

Behavioural competency framework (appendix A)

Fairness, Inclusion and Respect (FIR)

Definition

Contributes actively to a working environment that recognises, responds to and values the contribution of every individual.

Level 1	Level 2	Level 3
- Treats everyone (colleagues, learners, customers and stakeholders) with respect and dignity - Openly and willingly listens to the views of others - Considers the impact of their own actions on others - Challenges inappropriate behaviour or language - Polite, patient and tolerant when dealing with others - Regularly updates their knowledge of our approach to Fairness, Inclusion and Respect (FIR).	- Demonstrates consideration for a work-life balance - Treats all team members with equal importance - Acts as a role model by valuing diversity and celebrating difference - Considers diversity related needs when planning and allocating work - Deals promptly and objectively with another's inappropriate behaviour or language - Champions efforts to make the workplace more inclusive.	- Works continuously to improve working practices to ensure fairness, inclusion and respect - Leads by example, acting as a role model for inclusive behaviour and demonstrates knowledge of unconscious bias in themselves and others - Works to integrate people with different backgrounds and experiences into teams - Decision-making reflects a sound understanding of diversity related issues - Demonstrates an understanding of how FIR issues can impact on service delivery - Demonstrates an understanding of the impact FIR can have on business opportunities - Empowers and encourages staff to deliver best practice in this area.

Negative behaviours

- Ignores inappropriate language and/or behaviour
- Uses inappropriate language and or behaviours
- Fails to recognise and use the diverse skills and experience of others.
- Ignores the impact of their own behaviour on others
- Treats people and/or their areas of work with a lack of respect.

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Works collaboratively

Definition

Work with others across the business in a positive manner, sharing knowledge, good practice and experience.

Level 1	Level 2	Level 3	Level 4
• Demonstrates an interest in others and develops contacts outside of their own team • Shares own knowledge openly and freely • Proactively seeks information, resources and support from outside own team • Takes time to understand the work of other departments • Understands how actions may impact on other areas and actively seeks to engage with them • Listens attentively to others and regularly checks their understanding.	• Actively develops and maintains a network of colleagues • Demonstrates an understanding of the activities/priorities of different parts of the business • Considers the impact of their actions/decisions on different parts of the business • Readily shares resources to support high priority work • Proactively seeks information and support from outside of their immediate team • Encourages team to seek and act on feedback from customers and stakeholders.	• Actively promotes the benefits of cross-functional working • Promotes knowledge sharing with other teams and acts on results • Proactively creates, maintains and promotes a network of colleagues and stakeholders across the business and externally • Consults relevant colleagues/stakeholders on new initiatives and reflects their input • Acts as a role model for knowledge sharing across the organisation • Seeks the opinions of those with expert in the business, ignoring hierarchy where appropriate.	• Has a collegiate approach to working with peers, sharing knowledge, challenging appropriately, respecting the views of others and working together to deliver leadership excellence • Embraces and champions the 'One team' CITB behaviour • Creates and delivers an environment that values cross functional/divisional and organisational working and networking • Able to build teams that are adaptable and thrive by working together to achieve success • Works to break down silos across the organisation.

Negative behaviours

- Openly critical of other teams or parts of the business
- Constantly protects interests and resources of their own area of the business
- Devotes no or limited time to networking, prefers to work in isolation when inappropriate to the task
- Fails to consider impact of actions and decisions on other parts of the business.

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Drives for results

Definition

Developing the dedication, motivation and personal commitment to achieve results which make a real difference to the business.

Level 1	Level 2	Level 3	Level 4
- Ensures they are clear about what is expected of them - Organises and plans their work effectively and efficiently to deal with both the expected and unexpected - Alerts colleagues to potential problems in meeting deadlines and suggests solutions - Produces work of a consistently high standard, checks own work - Looks for solutions when encountering problems. - Sees tasks through to completion.	- Agrees, communicates and manages clear objectives which reflect team and business priorities - Continually reviews priorities and resources - Is flexible ensuring both urgent priorities and planned activities are completed - Identifies risks and potential problems and plans how to manage them - Remains positive and focused on achieving outcomes despite set-backs - Takes responsibility for mistakes and learns from them.	- Drives a high performance culture, supports and encourages a focus on achievement - Acts as a role model for delivery by demonstrating energy and enthusiasm - Maintains composure in the face of difficulties, demonstrates resistance to barriers - Translates strategic priorities into clear outcome focused objectives - Actively manages risks and plans to deal with the unexpected.	- Exceeds goals successfully - Ensures that strategies and business results are delivered - Demonstrates resilience and is energised by challenging and difficult situations - Fosters a culture of continuous improvement, high performance and achievement throughout the organisation.

Negative Behaviours

- Ignores mistakes or seeks to transfer responsibility for them
- Consistently adopts a short term or last minute approach
- Sets unachievable targets or unrealistic milestones
- Is easily distracted/distracts others from the teams focus
- Ignores CITB behaviours in achieving results.

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Working with courage and integrity

Definition

Acts in a principled, open and conscientious way, consistent with our values, challenges unacceptable behaviour and poor performance, keeps promises.

Level 1	Level 2	Level 3	Level 4
• Prepared to constructively question and challenge • Prepared to acknowledge personal mistakes • Is open to and encourages feedback • Delivers on what is promised • Will not compromise on corporate values • Prepared to communicate openly even if opinions are not shared by the majority.	• Supports key organisational messages, even when they meet resistance • Openly offers support to colleagues • Encourages alternative views and ideas • Challenges behaviour which contradicts our core values • Faces up to challenging situations • Does not avoid difficult conversations • Establishes and maintains an environment where personal integrity thrives.	• Champions the organisation vigorously, internally and externally • Promotes an environment where people feel encouraged to challenge and question • Openly acknowledges mistakes and promptly implements remedial action. Challenges systems, processes and behaviours which conflict with our core values • Deals promptly and effectively with challenging situations • Demonstrates loyalty to and support of colleagues across the business.	• Embraces and champions the CITB values with integrity and trust across the organisation • Is widely trusted and recognised as a direct and truthful leader • Ensures that plans and strategies are consistent with CITB's values and standards • Acts as a role model for CITB's ethical and professional standards • Takes decisions based on the greater good of the construction industry.

Negative behaviours

- Immediately changes their mind when questioned or challenged
- Seeks to blame others when things go wrong
- Says one thing and does another
- Avoids dealing with difficult situations/avoids giving difficult messages.

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Building capability

Definition

Developing one's own abilities and helping others to develop theirs in order to improve our service to customers.

Level 1	Level 2	Level 3
• Takes responsibility for own development • Reviews own performance and identifies development needs • Seeks to develop new skills and experiences • Learns from and acts on constructive feedback • Helps others by sharing own knowledge and experience • Makes effective use of the full range of development opportunities.	• Encourages others to develop their knowledge, skills and experience • Provides people with opportunities to broaden their experience • Proactively follows up developmental interventions and monitors progress • Actively supports the concept of continuous learning • Holds regular reviews beyond those formally required • Acknowledges the differing learning styles and needs of others.	• Creates an environment that supports development and is flexible to reflect individual circumstances • Demonstrates own commitment to continuing professional development • Devotes time to coaching and mentoring own staff • Uses new capacity and skills to benefit the wider organisation • Publically acknowledges the learning/developmental achievements of others • Constructs and maintains effective succession plans.

Negative behaviours

- Shows no interest in developing their own knowledge or skills
- Fails to review impact of learning activities
- Treats development as a low priority
- Fails to provide constructive feedback
- Fails to understand the impact and implications of individual circumstances.

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Innovation, change and agility

Definition

Positively welcomes opportunities for change and continually identifies opportunities to improve performance.

Level 1	Level 2	Level 3	Level 4
- Is not afraid to constructively question or challenge - Demonstrates enthusiasm for change and a willingness to get involved - Readily exchanges information with others across the business - Readily contributes ideas or suggestions for improvement - Is open to new ideas and asks questions to confirm understanding - Willingly adopts own working practices to support changes.	- Encourages others to seek out new ideas and information - Constructively challenges current practices and thinking - Involves colleagues and stakeholders in developing ideas for improvement - Proactively identifies potential barriers/blockages and seeks ways to overcome them - Willing to re-think/amend plans in the light of new information - Proactively seeks out best practice inside and outside of the business.	- Personally creates and maintains momentum for change - Commits personal time and resources to supporting new ideas - Gives praise and recognition to those involved in change projects/innovation - Creates an environment which encourages innovation and appropriate risk taking - Regularly checks and evaluates the impact of change and innovation - Supports others through the ambiguity/uncertainty of change.	- Comfortable with ambiguity and re-focuses the direction of self and others - Takes personal ownership of major change programmes maintaining commitment throughout - Demonstrates a clear understanding of inherent risks and manages accordingly - Sees ahead clearly, anticipates future trends and consequences - Future orientated, paints credible pictures of possibilities and likelihoods - Contributes enthusiastically to wider strategic debates.

Negative behaviours

- Demonstrates a complacent 'seen it all before' approach to new ideas and change
- Continually identifies barriers to new ideas and change without providing constructive alternatives
- Unwilling to alter existing working practices
- Reinforces or creates a blame culture
- Does not respond to requests for information to support changes or new ideas.

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Communicating with impact

Definition

Uses appropriate, clear and effective communications to achieve results, support and commitment.

Level 1	Level 2	Level 3
- Conveys information clearly and concisely in an appropriate format - Speaks clearly and effectively to different audiences - Conveys energy and enthusiasm about their work - Asks open questions to appreciate others points of view - Confidently handles challenging conversations - Quickly puts others at ease and builds rapport.	- Displays passion and enthusiasm when interacting with others - Presents information clearly and confidently without jargon - Presents the facts honestly giving a balanced picture - Adapts style and approach to meet the needs of the audience - Open and inviting of the views of others and responds accordingly - Proactively plans communications thinking about message, media and audience.	- Acts as an ambassador for team, department or organisation at all times - Handles objections or arguments convincingly with confidence and conviction - Articulates and explains complex issues clearly and concisely - Uses different methods/media for communications reflecting the audience and situation - Plans and executes influencing strategies to build commitment across the business - Chairs meetings effectively to reach clear decisions.

Negative behaviours

- Avoids appropriate face to face contact if possible
- Overly reliant on e-mails and written communication
- Excessive use of jargon
- Verbal communication/presentations lack structure and impact.

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Customer focus

Definition

The commitment to putting customers first, understanding their needs and delivering a consistently high standard of service which exceeds expectations.

Level 1	Level 2	Level 3	Level 4
- Proactively keeps customers informed with timely and appropriate feedback - Identifies and clarifies individual customer needs - Is honest and realistic with customers. - Does not over-promise - Treats all customers with courtesy and respect - Resolves customer enquiries promptly only referring to others when genuinely appropriate. - Apologises when services or products do not meet requirements.	- Actively seeks feedback from customers and acts on it - Identifies suitable benchmarks or standards to measure service levels - Turns complaints into positive outcomes for the customer - Develops effective, on-going relationships with customers - Ensures work with customer is viable for both parties and is not afraid to say no - Displays honesty and integrity in all dealings with customers.	- Translates customer feedback into actions for improvement - Takes the time to understand the underlying needs of customers - Builds effective personal relationships and networks with customers, both internally and externally - Establishes and maintains sustainable processes for monitoring customer satisfaction - Recognises and rewards the delivery of exceptional customer service - Creates an environment where teams are empowered to put the customer first.	- Builds collaborative and enduring customer relationships and gains customer trust and respect - Is both an ambassador and a customer 'Champion' for CITB - Ensures that organisational success is anchored in meeting the needs of customers - Understands and articulates what exceeding expectations means for customers and turns it into operational reality.

Negative behaviours

- Makes promises to customers which cannot be delivered
- Views customer complaints as a nuisance
- Passes the buck to others and does not check if issues are resolved
- Blames others for shortcomings or non-delivery.

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Lead by example

Definition

A constant source of energy, support and encouragement. A visible role model for CITB's behaviours.

Level 2	Level 3	Level 4
- Delegates effectively on the basis of skills and experience - Makes themselves available to their team - Provides a clear direction and maintains a focus on team goals - Devotes time to understanding the needs and concerns of the team - Seeks and acts on feedback from the team - Gives praise and recognition to others for good performance.	- Utilises the full potential of the team, harnessing individual energies and abilities - Communicates a sense of purpose which generates optimism and excitement - Remains highly visible whilst managing others - Includes others in the decision making process to build commitment and ownership of goals - Trusts others to carry out tasks and provides them with the space to do so - Exercises influence without using hierarchy or power.	- Creates a positive environment, acting as a source of energy and passion - Inspires others to achieve their best and promotes a 'can-do' approach - Acts as a role model for CITB's organisational behaviours - Maintains a high level of visibility internally and externally - Is readily available to people across the business - Stands by team/directorate/organisation when they are challenged.

Negative behaviours

- Lacks visibility
- Does not acknowledge or recognise good performance
- Manages through status/hierarchy
- Lacks enthusiasm and commitment.

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Effective decision-making

Definition

Analyses relevant information – seeing guidance when appropriate, explores options, makes timely decisions and stands by them.

Level 1	Level 2	Level 3	Level 4
• Makes effective decisions following appropriate criteria • Ask questions when unsure of correct approach • Investigates and responds to gaps in information • Undertakes appropriate analysis to support decisions or recommendations • Understands where to go and who to involve if further information is required • Thinks through implications of own decisions.	• Recognises scope of own authority and involves others as appropriate • Considers the long term impact of decisions • Makes timely decisions even when difficult or unpopular • Knows where to go for advice and support and is willing to do so • Explores different options outlining the costs, benefits and risks of each • Invites challenge and involves others in decision making when appropriate.	• Analyses and evaluates pros/cons/risks in order to make effective decisions • Knows when to bring in experts/research to support decision making • Resists attempts to 'pass' decisions upward • Able to decide and act even when details may be unclear • Identifies the main issues in complex decisions, clarifying stakeholder expectations • Takes timely, confident and evidence based decisions.	• Quick to identify the issues and to get to the heart of the problem • Pushes decision making to the appropriate level in their teams • Obtains the appropriate information to support decisions in advance • Encourages scrutiny and challenge to decisions from peers, staff and stakeholders • Effectively balances competing agendas when making decisions • Rethinks plans and decisions in the light of new information, making appropriate adjustments.

Negative behaviours

- Only uses evidence which is readily available or supports existing views.
- Makes decisions in isolation, without appropriate consultation.
- Consistently changes decisions based on new information or options.
- Constantly seeks additional information to avoid decisions.

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