

# Core Behavioural Framework Guide

Service Deliverer



# Our values shape everything we do

## Our values

### Caring

Caring about our donors, their families, our staff and the patients we serve.

### Expert

Being expert in meeting the needs of our customers and partners.

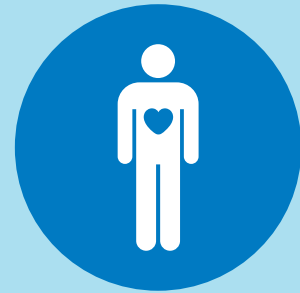
### Quality

Providing quality products, services, and experiences for donors, staff and patients



## Our behaviours

Through communicating, collaborating, leading, being customer focused, performing and innovating, we consistently deliver our **values**.



## Our Purpose

Demonstrating our **values** every step of the way, to save and improve more lives than ever.



## Our Ambition

Living our **values** every day, to be the best organisation of our type in the world.



# Introduction

We are on a journey to be the best organisation of our type in the world. To achieve this, we need a shared understanding about how we act and behave, both with our customers and our colleagues. We recognise that success in your role is both about **what** you do (applying your technical knowledge, skills, and ability) and **how** you do it (the consistent values and behaviours you demonstrate and choose to use). Performance is therefore reviewed in terms of **what** we have achieved and **how** we have gone about it.

This guide outlines our Behavioural Framework which sets the specific expectations for how we must go about our work in order to deliver our goals. Particularly, it defines the behavioural expectations that are needed to:

- Continuously improve our performance
- Further our professional development
- Recruit and retain talented people
- Encourage a 'one team' work ethic

The diagram, right, shows how your individual performance provides the foundation for building our organisational success:



# Core values, behaviours and expectations

Our values:                      We live these values through our behaviour, by:                      This means:

<p><b>Caring</b> We care about our donors, their families, our staff and the patients we serve</p>	<p>Communicating</p>	<p>We personalise our messages, being honest and engaging in the way we communicate, and use technology to help us deliver our messages most effectively.</p>
	<p>Collaborating</p>	<p>We listen to everyone and work together to resolve problems. We understand our role in saving and improving lives and take collective responsibility for our vision.</p>
<p><b>Expert</b> We are expert in meeting the needs of our external and internal customers and partners</p>	<p>Leading</p>	<p>We lead by example, trusting others to lead, holding each other to account and making the right decisions based on insight.</p>
	<p>Being customer focused</p>	<p>We truly understand our customer and meet their specific requirements. We work in partnership with them maintaining a professional approach towards all customers.</p>
<p><b>Quality</b> We provide quality of service, product and experience</p>	<p>Performing</p>	<p>We provide opportunities for development, continuously measuring and improving performance while finding time to celebrate high performance.</p>
	<p>Innovating</p>	<p>We encourage new suggestions and calculated risks, working at the right pace to deliver the right ideas while learning from and improving on less successful ideas.</p>

## Reviewing our Behaviours

To enable our core values and behaviours to be measured and reviewed, all staff need to be able to relate them to specific behavioural expectations. Our Core Behavioural Framework has been developed for just this reason and therefore will help you and your Manager recognise the behaviours that you are expected to demonstrate in your role.

To ensure that you are supported in demonstrating your expected behaviours, it is essential that the Core Behavioural Framework becomes an integral part of your Personal Development and Performance Review (PDPR) discussions. This should include a self-assessment, and subsequent Personal Development Plan (PDP), against each of your behavioural expectations.

Added to this, an end-of-year development rating is mandated where you are a Band 8 or above.

This performance management process provides us with a greater understanding of how well we are demonstrating our core values and behaviours as well as giving us a way to identify people who have the potential to progress.

## Core Behavioural Framework

This guide provides you with a hard copy self-assessment tool by which you, and your manager, can review your performance against each behavioural expectation so you can quickly identify where your strengths and development areas are. There is a behavioural framework for each of three job roles: 1) Service Deliverer, 2) Manager, and 3) Senior Leader. It is important to realise that these job roles are not meant to restrict people and can therefore be assigned flexibly in discussion with your manager. The generalised role definitions are:

### 1 Service deliverer

A Service Deliverer is someone who delivers a service, but has no people management responsibilities. This will include those who are providing supervisory support.

### 2 Manager

A Manager is someone with people management responsibilities such as those responsible for Personal Development and Performance Reviews.

### 3 Senior Leader

A Senior Leader is someone who is a Director or Assistant Director.

## Development stages

Within each framework tier, the expectations are separated into four development stages; developing, consolidating, achieving and excelling. Identifying your specific rating will offer you an improved understanding of yourself in relation to the core behaviours. The generalised stage definitions are:

### Developing

This rating should be used for new employees OR for those who are working towards/ demonstrating the majority of the 'developing' expectations. Note: There may also be a number of consolidating/achieving and/or excelling expectations being demonstrated.

### Consolidating

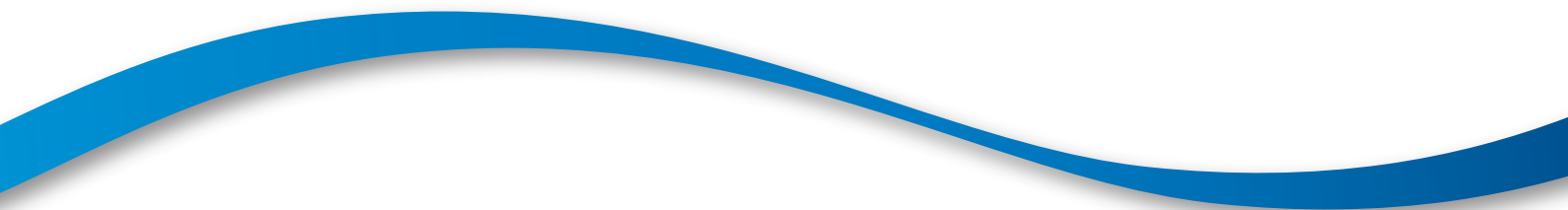
This rating should be used for those who are demonstrating less than 50% of the 'consolidating/achieving' expectations. The majority of the developing expectations should be complete and there may also be a minority number of excelling expectations being demonstrated.

### Achieving

This rating should be used for those who are demonstrating the majority (i.e. 50% or more) of the 'consolidating/achieving' expectations. There may also be a minority number of excelling expectations being demonstrated. Note: The 'Achieving' rating is the required standard for all employees who have completed their induction plan fully.

### Excelling

This rating should be used for those who are CONSISTENTLY demonstrating the majority of the 'excelling' expectations. Note: The 'Excelling' rating is for those who consistently demonstrate knowledge, skills and behaviours above and beyond the expectation of their role and therefore only a few 'high potential' employees will fall within this development stage.



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# Service Deliverer

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The following pages set out the expectations that apply to all Service Deliverers. A Service Deliverer is someone who delivers a service, but has no people management responsibilities. This will include those who are providing supervisory support.

When you look at the expectations see which area best reflects **how** you work. You might be:

## Developing

This rating should be used for new employees OR for those who are working towards/demonstrating the majority of the 'developing' expectations. **Note:** There may also be a number of consolidating/achieving and/or excelling expectations being demonstrated.

## Consolidating

This rating should be used for those who are demonstrating less than 50% of the 'consolidating/achieving' expectations. The majority of the developing expectations should be complete and there may also be a minority number of excelling expectations being demonstrated.

## Achieving

This rating should be used for those who are demonstrating the majority (i.e. 50% or more) of the 'consolidating/achieving' expectations. There may also be a minority number of excelling expectations being demonstrated. **Note:** The 'Achieving' rating is the required standard for all employees who have completed their induction plan fully.

## Excelling

This rating should be used for those who are CONSISTENTLY demonstrating the majority of the 'excelling' expectations. **Note:** The 'Excelling' rating is for those who consistently demonstrate knowledge, skills and behaviours above and beyond the expectation of their role and therefore only a few 'high potential' employees will fall within this development stage.

When you have finished you should have a clear picture of your strengths and development needs. You can use the guide to get the most out of your role and progress your career if you choose. You will find more information about potential development opportunities at the end of this guide.

# Service Deliverer

## Communicating As a Service Deliverer I...



### Developing

- speak in a respectful manner to my team, colleagues and customers and take time to build rapport through supportive conversation
- recognise my own and others' preferred ways of working and communication styles
- tailor my language, tone and style to suit my audience in order to promote good relationships
- write clearly in plain, simple language and check work for accuracy, ensuring that acronyms and jargon are avoided
- act as an advocate for our organisation by positively promoting blood, organ and tissue donation to my friends, family, colleagues and customers

### Consolidating/Achieving

- respond to communications promptly to provide a good service to customers and colleagues
- participate within my team by actively contributing my viewpoints constructively
- help others when they are in need of direction or support
- use confidential information sensitively and only share it with the appropriate people
- readily identify opportunities to share knowledge to improve our services
- openly communicate about issues or mistakes in a timely and constructive manner

### Excelling

- adapt my communication style to maximise impact and others' understanding
- handle challenging conversations by genuinely listening to others and demonstrating understanding, empathy and respect
- proactively promote communications with my colleagues and customers to improve our working environment
- recognise and actively overcome barriers to existing communication channels
- actively mentor and support employees



# Service Deliverer

## Collaborating As a Service Deliverer I...



### Developing

- know the impact of my own behaviour, body language and preferred ways of working when communicating and working with others
- recognise how my teams' work supports the service within the areas immediately before and after my own
- get to know others and understand their different motivations and perspectives
- am reliable and always follow through on commitments I have made

### Consolidating/Achieving

- build positive working relationships
- demonstrate a genuine care for my team, colleagues, and customers and proactively work to build stronger relationships by listening well and offering encouragement and support
- recognise that working with others will bring about improved results for my team
- contribute to working groups by building on others' ideas to deliver improved results
- accept collective decisions, when appropriate, even if they are different from my own
- help complete the team's work by providing support when required
- share information and resources with others

### Excelling

- volunteer to lead working groups to resolve operational issues and hold myself and others to account for delivering on the group's actions
- build collaborative relationships to solve issues by engaging the right people at the right time
- successfully influence members of my team, colleagues and/or customers even though there is no direct management responsibility
- seek constructive outcomes in group discussions by reconciling opposing ideas through compromise and shared solutions
- seek out contacts and new networking/shadowing opportunities outside of my team to aid my own knowledge and understanding

## Service Deliverer

### Leading As a Service Deliverer I...



#### Developing

- recognise my own job role boundaries/limits of practice and when to ask my manager for clarity or guidance
- consistently act in a professional manner in matters of safety, security, integrity, honesty, performance, attendance, and appearance
- am interested and committed to my work
- act in a fair and respectful way when working with colleagues and customers, irrespective of their position, role or background
- project a professional image of my department and organisation; acting as an ambassador accordingly
- support our pledge to stamp out bullying and harassment

#### Consolidating/Achieving

- consistently display our core values and core behaviours and support others to do the same
- role model our core values and behaviours by being respectful and professional at all times
- provide feedback to my colleagues and customers
- challenge in a constructive, helpful way by identifying solutions
- actively challenge and/or report negative and bullying behaviour to ensure that it is dealt with quickly
- consistently maintain a positive work-life balance that doesn't compromise my own health or that of my team, colleagues, or customers

#### Excelling

- act immediately to address inappropriate language and behaviour and lead by example
- am confident to give, receive and act on constructive feedback where our core values and/or core behaviours are not being displayed
- gather accurate data and information in a timely manner and present it to enable sound recommendations and/or decisions to be made
- take appropriate action to raise concern for the welfare of others where necessary
- address welfare concerns (e.g. bullying, harassment, stress) in myself, colleagues, and customers and assist with positive action and/or reasonable work adjustments
- recognise my own leadership development needs and participate in my own personal development by using the 70:20:10 model of learning as required

# Service Deliverer

## Customer focused As a Service Deliverer I...



### Developing

- recognise, through patient/donor experience (e.g. donor session, hospital visit, invited speaker), how my role contributes to our core purpose
- acknowledge that all the recipients of my work are my customers, whether internal or external, and identify how my role supports their service needs
- get to know my teams' customer needs and expectations
- recognise what good performance looks like from a customer perspective
- actively demonstrate and promote high quality customer service
- get to know our regulatory and legal requirements so that I am able to follow our processes to ensure services are delivered safely

### Consolidating/Achieving

- recognise and alert others in a timely manner when a customer service incident has occurred
- take ownership for, and participate in resolving customer concerns and work with my team to put in place measures to prevent them happening again
- keep my customers informed of our processes, service plans and future delivery changes as appropriate
- am committed to ensuring the needs of our customers are met
- react to changes in customer needs and treat them as a priority in my daily work
- provide a positive customer service experience

### Excelling

- seek out and respond to/escalate feedback from my customers to improve upon our service delivery
- engage with the appropriate customers and networks when making departmental decisions and/or changes
- consistently demonstrate high levels of initiative to ensure service continuity and improved customer experiences
- regularly help others to recognise the teams' role in relation to supporting patients and the delivery of our core purpose
- offer customers my knowledge and expertise to develop their understanding and aid engagement

## Service Deliverer



### Performing As a Service Deliverer I...

#### Developing

- discuss and agree my work and personal objectives with my manager and seek clarification when they are unclear
- take personal responsibility for performing against my work and personal objectives
- discuss with my manager in advance when work and personal objectives and deadlines are not achievable
- actively seek feedback from others on my performance and behaviour to develop my own self awareness, identify my strengths and development needs, and update my personal development plan accordingly
- recognise my own Mandatory Training requirements and actively work towards achieving 100% compliance

#### Consolidating/Achieving

- take ownership of my own work and personal objectives by monitoring my own performance and adapting accordingly
- am consistent, professional and organised under pressure
- ask for help in an emergency and take appropriate action to contain it
- seek out regular review/support sessions with my manager to discuss my performance, behaviour and development
- actively participate in my annual appraisal/performance review
- offer feedback to others to help their self awareness and personal development
- participate in continued self-development; adopting the 70:20:10 learning model to plan, with support, at least 3 days self-learning per year

#### Excelling

- consistently hold myself and others to account for achieving excellence
- respond positively to feedback and make personal changes accordingly
- motivate, mentor and coach others to improve and develop
- actively promote continuous learning and the sharing of knowledge and resources in order to provide both internal and external benefit
- am able to demonstrate additional learning through continuous self-development that represents the 70:20:10 model of learning

# Service Deliverer

## Innovating As a Service Deliverer I...



### Developing

- use technology appropriately to keep records in order to measure and inform service decisions
- look out for work incidents, risks and near-misses and report/act quickly, and objectively to find a 'solution'
- am open to alternative ways of working to make improvements where needed
- consider and suggest ideas for improvement and share this feedback with others in a constructive manner
- recognise the effect that change has on people

### Consolidating/Achieving

- contribute to new service improvement ideas
- actively participate in continuous improvement activities
- take responsibility for resolving work incidents and risks and work with others constructively to find a solution
- honestly feed back on the positive and negative impacts of any service changes
- have the courage to challenge existing processes and assumptions within regulatory boundaries
- co-operate with and am open to the possibilities of change and consider ways to implement and adapt to change in my own role

### Excelling

- know the budgetary and staffing position for my department
- dedicate time to establish/take part in working groups to encourage ideas from a wide range of sources in order to develop and implement collaborative service improvements
- share 'lessons learned' in order to drive service improvement and avoid making the same mistakes again
- participate in the planning and implementation of local change initiatives
- help others to understand new changes and why they have been introduced

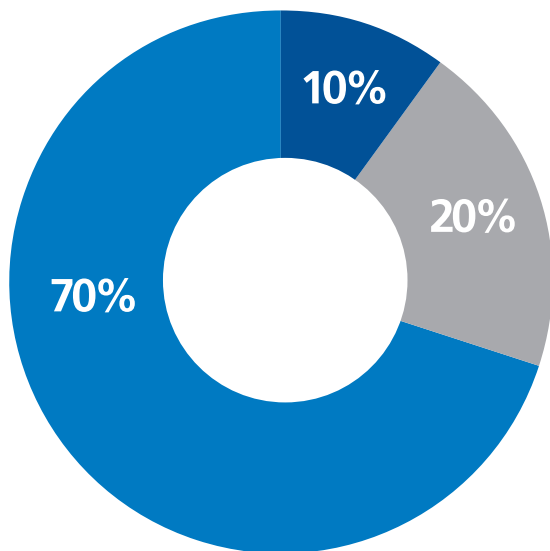
# What should you do next?

Having followed the Core Behavioural Framework Guide you should have a clear understanding of your development needs. There are a number of options available to you now to help you improve your knowledge, skills, or behavioural performance. These range from formal development programmes to more informal coaching and mentoring. It is recognised that 70% of learning takes place following 'on the job' experience, 20% from others and 10% from formal teaching sessions. The diagram, below, lists a number of learning opportunities for each of the three learning areas.

Which opportunities you seek to learn from will depend upon your own individual circumstances and to what extent they are available to you at the time you are seeking development.

NHSBT has an extensive education, training and development offering in the form of Shine: Passport to Development. Run by Organisation and Workforce Development (OWD), you can view the most up-to-date Shine opportunities on the Intranet pages at: Connect Online / About NHSBT / Shine. If you are unsure which would be best, you should discuss your options with your Manager and/or a member of OWD who will be able to help you decide.

## 70:20:10 model of learning



### Learning from experience

- ShineBytes
- Assignments
- Delegation
- Exposure
- Internal/Community projects
- Job expansion
- Job rotations
- New role
- Projects
- Secondments
- Sponsorship

### Learning from others

- Coaching
- Mentoring/sounding boards
- Modelling others
- Networks
- Work shadowing
- 360° feedback

### Formal learning

- Courses
- Reading/research
- Training programmes

## Where does learning actually take place?

10% attending courses to **listen** to new knowledge

20% through mentoring and coaching **discussing** the new knowledge

70% in the workplace **applying** the new knowledge

To find out more about any of the options above please contact Organisation and Workforce Development:

Email: [Learning@nhsbt.nhs.uk](mailto:Learning@nhsbt.nhs.uk)

Call: 27292

Visit: [Connect Online / About NHSBT / Shine](#)