

Property Experts, Optimising today, Transforming tomorrow.

The trusted challenger in property. Driven by insights.

Powered by technology. Delivered by talented people.

“We wanted to define a new Vision to guide us to achieve the objectives we have ahead of us on our journey. Our Vision describes what we want to achieve in the long term, the impact we want to make, and our overarching goals. We wanted a mission statement that said everything about who we are, who we intend to become and how we intend to get there”.

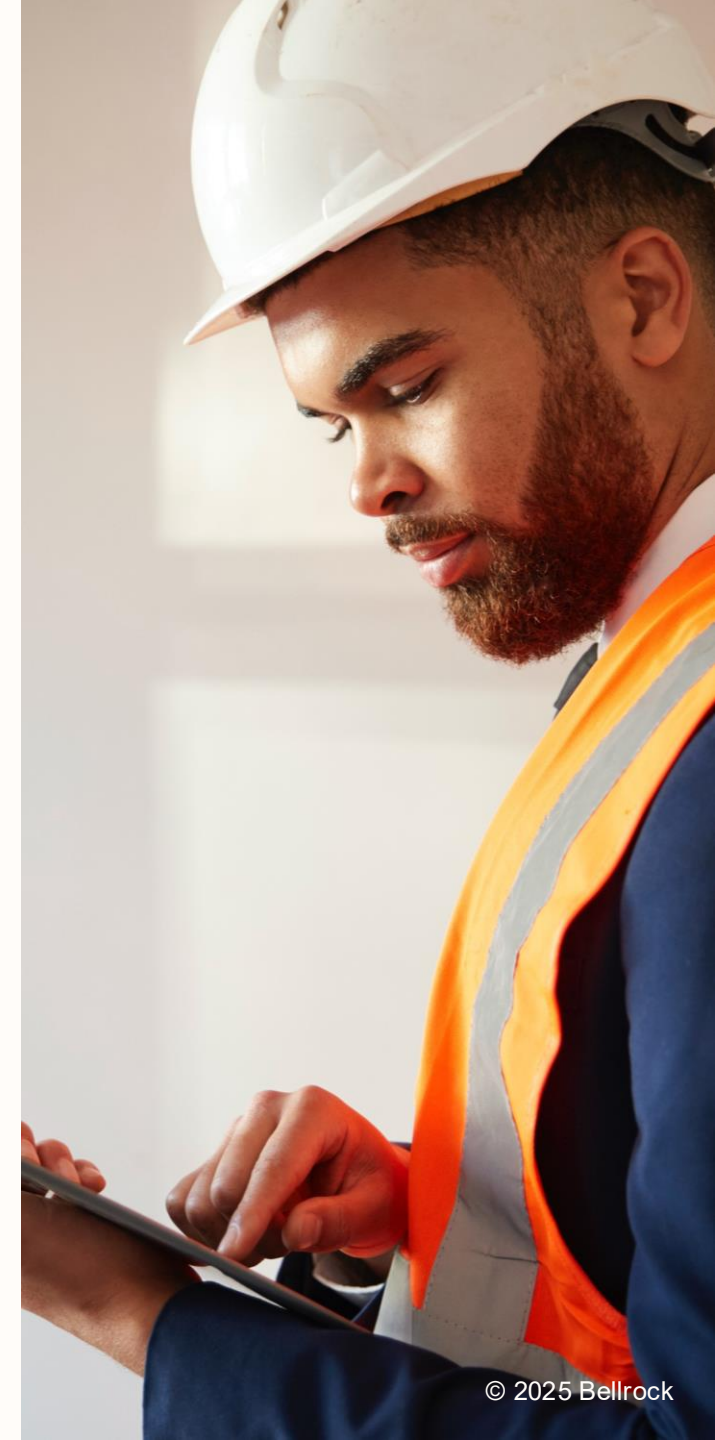
We're customer obsessed – We started by putting the customer first, they are the reason we exist, so our values need to include being obsessed about meeting their needs, being there for them, and delighting them in everything we do.

We strive for excellence – We need to be the very best version of ourselves we can be, striving for excellence in everything we do, no matter what role you play at Bellrock, no matter whether your customer is external or internal.

We do the right thing – We take responsibility for our actions, build and demonstrate trust with others, and deliver to the highest personal and professional standards.

We have each others back – We're all about building team spirit, recognising and respecting the contribution that everybody makes. When it comes to people, we strive to discover everyone's potential and give them the tools to learn, develop and grow.

We smash it! – We seize the moment, do our best, and hit it out of the park. We always want to do what it takes to get the job done to the best of our ability. We value people who want to bring the best out in others – people who champion their colleague's successes and are proud of the work that they do.



How to use the Career Pathway

For each job level, the Career Pathway sets out a set of standards for a number of factors relating what you do in your role and how you do it.

These are:

Example roles – a snapshot of the types of role at each level:

Qualifications and Experience – a summary of the qualifications and experience expected at this level.

Bellrock Academy Qualifications – example qualifications from the Bellrock Academy that are typically required at this level.

Breadth of Knowledge and Expertise – breadth of knowledge and expertise required to undertake a role at this level.

Depth of Knowledge and Expertise – depth of specific knowledge and expertise required to undertake a role at this level.

People Management – line management responsibilities aligned to the job level.

People Behaviours – the personal behaviours expected at this job level, aligned to our values of Do the Right Thing, Ask Why, Be Kind, Dare to be Different and Smash It!

The Career Pathway provides the foundation for a variety of people management activities:

PDR discussions – guiding discussions on performance and behaviours, and informing objective setting to achieve current and aspirational job levels.

Performance management – identifying areas

of improvement relating to performance and behavioural standards.

Career progressions – providing structure to discussions on individual career aspiration, and a pathway for how these might be met.

Learning and development – a structure of identifying development needs.

Succession planning – identifying resourcing gaps and risks, and solutions for meeting future resource needs.

The importance of Performance Development Reviews (PDR)

At Bellrock, we believe in developing talented people so they can be at their best. Your regular PDR is a key part of that journey. It's not just about performance; it's about people. A PDR gives you and your leader time to:

Plan your career path – explore what's next and the skills you'll need to get there.

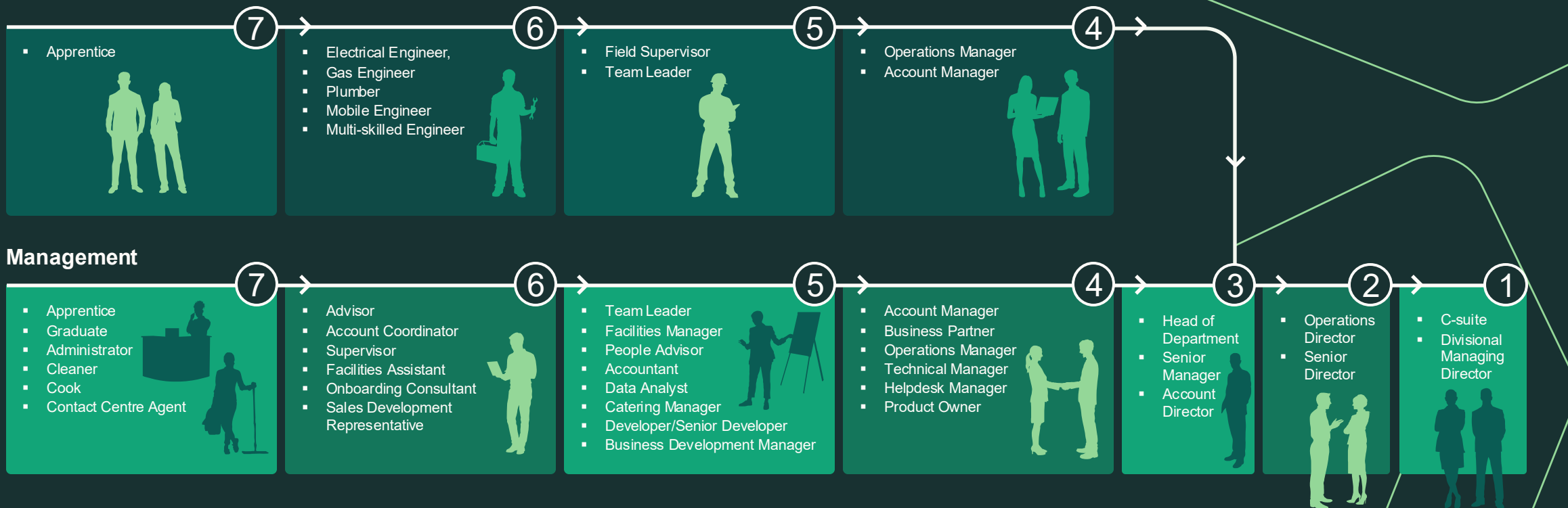
Crystallise communication – align expectations, feedback, and shared goals.

Shape your future – turn ambitions into clear actions and track progress together.

A great PDR builds trust, strengthens relationships and gives you the clarity and confidence to grow.



Bellrock Career Pathway / Critical Engineering

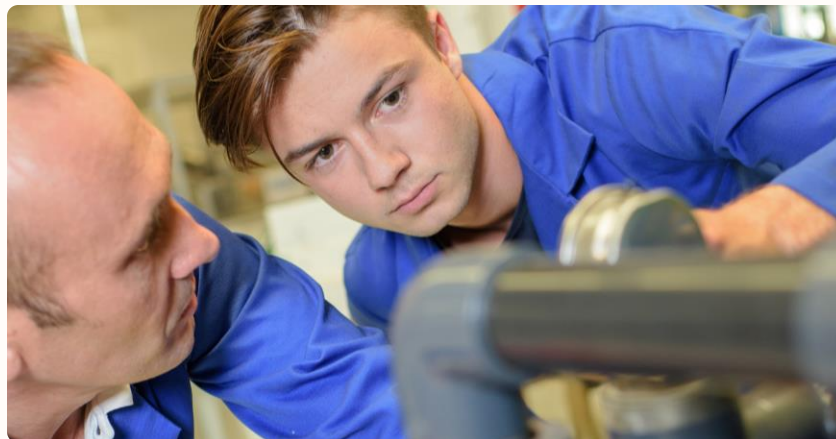


Job Level 7

Example Roles: Apprentice

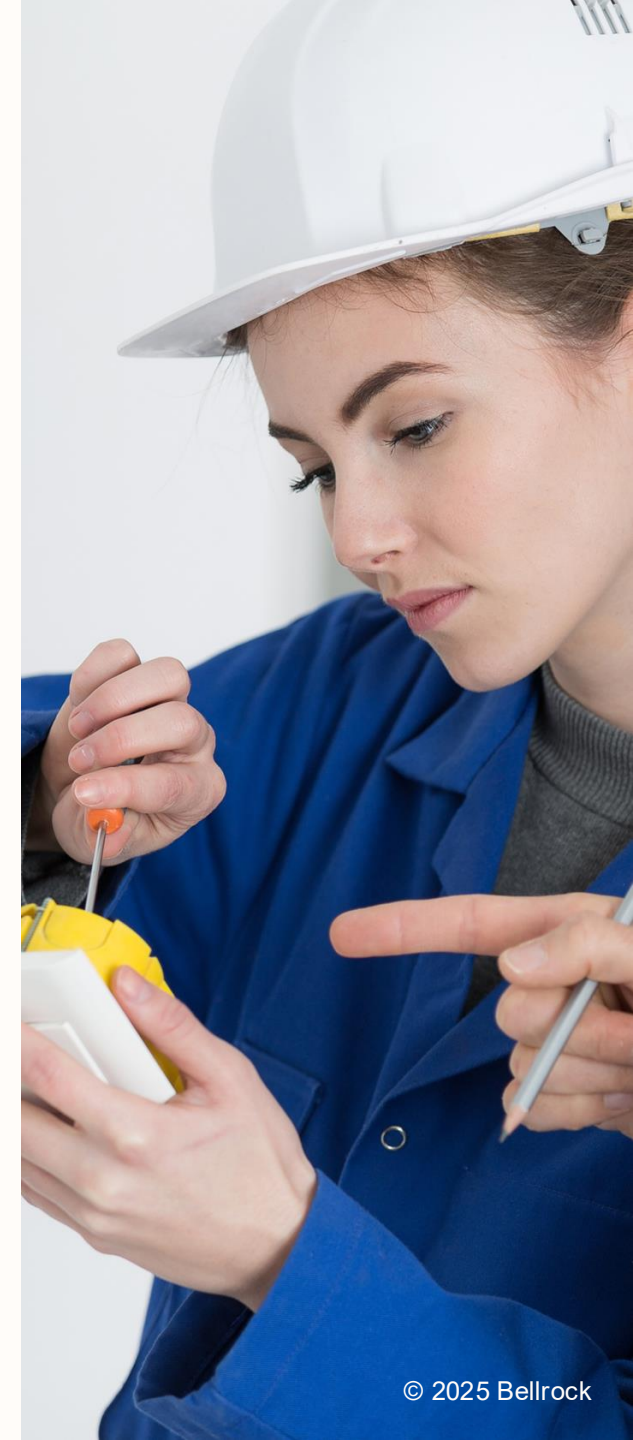
Role Requirements

| | |
|---|---|
| Qualifications | Little or no experience may be required. Learning is on the job. <ul style="list-style-type: none">▪ Working towards relevant university degree.▪ Gaining required technical qualifications. |
| Bellrock Academy Qualifications | <ul style="list-style-type: none">▪ Bellrock Graduate Programme.▪ Mental Health First Aid.▪ Mandatory Training, either e-learning or in-person. |
| Breadth of Knowledge and Expertise | Integrating practical, on-the-job training with theoretical learning to develop a well-rounded understanding of their chosen field. |
| Depth of Knowledge and Expertise | Basic knowledge appropriate to area of work. |
| People Management | No people management. Individual contributor only. |



Example Behaviours

| | |
|-----------------------------------|---|
| We are customer obsessed | <ul style="list-style-type: none">▪ Deals with customers in a courteous and helpful manner at all times.▪ Understands the services we are providing.▪ Checks for customer satisfaction.▪ Communicates with customer, colleagues and service providers in a positive and open way. |
| We do the right thing | <ul style="list-style-type: none">▪ Works safely in their role at all times.▪ Considers environmental sustainability in the way they work.▪ Listens actively, clarifies where required, provides clear and accurate information in the appropriate format.▪ Shares information with others. |
| We strive for excellence | <ul style="list-style-type: none">▪ Suggests ideas for improvements in working practices.▪ Asks questions of others about what they do and how they do it.▪ Is keen to learn more.▪ Willing to undertake the necessary development activity to enable them to perform effectively.▪ Willing to try out new ideas and ways of working. |
| We have each other's backs | <ul style="list-style-type: none">▪ Attend team meetings and works well with colleagues.▪ Asks if others are ok if they are not themselves.▪ Is respectful and helps others without being asked.▪ Treats everyone with dignity and respect in the way they communicate with them.▪ Looks out for those they work with. |
| We smash it | <ul style="list-style-type: none">▪ Takes pride in their work.▪ Participates in completing their PDR, listens to feedback and adjusts their performance accordingly.▪ Delivers work on time and to the required standards.▪ Works as efficiently as possible.▪ Reacts promptly to deal with routine problems or issues. |



Job Level 6

Example Roles: Electrical Engineer, Gas Engineer, Plumber, Mobile Engineer, Multi-skilled Engineer

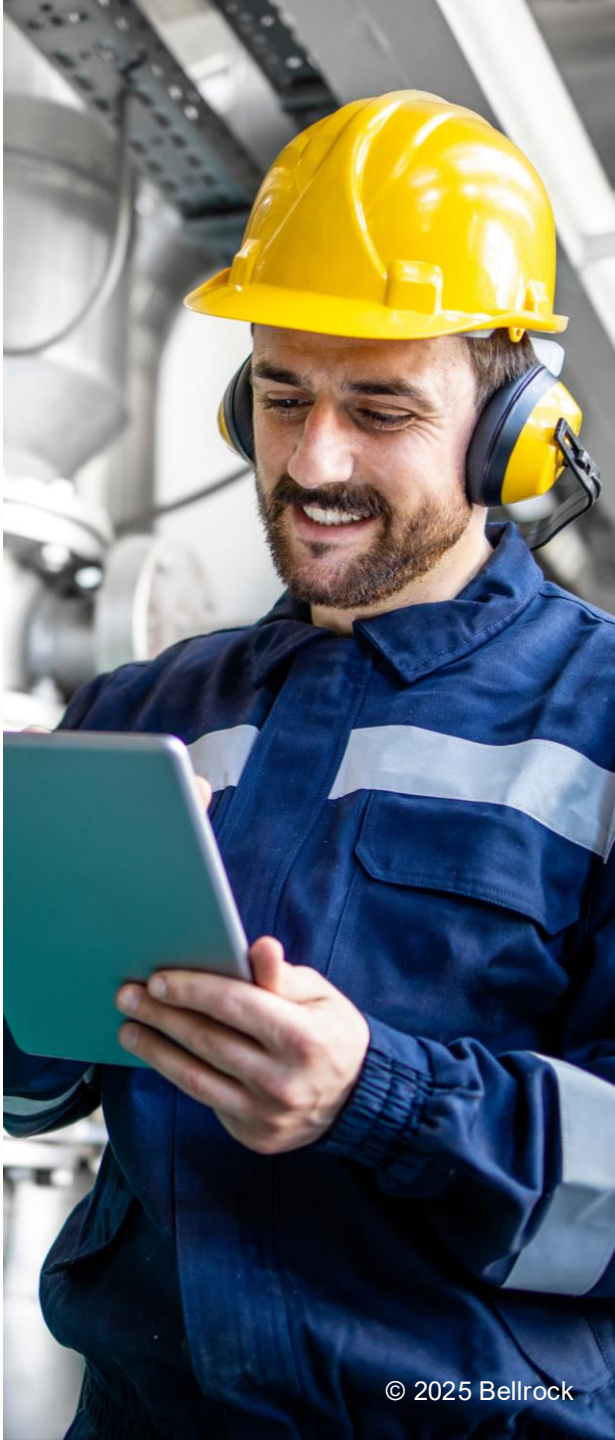
Role Requirements

| | |
|------------------------------------|---|
| Qualifications | <p>Relevant work experience required. These are technical roles that require specific qualifications and training.</p> <ul style="list-style-type: none">Trade Apprenticeship.Gas Engineer – Core Commercial Gas Safety (COCN1), Domestic and Commercial Appliances.Electrical Engineer – 18th Edition certification and Level 3 Diploma in Electrical Installation.Plumber – Level 3 Diploma in Plumbing Studies. |
| Bellrock Academy Qualifications | <ul style="list-style-type: none">CMI Leadership and Management Level 3.Management Apprenticeship.IOSH Managing Safely.Mental Health First Aid. |
| Breadth of Knowledge and Expertise | <p>Good understanding of their role and developing knowledge of the broader business area. Where required, knowledge of area of operational expertise.</p> |
| Depth of Knowledge and Expertise | <p>Good foundation level of operational knowledge within a specialist area.</p> |
| People Management | <p>No people management. Individual contributor only.</p> |



Example Behaviours

| | |
|----------------------------|---|
| We are customer obsessed | <ul style="list-style-type: none">Deals with customers in a courteous and helpful manner at all times.Understands the services we are providing.Checks for customer satisfaction.Communicates with customer, colleagues and service providers in a positive and open way. |
| We do the right thing | <ul style="list-style-type: none">Works safely in their role at all times.Considers environmental sustainability in the way they work.Listens actively, clarifies where required, provides clear and accurate information in the appropriate format.Shares information with others. |
| We strive for excellence | <ul style="list-style-type: none">Suggests ideas for improvements in working practices.Asks questions of others about what they do and how they do it.Is keen to learn more.Willing to undertake the necessary development activity to enable them to perform effectively.Willing to try out new ideas and ways of working. |
| We have each other's backs | <ul style="list-style-type: none">Attend team meetings and works well with colleagues.Asks if others are ok if they are not themselves.Is respectful and helps others without being asked.Treats everyone with dignity and respect in the way they communicate with them.Looks out for those they work with. |
| We smash it | <ul style="list-style-type: none">Takes pride in their work.Participates in completing their PDR, listens to feedback and adjusts their performance accordingly.Delivers work on time and to the required standards.Works as efficiently as possible.Reacts promptly to deal with routine problems or issues. |



Job Level 5

Example Roles: Field Supervisor, Team Leader

Role Requirements

| | |
|---|--|
| Qualifications | Work experience in the relevant field is required. Specific technical or professional qualifications and training will be required. |
| Bellrock Academy Qualifications | Work experience in the relevant field is required. Specific technical or professional qualifications and training will be required. <ul style="list-style-type: none">▪ Trade Apprenticeship.▪ Gas Engineer – Core Commercial Gas Safety (COCN1), Domestic and Commercial Appliances.▪ Electrical Engineer – 18th Edition certification and Level 3 Diploma in Electrical Installation.▪ Plumber – Level 3 Diploma in Plumbing Studies. |
| Breadth of Knowledge and Expertise | Broad knowledge across business area and a developing appreciation of the wider organisation context. Where required, broad knowledge of area of operational expertise. |
| Depth of Knowledge and Expertise | In depth level of operational knowledge within a specialist area. |
| People Management | May manage a small team of employees, or is a technical specialist individual contributor who may coach/mentor others. |



Example Behaviours

| | |
|-----------------------------------|---|
| We are customer obsessed | <ul style="list-style-type: none">▪ Takes ownership for completing the job to the customers satisfaction.▪ Recognises the importance of good customer service to Bellrock.▪ Endeavours to explain complex or technical problems clearly and concisely to help customers understand and appreciate the impact of the situation.▪ Is open minded to taking on new skills to help provide a more comprehensive level of customer service. |
| We do the right thing | <ul style="list-style-type: none">▪ Keeps up to date with latest technology or technical skills.▪ Ensures their technical skills, qualifications and knowledge is maintained and up-to-date.▪ Shares their knowledge with others.▪ Supports others who are new to Bellrock in understanding how work is planned and undertaken here. |
| We strive for excellence | <ul style="list-style-type: none">▪ Plans and prioritises work tasks efficiently to make best use of the time and resources that are available.▪ Uses initiative in problem solving.▪ Willing to try out new techniques and ways of working as new technology and working practices require.▪ Actively listens and takes on board the ideas of others. |
| We have each other's backs | <ul style="list-style-type: none">▪ Contributes actively to team meetings.▪ Works well as part of a wider team, sharing ideas and experiences.▪ Supports others who are new to Bellrock in understanding how work is planned and undertaken here.▪ Respectful to colleagues and others that they work with, including customers and members of the public. |
| We smash it | <ul style="list-style-type: none">▪ Completes work tasks to the highest professional standards.▪ Uses the PDR process to identify ways to develop themselves and improve their own performance.▪ Implements change initiatives willingly in their role.▪ Engages help and assistance from others in Bellrock when the job requires it. |



Job Level 4

Example Roles: Operations Manager, Account Manager

Role Requirements

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|---|---|
| Qualifications | <p>Broad work experience in the relevant field is required in a relevant industry sector. Specific technical or professional qualifications and training will be required.</p> <ul style="list-style-type: none">Trade Apprenticeship.Gas Engineer – Core Commercial Gas Safety (COCN1), Domestic and Commercial Appliances.Electrical Engineer – 18th Edition certification and Level 3 Diploma in Electrical Installation.Plumber – Level 3 Diploma in Plumbing Studies.Air conditioning – F-GAS Various levels dependant on role.Professional memberships – NECIEC, Gas Safe, IOSH/NEBOSH, REFCOM, IOR. <p>Account Manager</p> <ul style="list-style-type: none">Relationship management experience.Professional memberships – IWFM Level 4 Qualified or working towards, Facilities management qualification or equivalent experience. |
| Bellrock Academy Qualifications | <ul style="list-style-type: none">CMI Leadership and Management Level 5.Management Apprenticeship.IOSH Managing Safely.Mental Health First Aid. |
| Breadth of Knowledge and Expertise | <p>Broad knowledge across business area and a good understanding of the wider organisation context. Where required, a good level of commercial awareness.</p> <p>Account Manager</p> <p>Specific knowledge around their sector and client portfolio. A good understanding of Critical Engineering's service delivery model and of the wider organisational context. Where required, a mature level of commercial awareness.</p> |
| Depth of Knowledge and Expertise | <p>In depth operational knowledge in one or more specialism with a good understanding of how this supports the wider organisation.</p> |
| People Management | <p>Manages a team or teams through team leaders/supervisors.</p> |

Example Behaviours

| | |
|-----------------------------------|--|
| We are customer obsessed | <ul style="list-style-type: none">Seeks to understand our customer's needs and demonstrate a flexible approach to providing solutions that are customer focused.Demonstrates effective two way communication by taking the initiative in keeping the relevant colleagues/ customers informed.Uses feedback to look for ways of improving the customer's experience.Plans the activities of themselves and others to meet short, medium and long term deadlines. |
| We do the right thing | <ul style="list-style-type: none">Works collaboratively with colleagues seeking their input and ideas as appropriate.Adapts the content and our communication style to the needs of the audience.Actively seeks the opinions and input from others.Seeks to understand the rationale for change. |
| We strive for excellence | <ul style="list-style-type: none">Committed to providing a high standard of service at all times.Looks for ways to work more efficiently and improve our working practices wherever possible.Able to identify improvements to processes and make the most of opportunities and new ideas.Actively engages others in idea development and innovation. |
| We have each other's backs | <ul style="list-style-type: none">Actively participates in or holds team meetings.Establishes effective working relationships by valuing colleagues.Displays empathy, tact and diplomacy through active listening and open communication. |
| We smash it | <ul style="list-style-type: none">Prepared to question established practices and are receptive to feedback from others.Actively engages in their own professional development and applies the learning back in the workplace.Reflects on their own performance and seeks feedback from others.Engage constructively with changes.Demonstrates a positive approach in working towards team goals. |



Job Level 3

Example Roles: Head of Department, Senior Manager, Account Director

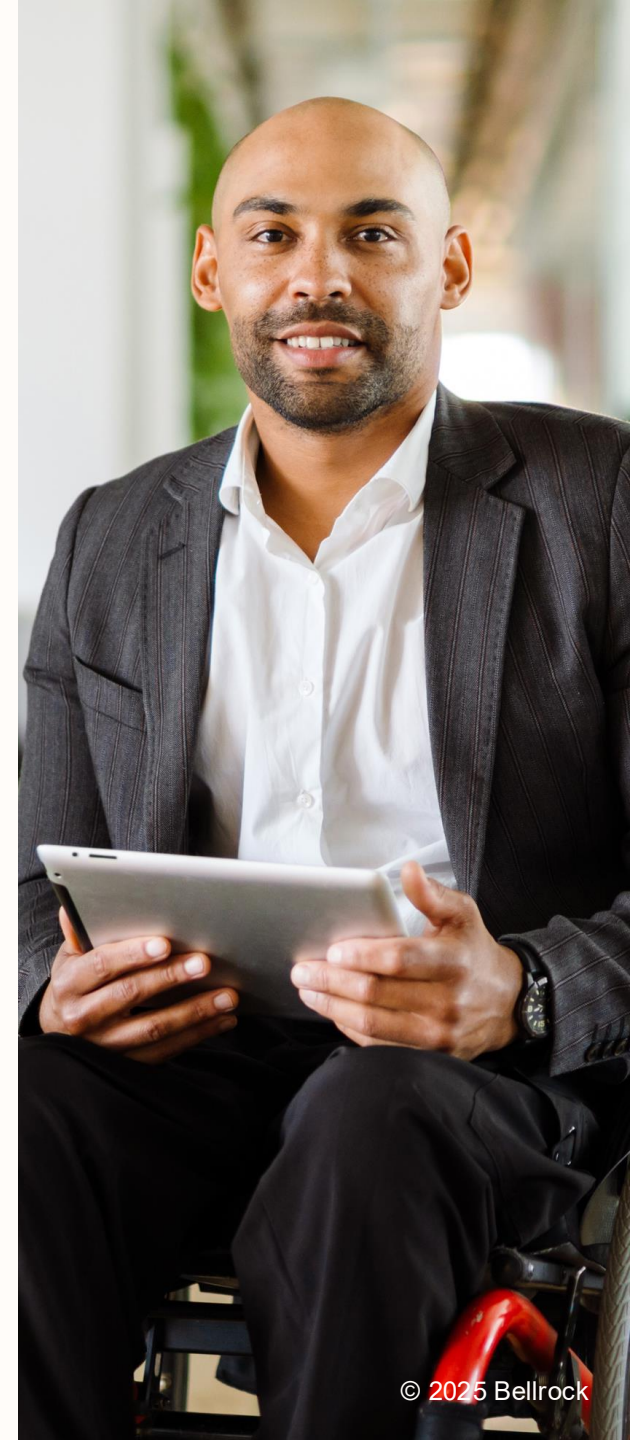
Role Requirements

| | |
|---|--|
| Qualifications | Management, operational or technical experience gained over a number of years in a relevant industry sector. At this level and above specific qualifications may be less relevant although some roles may require specific technical or professional qualifications. |
| Bellrock Academy Qualifications | <ul style="list-style-type: none">▪ CMI Leadership and Management Level 6.▪ Degree Apprenticeship.▪ IOSH Leading Safely.▪ Mental Health First Aid.▪ EDI Allyship and Privilege Training. |
| Breadth of Knowledge and Expertise | Has a wide breadth of knowledge across the organisation and the industry/ sector they operate in. Has well developed commercial acumen. |
| Depth of Knowledge and Expertise | Deep understanding of own specialism(s) with an understanding of how this supports the wider organisation. Seen as an expert within the area in which they work. |
| People Management | Managing a team or number of teams through line managers. |



Example Behaviours

| | |
|-----------------------------------|---|
| We are customer obsessed | <ul style="list-style-type: none">▪ Dedicated to delivering a high quality for their customers.▪ Actively seeks information about what current and future customers need and want from Bellrock.▪ Sets clear objectives, planning work activity and monitoring progress to meet customer needs.▪ Uses a range of communication methods to ensure that their message has been understood. |
| We do the right thing | <ul style="list-style-type: none">▪ Puts the safety of their team first in the decisions they make.▪ Provides timely and constructive feedback to others through PDR and day-to-day management.▪ Deals with conflict or under performance fairly, respectfully and consistently.▪ Consider diversity and inclusivity when hiring or promoting. |
| We strive for excellence | <ul style="list-style-type: none">▪ Takes a lead role in identifying, developing and implementing new ideas/ initiatives to generate income or improve service delivery.▪ Shares solutions and good practice with others.▪ Consults widely to identify effective solutions wherever possible.▪ Builds operational solutions based on how things could work.▪ Openly discusses different ways of working with their team. |
| We have each other's backs | <ul style="list-style-type: none">▪ Provides leadership to colleagues and teams.▪ Says Thank You for a job well done on a regular basis.▪ Encourages, supports, develops and acknowledges the contribution from team members.▪ Builds an inclusive team spirit, treating everyone equally. |
| We smash it | <ul style="list-style-type: none">▪ Takes responsibility for ensuring that their teams deliver services and projects to the highest possible standard.▪ Able to convey complex information and ideas in an accessible and engaging way.▪ Demonstrates good levels of self-awareness and engagement with their own development and others.▪ Sets a direction for the team and develops shared ownership of the team's goals.▪ Invests time and effort in developing others through managing and developing the potential of team colleagues. |



Job Level 2

Example Roles: Operations Director, Senior Director

Role Requirements

| | |
|---|---|
| Qualifications | Significant experience gained over a number of years operating at senior management level in a large or complex organisation. |
| Bellrock Academy Qualifications | <ul style="list-style-type: none">▪ CMI Leadership and Management Level 7▪ Degree Apprenticeship▪ IOSH Leading Safely▪ Mental Health First Aid▪ EDI Allyship and Privilege Training |
| Breadth of Knowledge and Expertise | Broad understanding of the organisation including of the industry/sector and competitive landscape. Has a strong commercial focus and understands the drivers of business success. |
| Depth of Knowledge and Expertise | Deep understanding of own specialism(s) as well as a good understanding of wider organisation functions. The most senior expert within the organisation. |
| People Management | Responsible for a significant number of employees managed through a number of direct reports. |



Example Behaviours

| | |
|-----------------------------------|--|
| We are customer obsessed | <ul style="list-style-type: none">▪ Works with our customers, colleagues and other stakeholders to evaluate and improve service delivery.▪ Creates an environment where priority is given to the delivery of a high-quality service.▪ Establishes clear performance standards and measures across our teams.▪ Works to remove operational barriers that impede the ability to implement new initiatives. |
| We do the right thing | <ul style="list-style-type: none">▪ Drives a Safety First culture throughout their area of the organisation.▪ Places a high priority on being visible, accessible and approachable.▪ Seeks to involve others in planning for change.▪ Uses relevant data to identify trends and patterns to help inform planning processes. |
| We strive for excellence | <ul style="list-style-type: none">▪ Inspires others to achieve their individual and collective potential.▪ Scan the wider external environment for potential opportunities, emerging trends and challenges.▪ Demonstrates a creative and proactive approach to long term strategic opportunities and threats.▪ Promotes a culture of curiosity amongst their teams.▪ Rewards and recognises those to try new ways of working.▪ Engage in management and leadership development activities to enable the development of new knowledge, innovation and understanding. |
| We have each other's backs | <ul style="list-style-type: none">▪ Demonstrates a consultative approach to team working across Bellrock.▪ Stands behind their team when they succeed, stands in front of them when performance falls short.▪ Champions diversity within Bellrock by actively promoting awareness of the needs and interests of the diverse colleague community they lead.▪ Builds their organisational capability by identifying and investing in talent. |
| We smash it | <ul style="list-style-type: none">▪ Communicates their strategic priorities and values clearly and positively, translating them into practical outputs.▪ Evaluates the impact of development strategies that underpin the delivery of our strategic plan.▪ Demonstrates effective leadership within their own teams, projects and working groups▪ Leads by example in managing and developing the performance of others through the effective implementation of PDR. |



Job Level 1

Example Roles: C-suite, Divisional Managing Director

Role Requirements

| | |
|---|---|
| Qualifications | Significant experience gained over a number of years operating at Executive management level in progressively larger or more complex organisations. |
| Bellrock Academy Qualifications | <ul style="list-style-type: none">▪ CMI Leadership and Management Level 7▪ Degree Apprenticeship▪ IOSH Leading Safely▪ Mental Health First Aid▪ EDI Allyship and Privilege Training |
| Breadth of Knowledge and Expertise | Broad knowledge of the organisation including of the industry/sector and competitive landscape. Highly commercial outlook with a detailed understanding of what makes businesses successful. |
| Depth of Knowledge and Expertise | Deep understanding of own specialism(s) as well as a in-depth understanding of wider organisation functions. A widely acknowledged expert. |
| People Management | Responsible for a large number of employees managed through senior level direct reports. |



Example Behaviours

| | |
|-----------------------------------|--|
| We are customer obsessed | <ul style="list-style-type: none">▪ Works with our customers, colleagues and other stakeholders to evaluate and improve service delivery.▪ Creates an environment where priority is given to the delivery of a high-quality service.▪ Establishes clear performance standards and measures across our teams.▪ Works to remove operational barriers that impede the ability to implement new initiatives. |
| We do the right thing | <ul style="list-style-type: none">▪ Drives a Safety First culture throughout their area of the organisation.▪ Places a high priority on being visible, accessible and approachable.▪ Seeks to involve others in planning for change.▪ Uses relevant data to identify trends and patterns to help inform planning processes. |
| We strive for excellence | <ul style="list-style-type: none">▪ Inspires others to achieve their individual and collective potential.▪ Scan the wider external environment for potential opportunities, emerging trends and challenges.▪ Demonstrates a creative and proactive approach to long term strategic opportunities and threats.▪ Promotes a culture of curiosity amongst their teams.▪ Rewards and recognises those to try new ways of working.▪ Engage in management and leadership development activities to enable the development of new knowledge, innovation and understanding. |
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Management Career Pathway

A guide to our roles

Introduction

Why we give importance to Career Paths.

Career paths are more than just a series of jobs – they are the journeys that shape who we become, both professionally and personally

A career path is not just a roadmap to a paycheck – it's a reflection of your growth, your passions, and your purpose. It gives direction to your ambitions and transforms your potential into impact.



Your Career Journey at Bellrock

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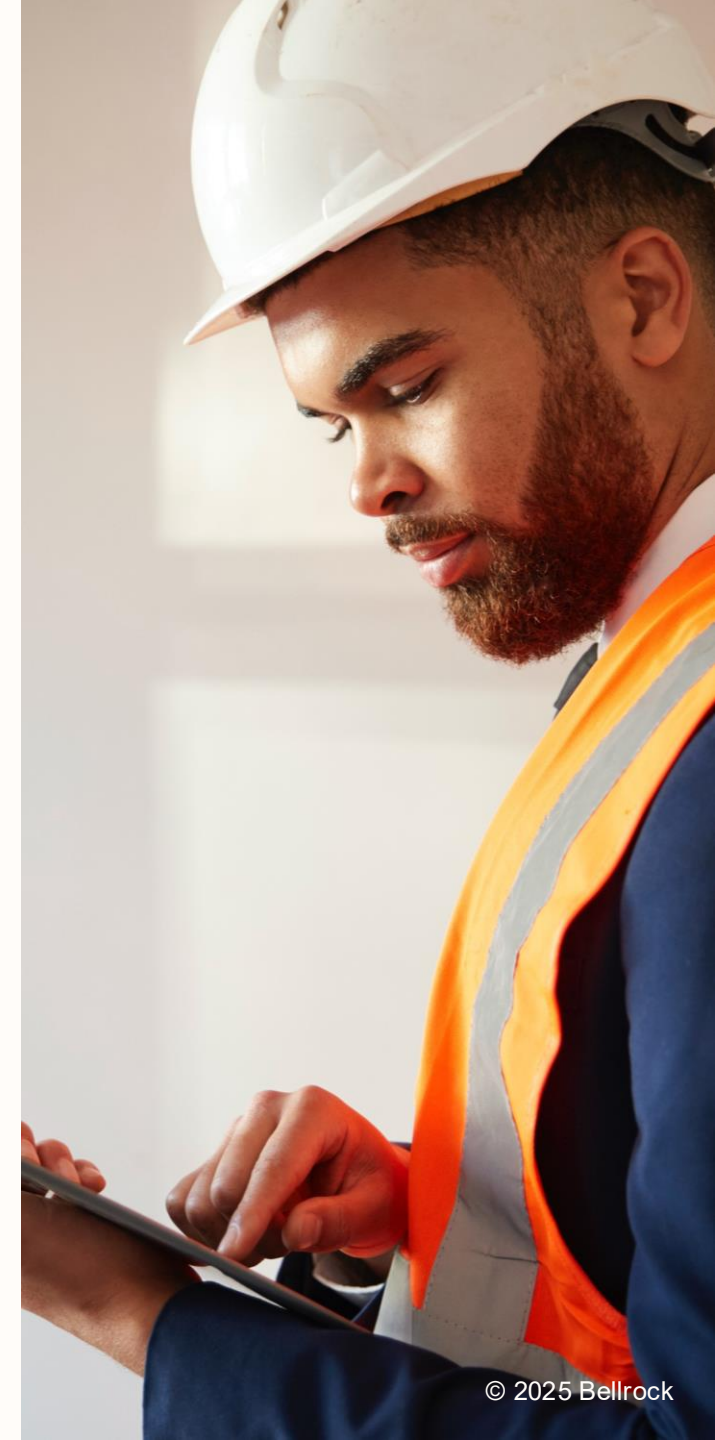
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We strive for excellence – We need to be the very best version of ourselves we can be, striving for excellence in everything we do, no matter what role you play at Bellrock, no matter whether your customer is external or internal.

We do the right thing – We take responsibility for our actions, build and demonstrate trust with others, and deliver to the highest personal and professional standards.

We have each others back – We're all about building team spirit, recognising and respecting the contribution that everybody makes. When it comes to people, we strive to discover everyone's potential and give them the tools to learn, develop and grow.

We smash it! – We seize the moment, do our best, and hit it out of the park. We always want to do what it takes to get the job done to the best of our ability. We value people who want to bring the best out in others – people who champion their colleague's successes and are proud of the work that they do.



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Depth of Knowledge and Expertise – depth of specific knowledge and expertise required to undertake a role at this level.

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People Behaviours – the personal behaviours expected at this job level, aligned to our values of Do the Right Thing, Ask Why, Be Kind, Dare to be Different and Smash It!

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Crystallise communication – align expectations, feedback, and shared goals.

Shape your future – turn ambitions into clear actions and track progress together.

A great PDR builds trust, strengthens relationships and gives you the clarity and confidence to grow.



Bellrock Career Pathway / Managment



Job Level 7

Example Roles: Apprentice, Graduate, Administrator, Cleaner, Cook, Contact Centre Agent

Role Requirements

| | |
|---|---|
| Qualifications | Little or no experience may be required. Learning is on the job. School leaving qualifications likely to be sufficient. |
| Bellrock Academy Qualifications | <ul style="list-style-type: none">▪ Bellrock Graduate Programme.▪ Trade Apprenticeship.▪ Mental Health First Aid.▪ Mandatory Training, either e-learning or in-person. |
| Breadth of Knowledge and Expertise | Basic knowledge appropriate to area of work and the role. |
| Depth of Knowledge and Expertise | Basic knowledge appropriate to area of work. |
| People Management | No people management. Individual contributor only. |



Example Behaviours

| | |
|-----------------------------------|---|
| We are customer obsessed | <ul style="list-style-type: none">▪ Deals with customers in a courteous and helpful manner at all times.▪ Understands the services we are providing.▪ Checks for customer satisfaction.▪ Communicates with customer, colleagues and service providers in a positive and open way. |
| We do the right thing | <ul style="list-style-type: none">▪ Works safely in their role at all times.▪ Considers environmental sustainability in the way they work.▪ Listens actively, clarifies where required, provides clear and accurate information in the appropriate format.▪ Shares information with others. |
| We strive for excellence | <ul style="list-style-type: none">▪ Suggests ideas for improvements in working practices.▪ Asks questions of others about what they do and how they do it.▪ Is keen to learn more.▪ Willing to undertake the necessary development activity to enable them to perform effectively.▪ Willing to try out new ideas and ways of working. |
| We have each other's backs | <ul style="list-style-type: none">▪ Attend team meetings and works well with colleagues.▪ Asks if others are ok if they are not themselves.▪ Is respectful and helps others without being asked.▪ Treats everyone with dignity and respect in the way they communicate with them.▪ Looks out for those they work with. |
| We smash it | <ul style="list-style-type: none">▪ Takes pride in their work.▪ Participates in completing their PDR, listens to feedback and adjusts their performance accordingly.▪ Delivers work on time and to the required standards.▪ Works as efficiently as possible.▪ Reacts promptly to deal with routine problems or issues. |



Job Level 6

Example Roles: Advisor, Account Coordinator, Supervisor, Facilities Assistant, Onboarding Consultant, Sales Development Representative

Role Requirements

| | |
|------------------------------------|---|
| Qualifications | Some relevant work experience required . Learning is acquired in 3-6 months. For non-technical roles specific qualifications are unlikely to be required. Technical roles will require specific qualifications or training. |
| Bellrock Academy Qualifications | <ul style="list-style-type: none">▪ Trade Apprenticeship.▪ CMI Leadership and Management Level 3.▪ Mandatory e-learning training.▪ Mental Health First Aid. |
| Breadth of Knowledge and Expertise | Good understanding of their role and developing knowledge of the broader business area. Where required, knowledge of area of operational expertise. |
| Depth of Knowledge and Expertise | Good foundation level of operational knowledge within a specialist area. |
| People Management | May supervise others, or may be an individual contributor with some informal coaching responsibilities. |



Example Behaviours

| | |
|----------------------------|--|
| We are customer obsessed | <ul style="list-style-type: none">▪ Deals with customers in a courteous and helpful manner at all times.▪ Understands the services we are providing.▪ Checks for customer satisfaction.▪ Communicates with customer, colleagues and service providers in a positive and open way. |
| We do the right thing | <ul style="list-style-type: none">▪ Works safely in their role at all times.▪ Considers environmental sustainability in the way they work.▪ Listens actively, clarifies where required, provides clear and accurate information in the appropriate format.▪ Shares information with others. |
| We strive for excellence | <ul style="list-style-type: none">▪ Suggests ideas for improvements in working practices.▪ Asks questions of others about what they do and how they do it.▪ Is keen to learn more .▪ Willing to undertake the necessary development activity to enable them to perform effectively.▪ Willing to try out new ideas and ways of working. |
| We have each other's backs | <ul style="list-style-type: none">▪ Attend team meetings and works well with colleagues.▪ Asks if others are ok if they are not themselves.▪ Is respectful and helps others without being asked.▪ Treats everyone with dignity and respect in the way they communicate with them.▪ Looks out for those they work with. |
| We smash it | <ul style="list-style-type: none">▪ Takes pride in their work.▪ Participates in completing their PDR, listens to feedback and adjusts their performance accordingly.▪ Delivers work on time and to the required standards.▪ Works as efficiently as possible.▪ Reacts promptly to deal with routine problems or issues. |



Job Level 5

Example Roles: Team Leader, Facilities Manager, People Advisor, Accountant, Data Analyst, Catering Manager, Developer/Senior Developer, Business Development Manager

Role Requirements

| | |
|---|---|
| Qualifications | Work experience in the relevant field is required. Specific technical or professional qualifications and training will be required. |
| Bellrock Academy Qualifications | <ul style="list-style-type: none">▪ Trailblazers programme.▪ Account Management Excellence Programme.▪ CMI Leadership and Management Level 3.▪ Management Apprenticeship.▪ IOSH Managing Safely.▪ Mental Health First Aid. |
| Breadth of Knowledge and Expertise | Broad knowledge across business area and a developing appreciation of the wider organisation context. Where required, broad knowledge of area of operational expertise. |
| Depth of Knowledge and Expertise | In depth level of operational knowledge within a specialist area. |
| People Management | May manage a small team of employees, or is a technical specialist individual contributor who may coach/mentor others. |



Example Behaviours

| | |
|-----------------------------------|---|
| We are customer obsessed | <ul style="list-style-type: none">▪ Takes ownership for completing the job to the customers satisfaction.▪ Recognises the importance of good customer service to Bellrock.▪ Endeavours to explain complex or technical problems clearly and concisely to help customers understand and appreciate the impact of the situation.▪ Is open minded to taking on new skills to help provide a more comprehensive level of customer service. |
| We do the right thing | <ul style="list-style-type: none">▪ Keeps up to date with latest technology or technical skills.▪ Ensures their technical skills, qualifications and knowledge is maintained and up-to-date.▪ Shares their knowledge with others.▪ Supports others who are new to Bellrock in understanding how work is planned and undertaken here. |
| We strive for excellence | <ul style="list-style-type: none">▪ Plans and prioritises work tasks efficiently to make best use of the time and resources that are available.▪ Uses initiative in problem solving.▪ Willing to try out new techniques and ways of working as new technology and working practices require.▪ Actively listens and takes on board the ideas of others. |
| We have each other's backs | <ul style="list-style-type: none">▪ Contributes actively to team meetings.▪ Works well as part of a wider team, sharing ideas and experiences.▪ Supports others who are new to Bellrock in understanding how work is planned and undertaken here.▪ Respectful to colleagues and others that they work with, including customers and members of the public. |
| We smash it | <ul style="list-style-type: none">▪ Completes work tasks to the highest professional standards.▪ Uses the PDR process to identify ways to develop themselves and improve their own performance.▪ Implements change initiatives willingly in their role.▪ Engages help and assistance from others in Bellrock when the job requires it. |



Job Level 4

Example Roles: Account Manager, Business Partner, Operations Manager, Technical Manager, Helpdesk Manager, Product Owner

Role Requirements

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|---|--|
| Qualifications | Broad work experience in the relevant field is required in a relevant industry sector. Specific technical or professional qualifications and training will be required. |
| Bellrock Academy Qualifications | <ul style="list-style-type: none">▪ CMI Leadership and Management Level 5.▪ Management Apprenticeship.▪ IOSH Managing Safely.▪ Mental Health First Aid. |
| Breadth of Knowledge and Expertise | Broad knowledge across business area and a good understanding of the wider organisation context. Where required, a good level of commercial awareness. |
| Depth of Knowledge and Expertise | In depth operational knowledge in one or more specialism with a good understanding of how this supports the wider organisation. |
| People Management | Manages a team or teams through team leaders or is a technical specialist, individual contributor expected to advise, coach and mentor others. |



Example Behaviours

| | |
|-----------------------------------|--|
| We are customer obsessed | <ul style="list-style-type: none">▪ Seeks to understand our customer's needs and demonstrate a flexible approach to providing solutions that are customer focused.▪ Demonstrates effective two way communication by taking the initiative in keeping the relevant colleagues/ customers informed.▪ Uses feedback to look for ways of improving the customer's experience.▪ Plans the activities of themselves and others to meet short, medium and long term deadlines. |
| We do the right thing | <ul style="list-style-type: none">▪ Works collaboratively with colleagues seeking their input and ideas as appropriate.▪ Adapts the content and our communication style to the needs of the audience.▪ Actively seeks the opinions and input from others.▪ Seeks to understand the rationale for change. |
| We strive for excellence | <ul style="list-style-type: none">▪ Committed to providing a high standard of service at all times.▪ Looks for ways to work more efficiently and improve our working practices wherever possible.▪ Able to identify improvements to processes and make the most of opportunities and new ideas.▪ Actively engages others in idea development and innovation. |
| We have each other's backs | <ul style="list-style-type: none">▪ Actively participates in or holds team meetings.▪ Establishes effective working relationships by valuing colleagues.▪ Displays empathy, tact and diplomacy through active listening and open communication. |
| We smash it | <ul style="list-style-type: none">▪ Prepared to question established practices and are receptive to feedback from others.▪ Actively engages in their own professional development and applies the learning back in the workplace.▪ Reflects on their own performance and seeks feedback from others.▪ Engage constructively with changes.▪ Demonstrates a positive approach in working towards team goals. |



Job Level 3

Example Roles: Head of Department, Senior Manager, Account Director

Role Requirements

| | |
|---|--|
| Qualifications | Management, operational or technical experience gained over a number of years in a relevant industry sector. At this level and above specific qualifications may be less relevant although some roles may require specific technical or professional qualifications. |
| Bellrock Academy Qualifications | <ul style="list-style-type: none">▪ CMI Leadership and Management Level 6.▪ Degree Apprenticeship.▪ IOSH Leading Safely.▪ Mental Health First Aid.▪ EDI Allyship and Privilege Training. |
| Breadth of Knowledge and Expertise | Has a wide breadth of knowledge across the organisation and the industry/ sector they operate in. Has well developed commercial acumen. |
| Depth of Knowledge and Expertise | Deep understanding of own specialism(s) with an understanding of how this supports the wider organisation. Seen as an expert within the area in which they work. |
| People Management | Managing a team or number of teams through line managers. |



Example Behaviours

| | |
|-----------------------------------|---|
| We are customer obsessed | <ul style="list-style-type: none">▪ Dedicated to delivering a high quality for their customers.▪ Actively seeks information about what current and future customers need and want from Bellrock.▪ Sets clear objectives, planning work activity and monitoring progress to meet customer needs.▪ Uses a range of communication methods to ensure that their message has been understood. |
| We do the right thing | <ul style="list-style-type: none">▪ Puts the safety of their team first in the decisions they make.▪ Provides timely and constructive feedback to others through PDR and day-to-day management.▪ Deals with conflict or under performance fairly, respectfully and consistently.▪ Consider diversity and inclusivity when hiring or promoting. |
| We strive for excellence | <ul style="list-style-type: none">▪ Takes a lead role in identifying, developing and implementing new ideas/ initiatives to generate income or improve service delivery.▪ Shares solutions and good practice with others.▪ Consults widely to identify effective solutions wherever possible.▪ Builds operational solutions based on how things could work.▪ Openly discusses different ways of working with their team. |
| We have each other's backs | <ul style="list-style-type: none">▪ Provides leadership to colleagues and teams.▪ Says Thank You for a job well done on a regular basis.▪ Encourages, supports, develops and acknowledges the contribution from team members.▪ Builds an inclusive team spirit, treating everyone equally. |
| We smash it | <ul style="list-style-type: none">▪ Takes responsibility for ensuring that their teams deliver services and projects to the highest possible standard.▪ Able to convey complex information and ideas in an accessible and engaging way.▪ Demonstrates good levels of self-awareness and engagement with their own development and others.▪ Sets a direction for the team and develops shared ownership of the team's goals.▪ Invests time and effort in developing others through managing and developing the potential of team colleagues. |



Job Level 2

Example Roles: Operations Director, Senior Director

Role Requirements

| | |
|---|---|
| Qualifications | Significant experience gained over a number of years operating at senior management level in a large or complex organisation. |
| Bellrock Academy Qualifications | <ul style="list-style-type: none">▪ CMI Leadership and Management Level 7▪ Degree Apprenticeship▪ IOSH Leading Safely▪ Mental Health First Aid▪ EDI Allyship and Privilege Training |
| Breadth of Knowledge and Expertise | Broad understanding of the organisation including of the industry/sector and competitive landscape. Has a strong commercial focus and understands the drivers of business success. |
| Depth of Knowledge and Expertise | Deep understanding of own specialism(s) as well as a good understanding of wider organisation functions. The most senior expert within the organisation. |
| People Management | Responsible for a significant number of employees managed through a number of direct reports. |



Example Behaviours

| | |
|-----------------------------------|--|
| We are customer obsessed | <ul style="list-style-type: none">▪ Works with our customers, colleagues and other stakeholders to evaluate and improve service delivery.▪ Creates an environment where priority is given to the delivery of a high-quality service.▪ Establishes clear performance standards and measures across our teams.▪ Works to remove operational barriers that impede the ability to implement new initiatives. |
| We do the right thing | <ul style="list-style-type: none">▪ Drives a Safety First culture throughout their area of the organisation.▪ Places a high priority on being visible, accessible and approachable.▪ Seeks to involve others in planning for change.▪ Uses relevant data to identify trends and patterns to help inform planning processes. |
| We strive for excellence | <ul style="list-style-type: none">▪ Inspires others to achieve their individual and collective potential.▪ Scan the wider external environment for potential opportunities, emerging trends and challenges.▪ Demonstrates a creative and proactive approach to long term strategic opportunities and threats.▪ Promotes a culture of curiosity amongst their teams.▪ Rewards and recognises those to try new ways of working.▪ Engage in management and leadership development activities to enable the development of new knowledge, innovation and understanding. |
| We have each other's backs | <ul style="list-style-type: none">▪ Demonstrates a consultative approach to team working across Bellrock.▪ Stands behind their team when they succeed, stands in front of them when performance falls short.▪ Champions diversity within Bellrock by actively promoting awareness of the needs and interests of the diverse colleague community they lead.▪ Builds their organisational capability by identifying and investing in talent. |
| We smash it | <ul style="list-style-type: none">▪ Communicates their strategic priorities and values clearly and positively, translating them into practical outputs.▪ Evaluates the impact of development strategies that underpin the delivery of our strategic plan.▪ Demonstrates effective leadership within their own teams, projects and working groups▪ Leads by example in managing and developing the performance of others through the effective implementation of PDR. |



Job Level 1

Example Roles: C-suite, Divisional Managing Director

Role Requirements

| | |
|---|---|
| Qualifications | Significant experience gained over a number of years operating at Executive management level in progressively larger or more complex organisations. |
| Bellrock Academy Qualifications | <ul style="list-style-type: none">▪ CMI Leadership and Management Level 7▪ Degree Apprenticeship▪ IOSH Leading Safely▪ Mental Health First Aid▪ EDI Allyship and Privilege Training |
| Breadth of Knowledge and Expertise | Broad knowledge of the organisation including of the industry/sector and competitive landscape. Highly commercial outlook with a detailed understanding of what makes businesses successful. |
| Depth of Knowledge and Expertise | Deep understanding of own specialism(s) as well as a in-depth understanding of wider organisation functions. A widely acknowledged expert. |
| People Management | Responsible for a large number of employees managed through senior level direct reports. |



Example Behaviours

| | |
|-----------------------------------|--|
| We are customer obsessed | <ul style="list-style-type: none">▪ Works with our customers, colleagues and other stakeholders to evaluate and improve service delivery.▪ Creates an environment where priority is given to the delivery of a high-quality service.▪ Establishes clear performance standards and measures across our teams.▪ Works to remove operational barriers that impede the ability to implement new initiatives. |
| We do the right thing | <ul style="list-style-type: none">▪ Drives a Safety First culture throughout their area of the organisation.▪ Places a high priority on being visible, accessible and approachable.▪ Seeks to involve others in planning for change.▪ Uses relevant data to identify trends and patterns to help inform planning processes. |
| We strive for excellence | <ul style="list-style-type: none">▪ Inspires others to achieve their individual and collective potential.▪ Scan the wider external environment for potential opportunities, emerging trends and challenges.▪ Demonstrates a creative and proactive approach to long term strategic opportunities and threats.▪ Promotes a culture of curiosity amongst their teams.▪ Rewards and recognises those to try new ways of working.▪ Engage in management and leadership development activities to enable the development of new knowledge, innovation and understanding. |
| We have each other's backs | <ul style="list-style-type: none">▪ Demonstrates a consultative approach to team working across Bellrock.▪ Stands behind their team when they succeed, stands in front of them when performance falls short.▪ Champions diversity within Bellrock by actively promoting awareness of the needs and interests of the diverse colleague community they lead.▪ Builds their organisational capability by identifying and investing in talent. |
| We smash it | <ul style="list-style-type: none">▪ Communicates their strategic priorities and values clearly and positively, translating them into practical outputs.▪ Evaluates the impact of development strategies that underpin the delivery of our strategic plan.▪ Demonstrates effective leadership within their own teams, projects and working groups▪ Leads by example in managing and developing the performance of others through the effective implementation of PDR. |

