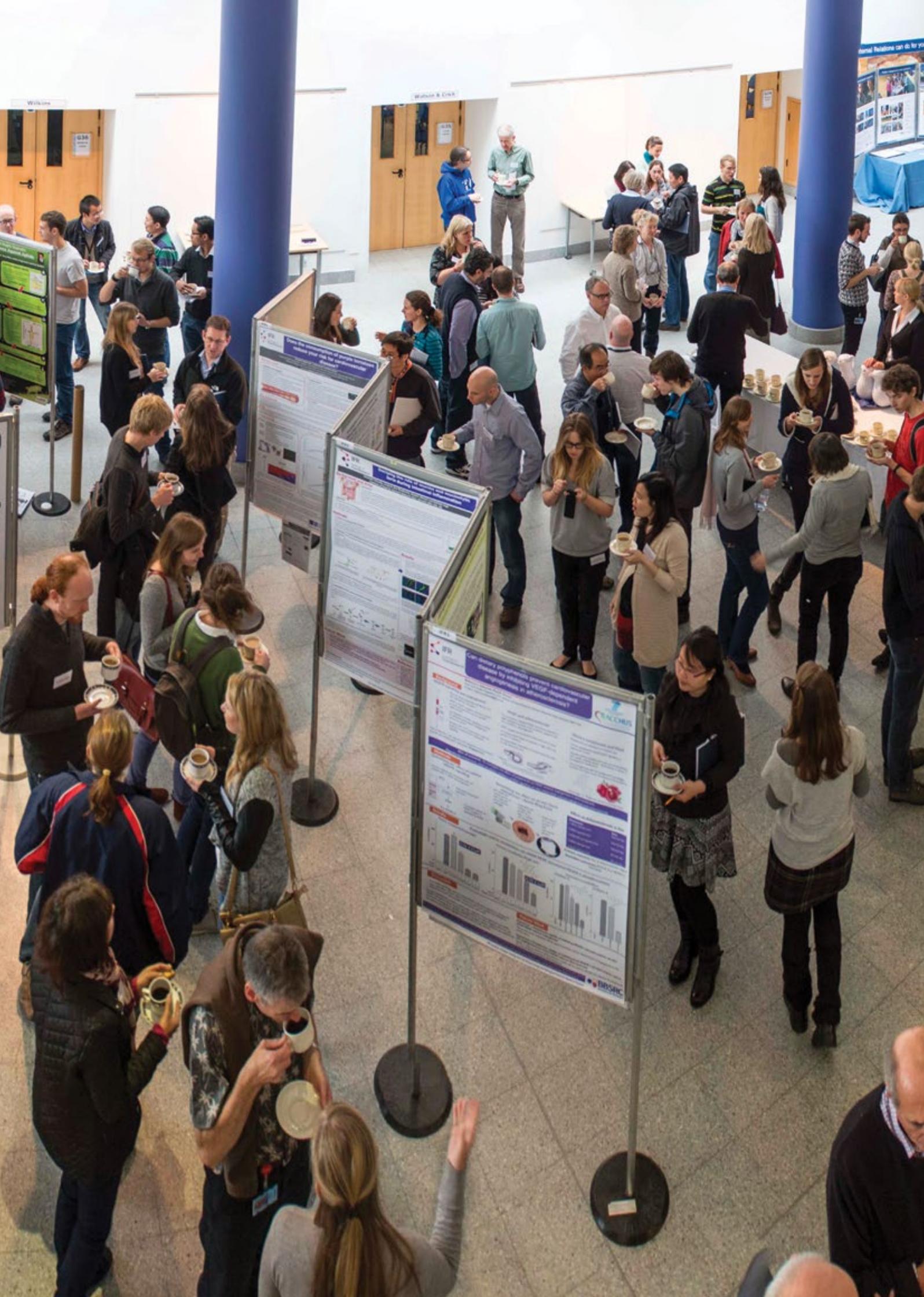




John Innes Centre

Unlocking Nature's Diversity

Personal Attributes
Framework
*How we work
makes us unique*



This framework was developed by staff drawn from across the whole of the John Innes Centre following a series of workshops in November 2013.

What is the Personal Attributes Framework?

The John Innes Centre values all its staff. We believe that to sustain and enhance our reputation as an international centre of excellence in plant and microbial research, positive personal attributes should be embedded in our activities.

We strive to attain a harmonious working environment in which individuals at all levels of our organisation are valued and encouraged to fulfil their potential. The way in which we approach our work, interact with our colleagues and conduct ourselves impacts on the scientific reputation and working environment of the Institute.

The personal attributes framework sets out the standards we expect and will be discussed as part of personal development and performance assessments.

Where possible the Researcher Development Framework (RDF) has been incorporated into the framework. For further details of the RDF go to: <https://www.vitae.ac.uk/vitae-publications/rdf-related/introducing-the-vitae-researcher-development-framework-rdf-to-employers-2011.pdf>

The John Innes Centre Vision and Mission

Our vision is to understand the diversity of plants and microbes at molecular, cellular and organismal levels through discovery-led research conducted in an atmosphere of excellence.

Our mission is to generate knowledge of plants and microbes through innovative research, to train scientists for the future, to apply our knowledge of nature's diversity to benefit agriculture, the environment, human health and well-being, and to engage with policy makers and the public.

The primary driver of our scientific excellence is our ability to attract the brightest and best people creating a vibrant, dynamic and intellectually nurturing environment for both training and scientific discovery. We are committed to achieving a diverse workforce where both individuals and teams succeed.

We take our responsibilities as an employer seriously and believe that the JIC vision is best delivered by inspired, motivated, well-informed staff with a clear understanding of our strategy and ambitions.

Benefits of the framework:

- Staff will have a clearer understanding of the personal attributes that are important to the John Innes Centre
- Training and development activity can be focused on specific personal attributes
- Recruiting managers will have a clearer idea of the personal attributes that are required for the role
- Those seeking employment will have a clearer understanding of the personal attributes valued by the institute
- Demonstrating positive personal attributes should go hand-in-hand with delivering excellent science and a supportive and inspiring working environment.

Communication

We communicate effectively and appropriately with all people at all levels inside and outside of JIC.

- ✓ I listen and ask questions to ensure understanding
- ✓ I present a positive image of myself and that of JIC
- ✓ I communicate the right information to the right people at the right time
- ✓ I actively engage and act upon information given to me in an appropriate and timely manner
- ✓ I encourage innovation and creativity
- ✓ I maintain confidentiality and security of information where appropriate
- ✗ I do not represent JIC positively to stakeholders
- ✗ I provide inaccurate or inappropriate information
- ✗ I only focus on giving negative feedback
- ✗ I don't report results and findings in a timely and accurate fashion
- ✗ I blame others for my mistakes and am disruptive
- ✗ I talk down to people
- ✗ I retain information which should be given to others

Working Together

We work with others to reach a common goal; sharing information, supporting colleagues and searching out expertise and solutions.

- ✓ I support others in overcoming their challenges
- ✓ I have a positive and open-minded attitude and work well with people who have different ideas and perspectives
- ✓ I give credit and acknowledge people for their contribution
- ✓ I understand how my behaviour and choice of words impact on others
- ✓ I celebrate successes of the team and individuals and create a positive team spirit
- ✓ I look for ways to maximise the value of working together by building support, providing focus and giving direction to deliver joint outcomes
- ✗ I show little sign of co-operating within the team or working in partnership
- ✗ I rarely ask for opinions or ideas
- ✗ I take credit for other people's contribution
- ✗ I am not aware or acknowledge how my behaviour affects others
- ✗ I exclude others and do not share knowledge
- ✗ I am inflexible, unreliable and inconsistent
- ✗ I only work to my agenda to the detriment of the team
- ✗ I close down others by being judgemental, interrupting or talking over them

Excellence

We are passionate about excellence at JIC, this is our most important principle and our benchmark. Our reputation is founded on excellence.

- ✓ I continue to develop my job knowledge and expertise
- ✓ I pay attention to detail, ensure my work is accurate and make sound and realistic judgements based on evidence
- ✓ I promote and drive continuous improvement
- ✓ I approach my work with enthusiasm, passion and confidence and strive for excellence
- ✓ I am proactive, and resilient and persevere in the face of obstacles
- ✓ I self-reflect, seek ways to improve performance and strive for research excellence and service excellence
- ✓ I make productive use of my time
- ✗ I stick to outdated methods/practices that have become ineffective
- ✗ I make assumptions without evaluating facts first and show a lack of concern in the quality of my work
- ✗ I do not deliver what is expected of me
- ✗ I conceal mistakes
- ✗ I raise problems without thinking about possible solutions
- ✗ I criticise without understanding the issues or challenges others face
- ✗ I am unwilling to be exposed to change or uncertainty



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Respect

We value the skills and competence of all our staff and respect them as individuals. In turn we expect respect to be shown to each other, our collaborators and those that we come into contact with.

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| ✓ I am respectful and considerate | ✗ I am disrespectful, insensitive or unhelpful and my manner causes upset to others |
| ✓ I value other's contribution and reflect on their words. | ✗ I deliberately exclude others from activities when I know that they could benefit from being involved |
| ✓ I respect others opinions and roles | ✗ I allow disrespectful or discriminatory behaviour to take place |
| ✓ I actively listen to others and what they are saying without distraction | ✗ I manipulate and undermine and ignore others |
| ✓ I manage my reaction to situations professionally and calmly | |
| ✓ I support the diversity of teams and working groups | |

Taking Responsibility

We take ownership of our work and exercise initiative to ensure it is executed and delivered to the best of our ability. We recognise the positive influence of enthusiasm and commitment in the delivery of excellent science with impact and aim to exceed expectation.

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|---|---|
| ✓ I take responsibility for my actions | ✗ I do not take responsibility for my actions, admit that I was wrong or recognise how my actions affect others |
| ✓ I am proactive, independent, self-reliant and take responsibility for self and others | ✗ I base my decisions on gossip and unreliable information |
| ✓ I share knowledge and professional expertise with others | ✗ I dismiss alternative ideas and discourage colleagues from suggesting new ways of doing things |
| ✓ I take responsibility for tackling difficult scenarios | ✗ I fail to verify and validate scientific claims with evidence |
| ✓ I respond positively to constructive feedback | ✗ I blame the system or others |
| ✓ I assess accurately my individual strengths and developmental needs and take responsibility for my own career development | ✗ I manage my time poorly and do not deliver what is expected of me |
| ✓ I acknowledge when I make mistakes and take responsibility for addressing and correcting them | |

Leadership *Only applicable to line managers

We lead through example through our personal attributes and professional approach to work; inspiring colleagues and driving for results. We aim to exceed expectation.

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|---|--|
| ✓ I lead by example in demonstrating the JIC personal attributes, inspiring colleagues to follow my example | ✗ I don't listen to, research or question information for a better understanding |
| ✓ I recognise good performance and take time to thank and praise others in their efforts and successes | ✗ I hold staff back and repeatedly fail to enable agreed development |
| ✓ I am willing to take difficult strategic decisions and have an ability to resolve complex problems | ✗ I am oblivious to individual team member's aspirations, pressures and personal circumstances |
| ✓ I aim to carry out performance reviews in a timely manner | ✗ I take credit for and/or present other's work as my own |
| ✓ I set clear and realistic objectives | ✗ I dwell on past mistakes and pre-judge past performance |
| ✓ I motivate, coach and develop individuals to achieve their fulfill potential | ✗ I choose to ignore adverse criticism, seeing it as a personal attack rather than a way to develop self or team |
| ✓ I address poor performance, inappropriate behaviour and disagreement promptly and professionally | ✗ I am self-interested and fail to acknowledge colleagues perspectives |
| ✓ I ensure the team plan and organisational priorities are communicated and understood | ✗ I refuse to share information to maintain an advantage over others |
| ✓ I adapt my approach or management style to different people,cultures and situations | |



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