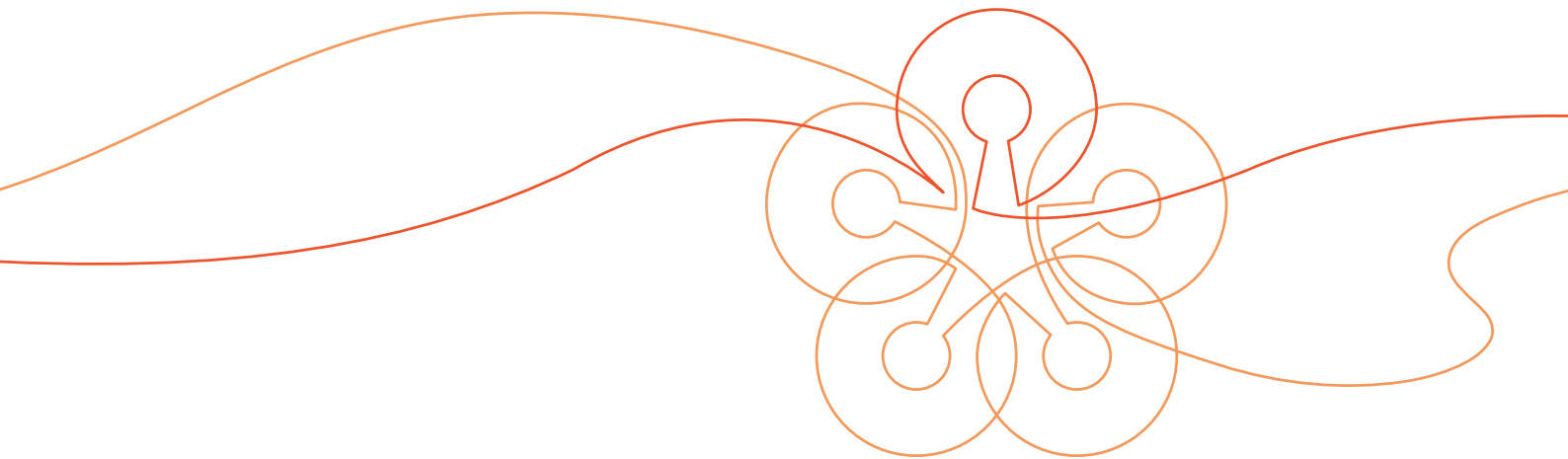


# LET'S WORK THE CAF WAY



INVESTOR IN PEOPLE

**CAF** Charities Aid  
Foundation

Registered charity number: 268369



## Background

The behaviours in this framework have been developed following extensive review by an independent consultant meeting with a large number of CAF people.

They are not significantly different from the many existing examples in place in other organisations except that they reflect those behaviours deemed key and most likely to ensure CAF’s continued success through its people.

## What are behaviours?

Behaviours describe ‘how’ as opposed to ‘what’ in relation to our performance or job responsibilities. They identify the expected standard of operating across CAF; how we do things here.

These behaviours do not reflect a new way of doing things but do begin the process of developing

a common and objective terminology including understanding of standards expected across CAF for different levels of staff. In time we expect these behaviours will provide a common language and a greater level of understanding in our management of people.

## About this booklet...

There is one set of behaviours in the framework:

- a generic set which is applicable to all employees and differentiated by level, including definitions, contexts and examples of key behaviours (some of the behaviours only begin at more senior levels and others change focus as they move up the levels.

Technical competencies specific to each functional group will be developed overtime, however, some already exist, for example within the IS and HR teams.

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### What are the behaviour categories?

Behaviour categories	Grade A-B	Grade C-E	Grade F-G
Accountability and decision making	Personal	Personal and team	Personal, team and organisational
Communication and influencing	Communicate effectively	Communicating with others and influencing	Communicate and influence by example
Innovation and change	Implementing and making appropriate decisions in a timely fashion	Empowers appropriate decision making and innovation	Create a climate for appropriate decision making and innovation
Customer service and excellence	Effective customer service	Building and maintaining long term relationships	Creates a climate of excellence
Teamwork and leadership	Team working	Team relationship stakeholder management/development	Leadership by example



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### *Accountability and decision making*

Grade	Definition	Key behaviours
A – B Personal	<ul style="list-style-type: none"> <li>■ we have a job to do and we like to do the job well</li> <li>■ we effectively manage our own time and workload and if we don't know we will ask</li> <li>■ we are aware of deadlines and we are responsible for getting the job done</li> <li>■ we balance priorities and plan activities to achieve our objectives</li> </ul>	<ul style="list-style-type: none"> <li>■ we show commitment to our work</li> <li>■ we take pride in our work</li> <li>■ we ask for help if we need it</li> <li>■ we take responsibility for our work</li> <li>■ we take ownership for our mistakes and learn from them</li> <li>■ we act on decisions quickly and professionally</li> </ul>
C – E Personal and team	<ul style="list-style-type: none"> <li>■ we are accountable for our own and our teams work</li> <li>■ we challenge bad behaviours and poor performance</li> <li>■ we learn from our own and teams mistakes and create an environment where mistakes lead to improvement</li> <li>■ we help our team understand what is expected of them and we celebrate success</li> </ul>	<ul style="list-style-type: none"> <li>■ we challenge poor performance/behaviours constructively</li> <li>■ we take accountability for our work/teams</li> <li>■ we openly appreciate success</li> <li>■ we create an environment where we and others make decisions and take ownership for them</li> <li>■ we make decisions in a timely fashion</li> </ul>
F – G Personal, team and organisational	<ul style="list-style-type: none"> <li>■ we are accountable for delivering the mission in a way that people understand the part they play</li> <li>■ we are accountable for the success of the organisation and we fully accept our legal responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>■ we are role models of accountability</li> <li>■ we help people in the organisation to understand their responsibilities and accountabilities</li> <li>■ we drive the mission</li> <li>■ we ensure that decisions and actions taken by either self or team are beneficial for CAF and/or its clients</li> <li>■ we speak with one voice</li> </ul>

Grade	Positive examples
A – B Personal	<ul style="list-style-type: none"> <li>■ take on additional responsibility within your role which will require you to undertake new tasks</li> <li>■ checks quality and accuracy of own work</li> <li>■ sets plans to meet day-to-day business needs</li> <li>■ is constructive and open in sharing information and ideas</li> <li>■ where appropriate seeks alternative views, opinions and ideas from others</li> </ul>
C – E Personal and team	<ul style="list-style-type: none"> <li>■ ask others from outside your immediate team for opinions and ideas on problems and issues which are proving difficult to resolve</li> <li>■ bring people together from different areas to discuss issues of common concern and work through problems together</li> </ul>
F – G Personal, team and organisational	<ul style="list-style-type: none"> <li>■ create a climate in which staff are given stretching targets and responsibilities to develop their skills and experience</li> <li>■ recognises multiple relationships between problems, issues and situations</li> </ul>

Contra examples
<ul style="list-style-type: none"> <li>■ inappropriate snap judgements are made without all the necessary information</li> <li>■ makes decisions only for own work area, fails to take account of impact on other teams or directorates</li> <li>■ shrinks from taking tough, unpleasant decisions</li> <li>■ lacks confidence and conviction in decision making</li> <li>■ fails to analyse information</li> <li>■ makes assumptions without full investigation</li> <li>■ inappropriately pushes decisions to others</li> <li>■ avoids ownership when mistakes are made</li> </ul>



## LET'S WORK THE CAF WAY

### Communication and influencing

Grade	Definition	Key behaviours
A – B Communicate effectively	<ul style="list-style-type: none"> <li>we use clear and appropriate language (both verbal and written) and effectively listen to and consider other people's points of view</li> <li>we ask relevant questions if we need clarification</li> </ul>	<ul style="list-style-type: none"> <li>we communicate clearly and concisely</li> <li>we ask when we are not clear</li> <li>we are open minded and non judgemental</li> <li>we communicate face to face wherever possible and document where necessary</li> <li>we demonstrate active listening skills and ask appropriate questions</li> </ul>
C – E Communicating with others and influencing	<ul style="list-style-type: none"> <li>we are able to express ourselves articulately</li> <li>we present to different audiences in an effective manner</li> <li>we operate in an open, trusting environment and we are well prepared</li> </ul>	<ul style="list-style-type: none"> <li>we communicate with integrity</li> <li>we are able to adapt our style, using appropriate tone and language</li> <li>we are active listeners and use effective questioning techniques</li> <li>we use tact in addressing sensitive issues</li> <li>we speak with confidence</li> <li>we are able to see other's perspectives</li> </ul>
F – G Communicate and influence by example	<ul style="list-style-type: none"> <li>we have the ability to express ourselves articulately in any situation</li> <li>we are able to inspire others through our communication</li> <li>we lead and encourage open communication at all levels</li> </ul>	<ul style="list-style-type: none"> <li>we are role models for effective communication</li> <li>we inspire our audiences</li> <li>we effectively influence for the benefit of CAF</li> <li>we enable and encourage two way communication</li> </ul>

Grade	Positive examples
A – B Communicate effectively	<ul style="list-style-type: none"> <li>positively voice your opinions and thoughts and label them as your own</li> <li>practice listening skills avoiding distractions, concentrating on what is being said</li> <li>allow others to express their opinions even if you do not agree and try to understand and accept their opinions as being valid</li> <li>checks understanding when giving or receiving information</li> <li>produces work that is accurate and legible</li> </ul>
C – E Communicating with others and influencing	<ul style="list-style-type: none"> <li>praise team members when they have achieved success</li> <li>check the team members fully understand their objectives and your expectations of them</li> <li>confront conflicts, problems, reservations or misgivings directly but sensitively and get 'all the cards on the table'</li> <li>let your team know their work is important and provide specific positive feedback</li> <li>facilitates and leads effective exchanges of information, eg, leads structured meetings</li> </ul>
F – G Communicate and influence by example	<ul style="list-style-type: none"> <li>build a spirit of hope, anticipation and excitement for the future</li> <li>build trust and conformance from the staff by being honest with them and letting them have both good and bad news</li> <li>be open to upward feedback taking the time to address any concerns</li> <li>regularly measures the effectiveness of communications channels and methods for improvement</li> <li>ensures organisational messages are understood at all levels</li> </ul>

Contra examples
<ul style="list-style-type: none"> <li>pursues own interests to the exclusion of others</li> <li>attempts to gain influence by undermining or attacking the position of others</li> <li>imposes own view on others rather than attempting to gain buy-in</li> <li>uses status or position to persuade others</li> <li>difficult to understand, lacks clarity and purpose</li> <li>uses jargon</li> <li>fails to communicate in a timely manner</li> <li>withholds information</li> <li>is critical and negative when giving feedback</li> <li>does not accommodate a style that accommodates the audience</li> </ul>

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### *Innovation and change*

Grade	Definition	Key behaviours
A – B Implementing and making appropriate decision in a timely fashion	<ul style="list-style-type: none"> <li>we use our knowledge and judgement to generate new ideas</li> <li>we are open to change</li> <li>we look to develop fresh approaches and actively contribute to the ideas and efforts of others</li> </ul>	<ul style="list-style-type: none"> <li>we have a 'can do' attitude</li> <li>we raise new ideas</li> <li>we look for opportunities to improve</li> <li>we embrace change</li> <li>if we don't understand why a change is being made we ask</li> </ul>
C – E Empowers appropriate decision making and innovation	<ul style="list-style-type: none"> <li>we generate creative solutions to work situations and client needs</li> <li>we encourage new ideas and take forward as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>we encourage self and others to be innovative</li> <li>we make the time to continuously improve what we do</li> <li>we make changes in a timely fashion</li> <li>we help and support self and others through change</li> </ul>
F – G Create a climate for appropriate decision making and innovation	<ul style="list-style-type: none"> <li>we encourage others to generate creative and new ideas to work situations and client needs</li> <li>we try different and imaginative approaches</li> <li>we consistently seek better and more effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>we embrace and drive change</li> <li>we create a culture of continuous improvement</li> <li>we consult appropriately regarding change</li> <li>we are 'can do' role models</li> <li>we create an environment where innovation flourishes</li> <li>we don't give up</li> <li>we are solution orientated</li> </ul>

Grade	Positive examples
A – B Implementing and making appropriate decision in a timely fashion	<ul style="list-style-type: none"> <li>come up with ideas that could change or improve some of the current processes you undertake</li> <li>breaks down problems into component parts or symptoms</li> <li>links information to make sense of a problem, issue or situation</li> </ul>
C – E Empowers appropriate decision making and innovation	<ul style="list-style-type: none"> <li>review processes to ensure that barriers are removed preventing efficient completion of work</li> <li>look upon barriers or obstacles as opportunities to improve the quality of work</li> <li>recognises multiple relationships between problems, issues and situations</li> </ul>
F – G Create a climate for appropriate decision making and innovation	<ul style="list-style-type: none"> <li>give staff responsibility to designing and implementing plans, anticipating problems and taking action before they surface</li> <li>create a climate which continuously reviews its measures of improvement to strive for business an operational excellence</li> <li>bring together staff from your areas and others to create ideas about new strategies, products or methods of working</li> <li>builds a climate that values innovative thinking</li> </ul>

Contra examples
<ul style="list-style-type: none"> <li>slow to accept new methods, systems, processes and technologies</li> <li>gives negative criticism, does not seek to understand the reasons for change</li> <li>unwilling to accept new proposals for change</li> <li>forces through change at impractical speed</li> <li>discourages initiatives from others and discourages the contribution of new ideas</li> <li>reacts to symptoms rather than understanding underlying causes</li> <li>becomes fixed on a single option or plan and refuses to consider alternatives</li> <li>stifles creative thought in order to confirm to current norm</li> </ul>



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### *Customer service and excellence*

Grade	Definition	Key behaviours
A – B Effective customer services	<ul style="list-style-type: none"> <li>■ we work hard to establish long term relationships and seek opportunities to grow the business</li> <li>■ we deal effectively with complaints and conflict</li> <li>■ we support our colleagues in relationship management and we take time to consider our customer's future needs</li> </ul>	<ul style="list-style-type: none"> <li>■ we work with our customers in a timely and accurate fashion</li> <li>■ we have good working relationships</li> <li>■ we take prompt action; provide the highest standards of service</li> <li>■ we show a preparedness to put in extra effort and go the extra mile</li> <li>■ we put ourselves out for our customers</li> </ul>
C – E Building and maintaining long term relationships	<ul style="list-style-type: none"> <li>■ we understand our different customers and adapt our style accordingly</li> <li>■ we develop and implement plans to improve and enhance the customer experience</li> <li>■ we encourage and promote colleagues to consider the customer in everything we do</li> </ul>	<ul style="list-style-type: none"> <li>■ we listen to and action complaints and conflicts effectively</li> <li>■ we find out what customers want and deliver appropriate solutions</li> <li>■ we work together for the benefit of the customer</li> <li>■ we proactively seek to develop and grow the business</li> <li>■ we demonstrate a high level of client responsiveness and attentiveness</li> <li>■ we make time to build appropriate lasting relationships</li> </ul>
F – G Creates a climate of excellence	<ul style="list-style-type: none"> <li>■ we promote a culture of putting the customer first</li> <li>■ we provide CAF with the expertise to deliver excellence</li> <li>■ we foster an environment where our service is rated as first class</li> <li>■ we celebrate, recognise and reward excellent customer service</li> </ul>	<ul style="list-style-type: none"> <li>■ we consider the impact on the customer in everything we do</li> <li>■ we are champions of excellent customer service</li> <li>■ we develop our people to deliver excellent customer service</li> <li>■ we recognise and reward excellent customer service</li> <li>■ we have a thorough understanding of the CAF organisation and the broad range of expertise available to clients</li> </ul>

Grade	Positive examples
A – B Effective customer services	<ul style="list-style-type: none"> <li>■ when dealing with customers listen to their requests/issues with empathy and make every effort to assist them</li> <li>■ ensure you respond quickly and accurately to customer needs</li> <li>■ find out more about the type/range of products and services CAF offer</li> <li>■ thinks ahead to what may be needed to meet customer needs</li> <li>■ constantly acts to improve customer service and satisfaction</li> </ul>
C – E Building and maintaining long term relationships	<ul style="list-style-type: none"> <li>■ challenge poor service from other departments</li> <li>■ resolves complex customer problems or complaints</li> <li>■ removes unnecessary barriers which constrain customer service and excellence</li> </ul>
F – G Creates a climate of excellence	<ul style="list-style-type: none"> <li>■ leads strategic change to achieve customer excellence</li> <li>■ develops suitable products and services which add value to customer relationships and exceeds their expectations</li> <li>■ predicts emerging markets and new customer pools</li> </ul>

Contra examples
<ul style="list-style-type: none"> <li>■ gives minimum service required</li> <li>■ fails to improve processes, lets problems or issues reoccur</li> <li>■ gives 'off the cuff' responses to customers questions without probing underlying needs or problems</li> <li>■ shows lack of concern for standards and quality improvement</li> <li>■ ignores standards and quality improvements in plans and decisions</li> <li>■ blames customers for negative outcomes</li> <li>■ unwilling to take responsibility for resolving customer problems or issues</li> </ul>



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## Team work and leadership

Grade	Definition	Key behaviours
A – B Team working	<ul style="list-style-type: none"> <li>we take ownership and we achieve results together</li> <li>we know what contribution we make to our team</li> <li>everyone tries to get along with each other</li> <li>we support each other through good and difficult times</li> </ul>	<ul style="list-style-type: none"> <li>we help each other to build a successful team</li> <li>we share openly and honestly</li> <li>we try our best</li> <li>we are respectful and tolerant of each other</li> <li>we have a positive attitude</li> </ul>
C – E Team relationship stakeholder management/ development	<ul style="list-style-type: none"> <li>we try to create good working relationships with the people we interact with and we help our team to be the best they can</li> <li>we mentor and support our team to achieve positive results</li> <li>we lead by example</li> </ul>	<ul style="list-style-type: none"> <li>we are approachable and supportive of others</li> <li>we provide guidance and share knowledge</li> <li>we are interested and adaptable</li> <li>we cooperate openly and proactively</li> </ul>
F – G Leadership by example	<ul style="list-style-type: none"> <li>we provide leadership to the organisation and are part of an effective leadership team</li> <li>we encourage and promote openness</li> <li>we lead by example</li> <li>we are visible to the organisation and accessible to our teams</li> </ul>	<ul style="list-style-type: none"> <li>we lead positively</li> <li>we listen actively and champion openness</li> <li>we lead by example</li> <li>we are visible and accessible</li> <li>we lead as one cohesive team</li> </ul>

Grade	Positive examples
A – B Team working	<ul style="list-style-type: none"> <li>ask colleagues for feedback to identify strengths and development areas</li> <li>keep team members informed of work issues and developments</li> <li>be sensitive to the workflows of others</li> <li>offer help and support wherever possible</li> </ul>
C – E Team relationship stakeholder management/ development	<ul style="list-style-type: none"> <li>take charge of a specific issue which has been unresolved for some time</li> <li>don't be afraid to be proactive and open with others on difficult issues</li> <li>reinforce the importance of the teams achievements</li> <li>when mistakes are made do not place blame and look for 'scapegoats'</li> <li>focus on solutions and how the team can learn from what has happened</li> <li>obtains co-operation across CAF better decision making and efficiency</li> </ul>
F – G Leadership by example	<ul style="list-style-type: none"> <li>establish clear strategies which highlight the direction of the organisation and directorates</li> <li>build a climate that publicises and celebrates success</li> <li>establish a system of coaching and mentoring to prepare staff for greater responsibility</li> <li>promotes and enables a culture of team working across directorates in CAF</li> </ul>

Contra examples
<ul style="list-style-type: none"> <li>seen as a loner and out for their own gain</li> <li>does not value or shows no interest in valuing others points of view</li> <li>restricts opportunities for others to learn and develop</li> <li>creates boundaries and barriers between own teams/people and others</li> <li>stifles participation</li> <li>closes down opportunities for team work</li> <li>is unwilling to provide guidance and assistance when required</li> <li>pursues own interests to the exclusion of others</li> <li>shows little or no belief in individual and team capability</li> <li>sets vague and ambiguous targets and objectives</li> <li>exercises authority inappropriately and autocratically</li> </ul>