UNIVERSITY OF CAMBRIDGE

Behavioural Attributes Framework

There are eight attributes in the University of Cambridge Behavioural Attributes Framework: Communication; Relationship Building; Valuing Diversity; Achieving Results; Strategic Focus; People Development; Negotiating and Influencing; Innovation and Change. Each attribute is defined through examples of behaviours known as positive indicators.

Within each attribute there are four levels - A, B, C and D; Level A is the highest level within each. The exception to this is the Valuing Diversity attribute which has only Level A - this level applies to all grades. The table below provides information about which levels may be most appropriate to roles at grades 1 to 12.

Note that the positive indicators are intended for use as a guide only and are not exhaustive. Not all indicators will be applicable to all roles within a grade.

Table showing expected levels by grade

Attributes	Grade											
	1	2	3	4	5	6	7	8	9	10	11	12
Communication	D	D	D	C	C	C	C	B	B	B	A	A
Relationship Building	D	D	D	C	C	C	B	B	B	A	A	A
Valuing Diversity	A	A	A	A	A	A	A	A	A	A	A	A
Achieving Results	D	D	D	D	C	C	B	B	B	A	A	A
Strategic Focus	D	D	D	D	D	C	C	B	B	B	B	A
People Development	D	D	D	D	C	C	C	B	B	B	B	A
Negotiating and Influencing	D	D	D	D	D	C	C	C	B	B	B	A
Innovation and Change	D	D	D	D	C	C	C	B	B	B	A	A

Attribute 1: COMMUNICATION

Level A: Communicates persuasively with senior members of the University, the relevant Committees, and with people at all levels across the University and outside the University in the UK and worldwide as appropriate.

Positive indicators	
Positive indicators	Develops communication strategies and mechanisms which ensure that important messages are cascaded in a consistent, clear and timely way across the University and externally as appropriate.
	Presents verbal and written proposals and updates to senior members of the University clearly and persuasively
	Disseminates and explains management decisions and policy and the reasons behind them to those at all levels in the University
	Communicates a compelling view of the future which provides direction for the University
	Responds convincingly and authoritatively to questions and concerns in particular from senior management colleagues

Level B: Communicates effectively and appropriately with senior management, external partners and with people at all levels across the University and outside the University in the wider community.

Positive indicators	
Positive indicators	Explains complex issues, in a way that is easy to understand.
	Works collaboratively with senior management to ensure that consistent messages are cascaded appropriately.
	Prepares communications for and on behalf of senior members of the University.
	Produces well-structured reports and written summaries.
	Ensures that important messages are being communicated and understood within the University and outside the University as appropriate.
	Communicates fluently and persuasively as required.
	Delivers difficult messages sensitively.

Level C: Communicates effectively and appropriately with a variety of stakeholders including external partners, teams, colleagues and contacts.

Positive indicators	
Positive indicators	Communicates clearly and concisely both orally and in written documents
	Recognises the need to adapt style and delivery according to the situation.
	Supports arguments and recommendations effectively.
	Ensures that important messages are communicated within the Institution.
	Shares information as appropriate and checks understanding.
	Ensures that communication has a clear purpose.
	Responds constructively and effectively to questions and comments.

Level D: Communicates effectively with colleagues and contacts

Positive indicators	
Positive indicators	Communicates in a way that is understandable and meaningful to everyone
	Listens carefully and asks questions to clarify own understanding
	Ensures that communication is factual, accurate and timely
	Communicates information using appropriate methods

Attribute 2: RELATIONSHIP BUILDING

Level A: Builds and manages mutually beneficial partnerships and networks, both internally and externally, to create opportunities for the University. Works effectively with senior management colleagues and seeks opportunities for enhancing the effectiveness of teams.

Positive indicators	Builds and maintains close working relationships with senior members of the University to act in the interests of the University as a whole
	Engages stakeholders and agrees appropriate action plans.
	Anticipates and identifies ways in which the University can collaborate with partners to address current and future challenges, providing the structures and processes to enable this.
	Maintains and draws upon a network of contacts in influential or specialist positions.
	Provides active support to own management team, ensuring that they have the information they need to make decisions.
	Identifies overlaps of activity within the University and opportunities for synergies across institutions.
	Focuses team building on achieving high performance.
	Actively engages and supports teams within own area of responsibility.

Level B: Develops and maintains existing partnerships. Builds teams and identifies means of enhancing their effectiveness.

Positive indicators	Engages with stakeholders to conduct joint working activity, to agree and action complex issues.
	Understands the links between the University's work and that of partners, using this knowledge to inform own work.
	Identifies opportunities for leveraging existing partnerships or developing new ones that will support the work of both organisations.
	Sets up teams or working groups and involves them in achieving goals.
	Works inside and outside own team to share ideas and information where appropriate.
	Visibly assists their team to remove barriers, particularly in the face of complex tasks or high demands.
	Identifies common goals and interests, and uses these to unite teams
	Gains commitment from others by consulting and involving them.
	Understands relationships within the team and the way that different team members work together.

Level C: Maintains working relationships with existing partners. Works effectively within a team or work group as appropriate.

Positive indicators	Seeks to understand the key priorities of stakeholders and gain their commitment through consultation and involvement
	Shows interest in team members and is aware of their needs and circumstances.
	Develops good relationships and cooperation within the team and with other colleagues
	Actively promotes the interest of the University within partnerships and networks

	Ensures that colleagues, students and internal and external contacts are satisfied with assistance that they receive.
	Actively seeks the ideas and suggestions of others
	Focuses on contribution to team performance and recognises that of others

Level D: Deals with colleagues, students and internal and external contacts in a professional manner. Works effectively within a team or other work group as appropriate.

	Understands own role within the team.
Positive indicators	Works effectively as a team member and builds relationships with colleagues.
	Actively supports and assists colleagues to reach individual and team objectives
	Acknowledges that there is sometimes a need to help and support a wider team.
	Responds quickly and effectively to requests from colleagues, students and internal and external contacts managing their expectations and keeping them updated on progress.

Attribute 3: VALUING DIVERSITY

Level A: Considers and respects the ideas, circumstances and feelings of others. Treats everyone with fairness and respect, adhering to the principles of diversity and inclusion.

	Promotes an inclusive environment which values equality of opportunity and diversity
Positive indicators	Role models the highest standards of behaviour.
	Challenges or reports inappropriate attitudes, language and behaviour that is abusive, aggressive or discriminatory
	Acknowledges and respects a broad range of social and cultural customs, beliefs and values within the law
	Demonstrates mutual respect tolerance and integrity
	Listens to and respects others' views and opinions

Attribute 4: ACHIEVING RESULTS

Level A: Demonstrates a willingness to take difficult strategic decisions and an ability to resolve complex problems. Provides direction on how to manage conflicting priorities and tensions.

	Makes decisions by logically evaluating all relevant factors and applying a range of analytical techniques
Positive indicators	Gathers information and ideas from external sources to benefit the University
	Considers the impact on the University as a whole when taking difficult decisions
	Sets stretching performance standards and measures which align with strategic objectives
	Creates a performance culture in which activity is continuously reviewed and improved
	Takes ownership for the work within the institution to deliver on time, within budget and agreed quality standards

	Provides assurance to the most senior members of the University on performance and achievement against the University's priorities
	Analyses financial and statistical data to identify the University's strategic progress and priorities
	Considers complex or conflicting data and different perspectives before making a decision on the way forward
	Makes and sees through sensitive, unpopular or controversial decisions
	Takes calculated risks and develops an approach for mitigating risk

Level B: Identifies and manages important issues and problems effectively. Plans and monitors the work of others and takes accountability for their levels of performance and success.

Positive indicators	Makes decisions following careful analysis of the issue and by challenging assumptions to ensure that information is accurate.
	Produces effective responses in difficult situations and resists pressure to make quick decisions where full consideration is needed.
	Develops strategies for overcoming barriers and seeks opportunities for early resolution of issues.
	Promotes the importance of identifying and managing risk.
	Sets clear goals and milestones, establishing importance and urgency.
	Provides clear direction and ensures that staff know what is expected of them.
	Demonstrates measurable individual and team progress against relevant institution goals.
	Identifies performance issues within area of responsibility and establishes interventions to ensure delivery to plan and targets.

Level C: Solves work-related problems effectively. Provides support and contributes to the performance of the institution. Manages own workload and, where applicable, the workload of others.

Positive indicators	Systematically gathers information from a range of sources before reaching conclusions on necessary action.
	Checks consistency of information to ensure that it is correct and has not been misunderstood.
	Makes decisions using as much reliable information as possible.
	Conducts research to identify relevant facts that are not immediately available and gathers different versions of events to build a full picture.
	Identifies elements of a problem that can and cannot be changed.
	Refers to policies and procedures as necessary before taking action.
	Shows an ability to identify risk and consider its potential impact on the University.
	Is willing to take on responsibility to overcome obstacles and ensure delivery of targets.
	Takes responsibility for own performance and their contribution to team achievement.

Level D: Gathers information to understand problems and issues, making recommendations and/or taking action as appropriate. Manages own workload effectively.

	Takes in information quickly and accurately.

Positive indicators	Identifies where to get information when trying to solve a problem.
	Gathers sufficient information to understand issues fully, and consults those with relevant knowledge.
	Reviews all the information gathered to understand the situation and draw logical conclusions.
	Is confident to use initiative where appropriate.
	Resolves issues at an early stage before they become significant.
	Remains impartial and avoids making assumptions.
	Contributes effectively to institutional performance.
	Acts positively and with determination when under pressure

Attribute 5: STRATEGIC FOCUS

Level A: Drives the strategic priorities of the University and inspires a shared vision for its future direction.

Positive indicators	Promotes the University's mission and goals, developing strategies to drive their achievement.
	Monitors developments within the external environment and plans for their impact on the work of the University.
	Takes an organisational view, thinking beyond the interests of own specialism/area.
	Identifies and successfully manages complex political agendas within the governance structure.
	Compares performance with other Universities and centres of excellence to inform objectives and priorities.
	Develops ways of working that balance the needs of individual institutions and the University.

Level B: Takes a strategic view and creates long-term plans for the institution/area of responsibility. Promotes a shared vision for the University.

Positive indicators	Shows an awareness of political, economic and legislative trends and their effect on the University.
	Creates a vision for the future which supports the aims and objectives of the University.
	Formulates plans which translate strategy into action.
	Thinks beyond own specialist area or function, understanding the impact of actions on other areas of the University.
	Works to influence the University's strategy, direction and culture to increase effectiveness for the future.
	Considers long-term issues, even when having to respond to changing circumstances

Level C: Implements the University's strategy and planning activity within the team. Supports the University's mission and priorities.

Positive indicators	Demonstrates knowledge of the University's strategy and concentrates on matters that support its achievement.
	Ensures that own way of working is in line with the strategic direction of the University.
	Understands the main issues that affect the University.
	Raises awareness of strategic issues with colleagues.

	Supports and co-operates with University policy and procedures.
	Recognises the links between related activities.
	Acts in the best interests of the University rather than self-interest

Level D: Demonstrates awareness of the University's direction; understands and supports its mission

Positive indicators	Understands and supports what the University is working to achieve.
	Understands what other areas of the University do and where to get information.
	Understands how own role contributes to the goals of the University.
	Thinks through the wider consequences of own actions.
	Co-operates with University policy and procedures

Attribute 6: PEOPLE DEVELOPMENT

Level A: Creates an environment where people are motivated to achieve University objectives and enhance their own performance. Puts systems and strategies in place to develop people at all levels across the University and identifies opportunities to increase organisational capability and capacity through people

Positive indicators	Develops senior manager capability and capacity in line with the University's mission and priorities.
	Creates opportunities for maximising the potential of senior managers and building the University's leadership capability.
	Leads the effective cascade of University and institution objectives and enables individuals to identify their contribution towards achieving these.
	Provides staff with a sense of purpose and direction in line with wider objectives.
	Improves University capability, capacity, reputation and impact through effective people development.
	Promotes commitment to the University's mission, values and behaviours.
	Promotes and demonstrates the effective use of Staff Review and Development and broader people development practices.
	Supports and encourages the use of training and development opportunities offered by Personal and Professional Development and other training providers.
	Seeks and acts on feedback of own performance

Level B: Encourages and facilitates the learning and development of others. Demonstrates enhancement of individual and team potential through giving clear direction, guidance and feedback on performance.

Positive indicators	Demonstrates understanding of the talents, capabilities and needs of others and matches these to development opportunities.
	Provides opportunities for others to learn and progress their careers, providing advice and guidance where appropriate.
	Creates an environment where colleagues are clear on what is expected of them and are motivated and supported to achieve results.

	Uses Staff Review and Development and other tools to fairly and accurately review the work and progress of others and to agree plans for their future work and development
	Helps others to identify and develop their strengths and development needs and enables them to take advantage of the development opportunities in everyday activities.
	Supports others to achieve expected standards of behaviour and performance, giving constructive and developmental feedback in a timely and supportive manner
	Shares knowledge with staff and creates opportunities for coaching and mentoring.
	Supports and encourages the use of training and development opportunities offered by Personal and Professional Development and other training providers

Level C: Promotes and facilitates the development of others.

	Encourages others to learn and develop, giving them advice where necessary.
	Supports effective performance and development through induction, probation, Staff Review and Development and ongoing regular constructive feedback.
	Encourages, motivates and supports others to develop their skills.
Positive indicators	Ensures others know what a task or responsibility involves and that they have the necessary capability to carry it out.
	Identifies and addresses the training needs of others.
	Involves others in new areas of work and decision making to enhance their knowledge and skills.
	Supports and encourages the use of training and development opportunities offered by Personal and Professional Development and other training providers

Level D: Takes ownership of own performance and development. Assists and supports the development of others where appropriate.

	Sets high performance standards for self.
	Seeks opportunities to improve own job related knowledge.
	Takes ownership for personal development.
Positive indicators	Makes proactive use of Personal and Professional Development and other training providers
	Engages and participates fully in Staff Review and Development to review their own work and progress and to identify work and development opportunities
	Acts on feedback of own performance
	Offers guidance, support, induction and training to colleagues.

Attribute 7: NEGOTIATING AND INFLUENCING

Level A: Develops sophisticated strategies for influencing the most senior members of the University using logic, reason and persuasive arguments. Effectively reconciles divergent interests

Positive indicators	Identifies legitimate interests and key players before commencing negotiation.
	Involves and engages internal and external contacts to enhance the effectiveness of proposals and to build support.
	Anticipates the reactions of key stakeholders and develops negotiation strategies for responding to these effectively.
	Focuses on important elements of complicated issues to promote the benefits of a proposal to others.
	Demonstrates awareness of the working relationships between individuals, groups and institutions and how these change over time.
	Balances conflicting priorities and agendas by achieving acceptable solutions, without damage to long-term relationships.

Level B: Negotiates and influences at senior management level using persuasive arguments. Identifies clear aims in negotiations and achieves satisfactory outcomes.

Positive indicators	Successfully persuades and influences at senior management level through building support amongst colleagues and considers the reactions of stakeholders.
	Negotiates satisfactory solutions on broad or complicated issues with stakeholders.
	Gains support before presenting proposals.
	Involves people who have positive attitudes to help secure the commitment of others.
	Prepares ideal, realistic and fallback positions.
	Anticipates possible issues, objections and consequences

Level C: Persuades and influences peers and managers through consideration of their interests, involvement and consultation.

Positive indicators	Canvasses opinion and builds support amongst colleagues.
	Promotes the benefits of a decision or situation to others.
	Identifies clear aims in negotiations and achieves satisfactory outcomes.
	Handles objections by acknowledging issues and suggesting alternatives.
	Ensures that everyone involved is satisfied with agreements that have been reached.
	Shows willingness to compromise where appropriate to achieve an acceptable solution.

Level D: Persuades and influences colleagues through involvement and consultation

Positive indicators	Seeks, considers and understands alternative opinions.
	Shows willingness to accommodate the needs of others.
	Thinks through possible issues and raises these as appropriate.
	Clearly explains the reasons behind actions.

Attribute 8: INNOVATION AND CHANGE

Level A: Fosters a culture of innovation to build the University's capability. Identifies and champions new approaches for improving organisational results and achievement.

	Tackles strategic challenges with resourcefulness and creative solutions.

Positive indicators	Draws on ideas and information from external organisations and networks to improve organisational outcomes.
	Ensures that senior managers are responsible for capturing and disseminating learning and knowledge.
	Builds capability by promoting the development of new techniques.
	Drives innovation within institution.
	Encourages and supports managers to take responsibility for innovation and change.
	Identifies areas within the University that need to be changed.
	Demonstrates a personal belief in and commitment to change.
	Assesses the likely benefit and effect of change before initiating it.
	Encourages people to question methods and propose more effective alternatives

Level B: Supports, promotes and implements change. Encourages the adoption of new methods and overcomes barriers to acceptance.

Positive indicators	Explores new and innovative ways of working and drives innovation within own area.
	Introduces new ways of working and overcomes resistance through involving people and demonstrating the benefits.
	Encourages others to identify improvements to systems and services and to take these forward.
	Communicates the desire for the institution to succeed through original thinking.
	Draws on networks to identify new methods and techniques.
	Identifies people with the ability to accept change and supports those who find it difficult to adapt.
	Demonstrates understanding of people's fear of change

Level C: Develops and promotes new ways of working to improve performance within team and institution.

Positive indicators	Identifies areas of good practice and shares successes which may improve ways of working across the institution.
	Considers new approaches or solutions to problems and demonstrates taking these forward.
	Develops innovative techniques within own professional field.
	Keeps abreast of new developments and initiatives outside the University.
	Encourages colleagues to respond quickly and positively to change.
	Recognises potential barriers to change and ways in which these might be minimised.

Level D: Understands the need for change, demonstrates flexibility and is willing to try new approaches

Positive indicators	Proposes new ideas in relation to own work.
	Supports new ideas and initiatives with enthusiasm.
	Contributes to innovative ideas within own team.
	Seeks to improve and update knowledge.
	Demonstrates willingness to try unfamiliar tasks.