Excellence: a step in the right direction
Framework for personal development
Great ability develops and reveals itself increasingly with every new assignment.

Balthazar Gracian
FMD is not a PLC company, quoted on the stock exchange, but it does have over 900 major assets. You are one of them.

This booklet sets out to explain how we can, and should, invest in the development of those assets, for our benefit but, more importantly, for yours.

I firmly believe that a well-motivated and inspired team is one that will perform to the highest level, offering the very best service to our customers. It is rather good to know that such a team will also achieve the highest levels of job satisfaction and self esteem.

By following the principles set out in this booklet we are aiming to progress along this path of continual improvement. It requires commitment and dedication from managers and staff in equal proportions, but the rewards will be evident for all to see.

Let us all move out of our comfort zones and strive for the excellence the University stands for and with which FMD wishes to become associated.
Tell me and I forget; show me and I remember; involve me and I understand. 

Unknown
‘Excellence: a step in the right direction’ is the Facilities Management Directorate’s framework for identifying and recognising the qualities of staff in the directorate. It helps provide staff with opportunities to develop in existing roles, and encourages progression towards other roles in the future.

We want to encourage staff to further expand their existing skills and knowledge. This will encourage a positive approach and attitude, leading to greater job satisfaction and confidence. This, in turn, will lead to a truly professional delivery of service to our customers.

What is ‘Excellence: a step in the right direction’?

By following the steps in our framework you can:

✓ Develop in your role
✓ Enhance how your team works together
✓ Deliver an excellent service
Pleasure in the job puts perfection in the work.

Aristotle
FMD principles

1. **Achievement through people**
   ✓ You support, encourage and share information within your team.
   ✓ You communicate clearly and positively with customers and colleagues.
   ✓ You contribute to discussions on setting goals and targets to help you and the team work well.

2. **Positive approach**
   ✓ You use a problem solving and proactive approach to achieve tasks to a high standard and within the University’s policies and procedures.
   ✓ You value other peoples’ ideas.

3. **Getting the job done**
   ✓ You complete tasks within or ahead of time.
   ✓ You are willing to put in extra effort when needed to ensure customer satisfaction.

4. **Learning and development**
   ✓ You share your knowledge with others and keep yourself up to date with the skills needed for your role.
   ✓ You learn from your experiences and use the experience to improve the way you work.

5. **Delivering excellence**
   ✓ You always promote a positive image of the University and show a commitment to excellent service by responding to external and internal customers’ needs.
step 1: Achievement through people

Positive indicators
✓ You play a positive role in your team
✓ You are a co-operative member of the team
✓ You support your team and manager
✓ You respond flexibly to others, helping them as needed
✓ You listen carefully and use positive body language to communicate
✓ You give information clearly, and check you have been understood
✓ You contribute to discussions on setting work targets

One more step
✓ You act as coach or mentor
✓ You praise and encourage the hard work of others
✓ You put the team’s needs before your own
✓ You communicate the ‘why’ as well as the ‘what’
✓ You show you can be assertive, fair and discreet as the occasion demands
✓ You measure your own progress towards achieving targets and encourage others to do so

What does ‘Achievement through people’ mean for me and my team?

What does it ‘look’ like?

How well do we work as a team?

Do I understand the impact I have on others when I communicate?

What do I do to make sure I play a positive role in my team?
step 2: Positive approach

What does a ‘Positive approach’ look like?

Do I always try to have a positive impact on others?

What can I personally do to improve?

How can we improve how we solve problems?

How well do I listen to others?

What communication skills can I improve?

Positive indicators

✓ You recognise problems and suggest solutions
✓ You listen to other people’s ideas to improve the way you do things
✓ You adhere to the University’s policies and procedures
✓ You are a good timekeeper
✓ You are sensitive to the needs of others and are not judgemental
✓ You take personal responsibility for your own areas of responsibility

One more step

✓ You deal with problems in a creative way
✓ You look at things from all sides before making decisions
✓ You value the ideas of others
✓ You promote a ‘no blame’ culture
✓ You show discretion in handling management and colleagues’ information.
step 3: Getting the job done

Positive indicators

✓ You work conscientiously to achieve tasks on time or ahead of schedule
✓ You will ‘go the extra mile’ when needed
✓ You keep going even when things get tough
✓ You work efficiently and meet deadlines
✓ You have a ‘can do’ attitude
✓ You contribute to discussions regarding setting work goals and targets

One more step

✓ You put in extra effort when needed
✓ You motivate your team through challenging times
✓ You measure your progress towards goals
✓ You are willing to take on tasks outside your standard job role

step 4: Learning and development

Positive indicators

✓ You keep up to date with knowledge and skills you need for your job
✓ You seek and give support at work
✓ You adapt to changing situations
✓ You are willing to change the way you work to accommodate change
✓ You look for ways to improve the way you work

One more step

✓ You help others to deal positively with change
✓ You are keen to take on new challenges
✓ You understand and apply management objectives
✓ You like to reflect and learn from experience
step 5: Delivering excellence

Positive indicators

✓ You appreciate the customer and anticipate their needs
✓ You look at things from the customers’ point of view
✓ You help to create a positive first impression of the University by offering excellent customer service
✓ You encourage feedback from customers
✓ You deal with requests and complaints in a polite and friendly manner

One more step

✓ You seek to exceed customers’ expectations
✓ You encourage the team to be flexible
✓ You spend time with customers to further understand their needs
✓ You seek feedback to improve service
✓ You strive to deliver excellent service by working towards team and personal targets

Self-check

Sometimes we get in a rut in our jobs and fail to see gradual changes in our behaviour over time. This can make us unhappy at work, and impact on our colleagues and customers. Think about the following questions. If you see elements of your own behaviour in any of them, you need to plan a way forward.

Do I

✗ never contribute at meetings or volunteer for tasks?
✗ sometimes use inappropriate humour or language that could make others uncomfortable?
✗ always look for the negatives in new ideas?
✗ think in terms of ‘us’ and ‘them’?
✗ try not to admit to making mistakes?
✗ get sidetracked from important goals?
✗ do the minimum to get by?
✗ think I have ‘done it all before’
✗ fail to keep up to date with knowledge needed for my job?
✗ think the way I work is best; ‘if it isn’t broken, then don’t fix it’?

Am I

✗ aware of how my behaviour impacts on other people?
✗ ever rude or unresponsive to customers?
✗ unable to see things from the customer’s view?
We are what we repeatedly do. Excellence is not an act, but a habit.

Aristotle
Self-check

Why is it important I think about how I do my job?

We all like to know that we have the knowledge, skills and behaviours needed to do our jobs well. It’s useful to know what is expected of us at work when we are new, when changes happen in the workplace, or simply to check how well we are doing as we go along.

We work in a competitive environment. We need our standards at The University of Reading to stand out from the rest. We need to continually improve what we do to keep up with customers’ changing expectations.

We all get satisfaction from doing our jobs well. In this way we work in more positive and proactive teams and get more done. The result: satisfied customers and a good working environment!

You may wish to progress in your career, either at the University or outside. By using the FMD Principles and the Steps, you can see how you are doing, and if aspects of your behaviour are holding you back you can plan ways to improve them.

How can I develop?

Development doesn’t just mean moving job role, it also means doing the best we can to meet our customers’ changing needs.

Your manager can give you more information on personal development using the FMD Principles.

The Directorate provides courses that help you to do your job, but development is more than just attending courses. It is your whole approach to your job:

✔ What do I do well now and how can I do it even better?
✔ What stops me from being more successful and how can I deal with that?
✔ What should I do to prepare myself for any changes or potential changes to my role?
✔ How can I help myself and others to do a really great job?

Top tips!

✔ You respond flexibly to others, helping them as needed
✔ You listen carefully and use positive body language to communicate
✔ You give information clearly, and check you have been understood
✔ You are sensitive to the needs of others and are not judgemental
✔ You look at things from all sides before making decisions
Step in the right direction

- Talk to your manager about how you are doing in your role.
- Set and review own and team goals and targets with your manager.
- Attend FMD Induction and other relevant courses that will help you in your role.
- Try the ‘self-check’ exercise – do I need to improve in any areas?
- What’s available to help me develop?
- How else can I develop myself?
- Participate in Job Chat
- What else can we do meet our customer’s needs?
Job Chat: one route to your development

The purpose of your Job Chat

We want you, as staff in the Facilities Management Directorate, to feel valued and able to contribute to the way you and your team work and develop.

Apart from regular meetings with your line manager, you will be able to participate in a Job Chat each year to discuss your role.

You will be able to

✓ discuss how satisfied you are with your job
✓ discuss how you are working towards your personal and team goals. For this, you and your manager will consider the skills, attitudes and behaviours outlined in this booklet.
✓ discuss whether you think you have the skills needed to do a good job

Questions that will be asked at your Job Chat:

You and your job

1. What part have you played in your team?
2. Can you tell me about any problems and how you have helped to resolve them?
3. What materials and equipment would help you to do your job better?
4. If you were a customer coming to your department how would you improve the products and services you and your team provide?
5. How do you find out if you are doing your job well?

You and your development

6. What development, training and learning have you had and how has this made a difference to you and your team?
7. How has your personal development matched with your Personal Development Plan or expectations?
8. If you have a Personal Development Plan, how have you managed to progress it?
9. Other than training, how do you learn and develop in your job?
10. What training or learning would help you and your team achieve your goals?
11. Do you have any personal training needs?

You and your team

12. How have improvements and changes affected you and your team?

Finally...

13. Is there anything else you wish to raise?
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