

# Behavioural framework

Bringing our  
values to life



Transport for  
Greater Manchester



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# Introducing you to our behavioural framework

There are many reasons that this framework has been developed:

- Our mission and values are translated into behaviours that we can all understand.
- Everyone has consistent information on what they need to do to perform well.
- It helps us understand how we need to do our work as well as what we need to do.
- It's a tool that helps us to understand development needs, so it supports career development.
- It creates shared, consistent, objective language about what's expected at TfGM.

**Delivery of the Bee Network presents a once in a generation opportunity to transform the way that millions of people in Greater Manchester travel for work, leisure, and other essential purposes.**



The Bee Network will help to level up communities by providing more people with access to employment, education, and opportunity, addressing many of the most pressing issues we face as a society.

To deliver the Bee Network vision we need to be bold, not only in what we do but in the way we do it.

How we organise ourselves and work together over the next two years and beyond will be critical to our success.





## To help everyone understand and work towards the same shared goal we have set out:

### Our vision

Our vision for Greater Manchester to be a place where everyone can live a good life, growing up, getting on and growing old in a greener, fairer, more prosperous city region.

### Our purpose

Our purpose is to improve lives by connecting people and places - explains why we exist. Everything we do should stay true to this.

### Our mission

Our vision and purpose are supported by two clear mission statements which define what we are here to do. For Transport for Greater Manchester, that's to be the enabling force behind journeys for all. For the Bee Network, it's to deliver seamless, affordable, safe, and sustainable journeys for all.

## Our customer proposition

Our customer proposition, as the Bee Network comes to life over the next two years, is to be everyone's natural choice for travel in Greater Manchester.

## Our values

Our values are the fundamental things we believe in. They help us prioritise and make decisions. If something doesn't match with our values, we don't do it.

Our values are:

- **Deliver.** We do the right thing, and stick to our commitments.
- **Adapt.** When we move forward, so does Greater Manchester.
- **Care.** We look after each other, our customers, our great city region and our planet.

## Our strapline

And ultimately our strapline "every journey, every day" this is our call to action.

We've worked to clearly articulate our vision – where we want to be; our purpose – why we exist; and we've worked with hundreds of you, our colleagues, to develop new organisational values, which support this clear vision and purpose.

**Vision**

We want Greater Manchester to be a place where everyone can live a good life, growing up, getting on and growing old in a greener, fairer, more prosperous city-region

**Purpose**

Improving lives through connecting people, places and opportunities

**Mission**

To be the enabling force behind journeys for all

**Mission**

To deliver seamless, affordable, safe and sustainable journeys for all

**Customer proposition**

Everyone's natural choice for travel in Greater Manchester

**Values**

Deliver | Adapt | Care

**Foundations**

Accessibility | Inclusivity | Affordability | Reliability | Sustainability | Accountability

**Personality**

Knowledgeable, straightforward, open, warm with a northern sense of fun and can-do attitude

**Tone of voice**

<b>Knowledgeable</b> Put your reader first Main point, structure, brevity	<b>Straightforward</b> Speak plain English Write like you speak	<b>Warm</b> Frontline friendliness Use 'you' and 'us', say "what's in it for me?"	<b>Northern</b> A sense of place A sense of fun Local knowledge, puns, alliteration	<b>Open</b> A sense of purpose Give them a feel for the mission
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**Strapline**

Every journey. Every day.

**What is in the behavioural framework?**

Our behavioural framework describes the behaviours that help us to truly live our values. The behaviours are expectations of how we should behave; with each other, with our customers, our suppliers, and with anyone whose lives are affected by TfGM.

Our framework also describes behaviours that make TfGM less successful. These have been included to help make our positive behaviours even more clear.

**Our success is Greater Manchester's success. We're all responsible for making this happen. It starts with us.**



# How you can bring the values to life

## Achieving results

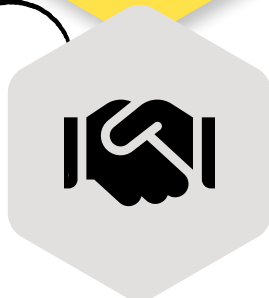
Take pride in your work and make suggestions to overcome potential barriers.



## **Deliver**

## Working together

Take your time to understand what your colleagues need and how you can help.



## Developing our fair, safe and inclusive culture

Speak out when you see anything unsafe, unfair or non-inclusive.



## **Care**

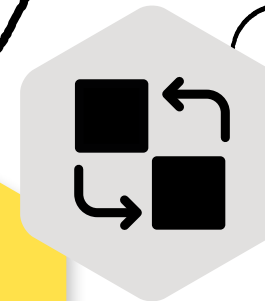
## Putting customers at our heart

Take time to understand your customer; who they are and what they need.



## Embracing change

Be open to other people's ideas and to try new things.



## **Adapt**

## Sharing knowledge

Take responsibility for your own development and share what you know.



## How should I use the framework?

Our behavioural framework will help you with your decision-making in how to behave in line with our mission, purpose, and values.

Over time, you'll see the behavioural framework become clear in different parts of our working life at TfGM.

### Some examples are:

#### Recruitment

You'll see our behaviours become a key part of our role profiles and our interview questions.

#### My Impact

Behaviours will become an essential part of TfGM's My Impact review and objective setting.

#### Going the Extra Mile

Our values and behaviours will be clear in how we celebrate your successes and achievements.



## What the framework won't do

The framework has descriptions of the effective behaviours needed at different levels to help bring our values to life at work every day. However, this is just one piece of the puzzle and whilst we need to understand what these behaviours mean for us, we also need to be very clear on what they are not about.

This framework doesn't talk about technical knowledge, or what people need to do; nor is it a complete list of how to show each behaviour. These can be found in other documents – our role profiles and our performance objectives, and through conversations with our line managers.

The behavioural framework does not replace any other standards expected as part of TfGM's code of conduct or other professional standards.

# The framework levels explained

Everyone at TfGM should demonstrate the 'All of us' behaviours regardless of our role or band. These are the foundations of delivering our culture.

As colleagues move to 'manager' and 'leader' roles, the behaviours become more challenging and complex. They are also cumulative, meaning that colleagues who are a 'manager' or 'leader' will demonstrate all preceding behaviours.

This gives us all clarity and consistency, to understand what's required for our roles. This will help us to have focused development and performance conversations against objective measures.

The multiple levels also help colleagues understand the behaviours they need to demonstrate to move to more senior roles.

The behavioural indicators for each level aren't exhaustive but are designed to indicate what effective performance looks like.

It's also important to realise that these levels aren't meant to restrict people and can therefore be assigned flexibly in discussion with your manager depending on your own individual professional career ambitions.

**Everyone at TfGM should demonstrate the 'all of us' behaviours regardless of our role or band.**

## The framework has three levels:

### All of us (apprentice to band 6)

For all colleagues across TfGM regardless of their role.

### Managers (bands 7 to 9)

For colleagues who have either people management or technical management as part of their role.

### Leaders (bands 10 and above)

For colleagues who have senior leadership accountability across TfGM.



# **Our focus on equality, diversity & inclusion (EDI)**



Even though we're trying to create a shared way of working and an inclusive culture, we also celebrate individuality at TfGM. We recognise that some of our behaviours may be easier for some colleagues to demonstrate than others, due to personal or protected characteristics.

Please contact your manager in the first instance if you have any questions or concerns, or if you would prefer you can come direct to the People team.

# **Our behavioural framework will help you with your decision making**

The most important way to contribute to our individual and shared successes is to embrace and adopt these behaviours in our day-to-day work. This will help us achieve our ambition of improving lives through connecting people, places, and communities, and continuing to make TfGM a great place to work.

# So what do we mean by 'behaviour'?



## **Behaviour is the way in which we act and react, especially towards other people.**

We worked with colleagues across the organisation to get your views on what our values look like in our day-to-day work. Your input has shaped this framework of behaviours. This framework will be used as a guide for us to successfully live our values.

Simply put, this behavioural framework provides an objective framework of how we should behave to bring our values to life and to achieve our objectives. Whilst we have many important things to deliver, how we do this – how we make people feel through our actions – is just as important as what we need to do. It gives us common language for when we talk about behavioural performance by

setting out TfGM's expectations of how we do our work, alongside our business plan and objectives, which show what we need to do.

The behavioural framework is for all colleagues; over time, you will see its impact in our role profiles, our attraction and recruitment, My Impact, and Going the Extra Mile. However, it should also be used as a reference for how we work every day, as it describes the behaviours we need to show to deliver our business plan, values, and our culture.

**This framework will be used as a guide for us to successfully live our values.**

# Deliver

## Working together



### The first behaviour that supports our value of deliver is working together.

We have many different parts of our organisation; however, we are all looking to achieve the same successes for TfGM and for the people of Greater Manchester.

Whether we work in operations or corporate functions, building strong working relationships across TfGM is essential to make sure we are working together.



I take the time to understand what my colleagues need and how I can help them do their job more effectively.

**A colleague's view**



I make sure my team have regular time with me so that I can share important updates and listen to what they need from me.

**A management colleague's view**



I make sure that I work well with other colleagues so that we focus on shared TfGM objectives rather than my own functional objectives.

**A leadership colleague's view**

### Deliver – working together

We work together as one team, with one vision.

#### All of us

- I know good relationships at work are important and I invest time in other people.
- I try to understand different points of view by listening and asking questions.
- I know what a difference my work, and my team's work, can make to our whole mission and purpose.
- I positively contribute to my team, and I think about how my actions affect other people.

#### Managers

- I understand what motivates my team and help.
- I talk to my team regularly, so they're up to date on company changes and they feel comfortable to say what's on their mind.
- I make sure everyone in my team understands their responsibilities.
- I focus on the issues and look for compromise and resolutions, if there's conflict.

#### Leaders

- I nurture a culture where teamwork is valued.
- I make myself available; I am visible and accessible.
- I make our mission and purpose clear and understandable.
- I encourage constructive challenge because it's valuable.

#### TfGM is less successful when...

- I get in the way of teamwork.
- I don't roll up my sleeves to help my team.
- I make other people uncomfortable by judging interrupting or talking over them.
- I avoid a tricky conversation.

# Deliver

## Achieving results



### The second behaviour that supports our value of deliver is achieving results.

TfGM has many different commitments to meet to successfully deliver to our Greater Manchester residents. The behaviour of achieving results is demonstrated through showing personal and shared commitment, motivation, and enthusiasm towards achievement of our organisational goals and commitments.

Some goals and commitments will be individual; some will be shared. This behaviour describes how we can demonstrate our passion and commitment to delivering the right things, the right way.



I see challenges as an opportunity to do my best work.

**A colleague's view**



I give my team members clarity on what needs to be achieved and trust them to work out 'how' to do it.

**A management colleague's view**



I work with other senior leaders to set the right example, and make sure we celebrate TfGM's achievements.

**A leadership colleague's view**

### Deliver – achieving results

We're committed, motivated and enthusiastic.

#### All of us

- I always try to do my best and rise to challenges.
- I suggest solutions to problems and give alternatives.
- I take responsibility for my mistakes and learn from them.
- I take pride in my work, and I'm proud of what we do.

#### Managers

- I'm accountable for objectives, but trust and motivate my team to deliver.
- I take the lead on solving any team problems.
- I celebrate team successes and achievements.

#### Leaders

- I connect processes and people so we can deliver our strategy.
- I make sure that we're influential in Greater Manchester.
- I inspire and influence other people and trust the decisions they make.
- I create a culture that celebrates our achievements.

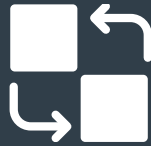
#### TfGM is less successful when...

- I ignore problems and assume someone else will fix them.
- I expect people to do well without encouragement or praise.
- I criticise and blame people if they make a mistake or something goes wrong.



# Adapt

## Embracing change



### The first behaviour that supports our value of adapt is embracing change.

At TfGM, we must continuously review, improve, and change our ways of working as the world around us changes. This may be from how we deliver frontline services, how we support customers, through to our supporting and enabling functions.

We understand that change can be complex and confusing but, if we choose to embrace it and to be part of it, we can deliver better results for Greater Manchester.



I understand that change is important; I listen to the reasons why and suggest new ideas.

**A colleague's view**



I always speak to my team members; not only to understand what their concerns may be, but also to hear what ideas they have.

**A management colleague's view**



I make sure that everyone understands 'why' we need to change and 'what' we need to do differently and ask my teams to be creative and innovative.

**A leadership colleague's view**

### Adapt – embracing change

We see opportunities in change.

#### All of us

- I'm flexible.
- I'm open to other people's ideas. And I'm OK if people ask questions about my ideas too.
- I find better ways of doing things and pass them on.

#### Managers

- I encourage flexibility and give my team the confidence to try new things.
- I'm positive about change and it's potential benefits.
- I understand some people don't like change and it's my job to make it easier.

#### Leaders

- I have strong vision for an even better TfGM and direct people to get there.
- I'm ahead of the changes and challenges that are part of the job.
- I support and encourage diversity, it makes us better and more innovative.

#### TfGM is less successful when...

- I dwell on the negative side of change.
- I don't explore alternative solutions or viewpoint.
- I criticise other people's ideas for improvement and change.
- I lapse back into old ways of working or block progress.

# Adapt

## Sharing knowledge



### The second behaviour that supports our value of adapt is sharing knowledge.

We have a real diversity amongst our workforce; there's so much knowledge and experience, and every colleague can contribute to the development of others. To develop others, we should also develop ourselves – sharing our knowledge with colleagues, and helping everyone to improve their skills, knowledge, and performance. TfGM also understands that constructive feedback is a gift; it provides us, both individually and collectively, with the opportunity to learn, develop, and grow.



I see opportunities to learn and develop at work every day, and I want to help my colleagues learn too.

**A colleague's view**



I work hard to make sure my team have fair access to learning opportunities, and to make sure we have plans to address any gaps.

**A management colleague's view**



I value formal and informal learning and development, and make sure I use coaching skills to support my team's development.

**A leadership colleague's view**

### Adapt – sharing knowledge

Development is a priority for everyone.

#### All of us

- I make my own development a priority and look for opportunities to learn.
- I share what I've learned. And I like learning what other people have learned too.
- I ask for feedback on what I'm doing well, and if there's anything I can do better.

#### Managers

- I encourage learning and personal development in my team.
- I use coaching skills to strengthen the team and make our services better.
- I give honest and considered feedback to my team. And I do that regularly.
- I recognise and support the potential of people in my team.

#### Leaders

- I encourage everyone to share knowledge and information across teams.
- I encourage everyone to give honest and open feedback.
- I role model and promote coaching and mentoring to help people develop.

#### TfGM is less successful when...

- I believe that training is the only way to develop.
- I ask for a job to be done, without explaining it or saying why it's important.
- I block other people's progress.
- I focus on people's weaknesses.

# Care

## Putting our customers at our heart



### The first behaviour that supports our value of care is putting customers at our heart.

At TfGM, we make our best decisions when we put our customers at the heart of everything we do. Part of our purpose is to make sure that our customers, our residents, and anyone impacted by the work that we do has the best possible experience.

We recognise that every person deserves to be treated as the individual that they are. We also know that, when customers may be challenging, it is important to remain professional to maintain our reputation. We also recognise that our colleagues are our internal customers and seek to make sure that their needs and expectations are met, and that we communicate with them professionally and courteously.

“

I know how important our internal and external customers are, and make sure that I'm always looking for ways to improve their experience.

**A colleague's view**

“

I work with my team to improve the customer experience by seeking feedback and acting upon it.

**A management colleague's view**

“

I work with other senior colleagues to understand current and future customer requirements, to anticipate their needs and make plans to address these.

**A leadership colleague's view**

### Care – putting our customers at our heart

We talk to understand, and deliver excellent service.

#### All of us

- I know who my customers are and what they want, which includes my colleagues at TfGM.
- I listen and ask questions to understand what my customers need.
- I'm positive when I talk to customers, even if it's a tricky conversation.

#### Managers

- I act and make decisions based on what our customers want.
- I look for customer feedback and act on it to improve their experience and I encourage my team to do the same.
- I look for new solutions to meet customer changing needs and expectations.

#### Leaders

- I create a culture that prioritises our customers.
- I make sure we're getting data to gain insights into customer preferences and I act on it.
- I'm one step ahead when it comes to customer needs and market trends. I use this knowledge to identify strategic issues and opportunities to grow.

#### TfGM is less successful when...

- I don't recognise that colleagues at TfGM are our customers.
- I am unhelpful to customers.
- I rely on other people to manage customer experience.

# Care

## Safe, fair and inclusive culture



### The second behaviour that supports our value of care is developing our safe, fair and inclusive culture.

This behaviour focuses on demonstrating safe working practices in everything we do, embracing zero harm, our environment, sustainability, and wellbeing.

TfGM's work is only truly successful if we achieve it with zero harm: to our customers, to our planet, to ourselves. We must make sure that we work in a way that is positive for our residents, the environment, and our colleagues.

Everyone at TfGM must take responsibility; creating a safe and fair culture will only happen if we all play our part.



I make sure that I am always aware of safety and sustainability in my work. It doesn't matter what my job is, I can still make a difference.

#### A colleague's view



A healthy culture starts with healthy teams. I talk to my teams and colleagues regularly about their wellbeing, making sure they have support.

#### A management colleague's view



I make sure that safety, environment, inclusion and wellbeing issues are always a key part of my strategic planning, because I see and value their importance.

#### A leadership colleague's view

### Care – developing our safe, fair and inclusive culture

We work safely. And do no harm.

#### All of us

- I respect and value different people's ideas, opinions, and backgrounds.
- I speak out if I see or hear anything unsafe, unfair or non-inclusive.
- I support the wellbeing of myself and others, as much as I can.

#### Managers

- I encourage and support my team members to really be themselves at work.
- I promote wellbeing and a good work/life balance in the team.
- I make sure my team gets training and are aware of policies to keep them safe, included and fairly treated.
- I look for new ways of working to make us safer and greener.
- I take action if other people are excluded or disrespected.

#### Leaders

- I lead by example and take a zero-tolerance approach to negative or unsafe behaviour.
- I make sure we consider equality, diversity and inclusion in all our activities.
- I encourage everyone to consider sustainability and our environment when we make decisions.
- I take a lead on corporate social responsibility.

#### TfGM is less successful when...

- I don't think about how my words and actions may impact others.
- I put other people at risk.
- I don't think about how my actions affect the environment.
- I ignore the policies and procedures we have.



If you have any questions about  
this document, please contact us:

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 Transport for  
Greater Manchester