

VALUES AND BEHAVIOURS FRAMEWORK

May 2018



What are behaviours?

Behaviours are actions taken by individuals usually in relation to their environment. It is how someone shows their skills, knowledge and attitude.

What are the benefits of having behaviours?

- Greater transparency in which we need to do to perform well
- A tool to help in assessing strengths based performance
- A clear pathway to support career development
- Criteria for use in recruitment and selection, talent management and succession planning.

How do they work

The six behaviours apply to all employees' regardless of their position within the Council. We have split the behavioural descriptors into three parts (Required, Desirable and Leadership)– each part has its own individual descriptions relating to the way we work. The behaviours framework is a tool to aid discussion between manager and employee at each meeting. It will be used by managers in My 1-1 conversations as part of the 'discussion – performance management approach' where they will discuss strengths against expected behaviours and provide coaching for areas where the approach adopted by an individual does not display the strengths they have shown in other areas of their work. The managers will use a coaching style to improve areas of concern.

How to rate behaviour

Rating behaviour is a little more complicated than performance as often it's about how people perceive what you do, and also in the Council we often don't fully define how we want our employees to behave. It is essential that the organisation has a clear set of behaviours that define 'how we should all work around here', linked to Council aims and values, the Council constitution and service delivery plans.

Rating behaviours in its simplest form should form the basis of the actual My 1-1 Conversation (i.e. 180 degree review between the manager and employee).

Evidence Based Behaviour Review

Behaviour can be reviewed using a Behavioural Framework by helping the employee explore how they behave which could look something like this example:

Organisational behaviours	Rating 1 – Potentially meets 2 – Meets 3 – Exceeds	Comments and examples (Individuals, peers, reports, manager, others)
e.g. Treating colleagues with respect	2	Demonstrates consistent behaviour in treating colleagues in team with respect and support

Leadership

Leading by example, you work to deliver a high quality service meeting personal, organisational and customer expectations. You pursue a 'can-do' attitude in all of the work you deliver, ensuring it meets the needs of all current and potential customers and inspire colleagues.

Expected	Desirable	Leadership
<ul style="list-style-type: none"> ❖ You demonstrate expected behaviours and inspire others to follow your example. ❖ You strive to achieve results and remain focussed when things don't go to planned ❖ You are compassionate empathetic and caring to both colleagues and customers 	<ul style="list-style-type: none"> ❖ You motivate and drive positivity; taking an optimistic approach and engaging others. ❖ You resolve conflicts quickly and professionally ❖ You see successful and unsuccessful work outcomes as opportunity to learn and develop 	<ul style="list-style-type: none"> ❖ You act as a role Model ❖ You articulate visioning and direction to focus service delivery translating clear objectives for your team ❖ You recognise talent within your team and develop potential through training, mentoring and coaching ❖ You build a shared sense of purpose across services areas/directorates ❖ You promote and develop a culture that delivers results ❖ You deploy the skills of your team across the organization to work on propriety corporate projects ❖ You work to build commitment, engagement and improve behavior ❖ You are visible and accessible to all team and other colleagues ❖ You evaluate resources, options and consequences in your decision making to drive efficiency and productivity - using a project management approach

When Leadership is not demonstrated

- ◆ You adopt a command and control approach.
- ◆ You refuse to share information to maintain an advantage over others.
- ◆ You are self-interested and fail to acknowledge colleague and customer perspectives.
- ◆ You choose to ignore adverse criticism, seeing it as a personal attack rather than a way to develop yourself or your performance.
- ◆ You use emotional instability as a management tool.
- ◆ You fail to promote positive health and safety practices.
- ◆ You focus on the problems and not the solutions.

Responsibility

You are accountable for your own performance and development and you take responsibility for your action and decisions. You use your initiative to deliver work.

Expected	Desirable	Leadership
<ul style="list-style-type: none"> ❖ You seek to learn from colleagues. ❖ You review your own performance and ask for feedback to learn and improve through the 1-1 conversation meetings ❖ You are trustworthy and reliable ❖ You ensure you work safely to maintain the health of both yourself and others ❖ You use your initiative to solve problems and inform others when you are aware of potential issues ❖ You acknowledge when you make mistakes and take responsibility for addressing and correcting them ❖ You challenge unhelpful behavior ❖ You go the extra mile 	<ul style="list-style-type: none"> ❖ You take responsibility for delivering services to internal and external customers ❖ You are flexible in providing solutions to deliver improvements and resolve issues ❖ You take responsibility for your development needs ❖ You plan your own time and workload to meet your objectives ❖ You ensure there is a mutual understanding of task responsibility to avoid duplication or error ❖ You balance competing priorities to meet standards and expectations. 	<ul style="list-style-type: none"> ❖ You make informed decisions and take accountability for their impact ❖ You address poor performance in a constructive and timely manner in accordance with organisation's performance management guidance. ❖ You enable a blameless culture, empowering and supporting your team to initiate improvements to services without fear of reprisal ❖ You plan for the impact of variability to work; ensuring the appropriate level of system/resource flexibility is available ❖ You provide your teams with defined structures and clear direction to enable individuals to have a strong sense of ownership and personal responsibility for the delivery of objectives and outcomes. ❖ You lead by example and adopt the expected behaviours ❖ You stand by difficult decisions and openly acknowledge errors

When 'Responsibility' is not demonstrated

- ◆ You blame the processes or others; demonstrating an unwillingness to take reasonable risks to do things differently
- ◆ You do not take responsibility for your actions, admit you are wrong or recognise how your actions affect others
- ◆ You ignore problems, don't use your initiative and hide behind your job description
- ◆ You dismiss alternative ideas and discourage colleagues from suggesting new work process/methods
- ◆ You manage your time poorly and do not deliver what is expected of you
- ◆ You behave in a way that may put others at risk.

Working together

Our 'one council' ethos means you work with others to reach a common goal, sharing information, supporting colleagues and seek expertise and solutions from lead professionals, other partners we work with. To meet the challenges ahead we need to respond as 'one council' prepared to work more within and across services in order to benefit the customer and the organisation.

Expected	Desirable	Leadership
<ul style="list-style-type: none"> ❖ You work together with colleagues and customers taking time to build effective working relationships ❖ You celebrate successes and have a positive approach to work ❖ You adopt the 'one team' approach working with others who have different ideas, perspectives and backgrounds ❖ You share skills and knowledge and encourage others in applying their ideas to work - helping others to work through day to day challenges ❖ Identify and take advantage of opportunities to deliver services collaboratively on an ongoing basis. 	<ul style="list-style-type: none"> ❖ You work with internal and external groups, flexible and adaptable, utilising specific skills as a member of a project team within a matrix management approach. ❖ You look for ways to maximise the value of working as 'one team' through building support, providing focus and giving direction to deliver outcomes ❖ You listen to colleagues and customers and respond to suggestions before making informed decisions ❖ You promote and encourage 'one team' working for the benefit of customers 	<ul style="list-style-type: none"> ❖ You spend time building relationships with partners ❖ You support others and encourage working as 'one team', helping to develop common purpose ❖ You are prepared to release resources to enable the council meet its corporate objectives for its customers and the wider community ❖ You inspire a 'one team' culture ❖ You facilitate member involvement ❖ You network with colleagues locally, regionally and nationally contributing your support and expertise to shape and drive forward agendas and addressing concerns

When 'Working together' is not demonstrated

- ◆ Not accepting colleagues as internal customers
- ◆ You use your status to disrupt collaborative working
- ◆ You do not co-operate within your own team or work in partnership
- ◆ You close down others by being judgemental, interrupting or talk-over them.
- ◆ You give face value to employee engagement and do not value the views received
- ◆ you view is the only acceptable view
- ◆ you choose not to work within the 'one team' approach by pursuing a separate personal agenda
- ◆ you do not recognise the impact of your actions on others

Communication

Communication is clear and concise, ensuring the message is understood by all – avoiding over-complication, confusion and non-bureaucratic approach

Expected	Desirable	Leadership
<ul style="list-style-type: none"> ❖ You use information systems and procedures when working to achieve outcomes ❖ You are open to new ideas and suggestions and put forward more efficient and streamlined ways of working as they arise. ❖ Information is communicated regularly and ❖ effectively in accordance with the customer first strategy ❖ Communication style is adapted to meet the needs of the audience. - checked with the Customer First Manager to ensure there is a mutual understanding as well as assessment of potential impact on the Community Contact Centre ❖ Project management toolkit/templates used for all projects - with support from project champions as required. 	<ul style="list-style-type: none"> ❖ You seek to streamline and interlink processes for a more simplified process. ❖ You summarise complex information to make it understandable ❖ You seek others opinions and are open and honest. ❖ You are an advocate for business process reviewing and suggesting ways to improve efficiency and avoid duplication. 	<ul style="list-style-type: none"> ❖ You ensure your team are regularly updated with corporate and service information ❖ You design, innovate and influence solutions to address inefficiencies ❖ You listen to your team, encourage them to challenge the ‘status quo’ and provide feedback as part of the 1-1 performance management approach. ❖ You work in collaboration with other Senior Managers/officers to evaluate the effectiveness of communications and lead and encourage open communication at all levels of the organisation. ❖ You keep focused on the bigger picture; creating clear strategic direction.

When ‘Communication’ is not demonstrated

- ◆ You over complicate your approach to work; create bureaucracy and cause frustration to colleagues and customers
- ◆ You purposefully put-up barriers to stop- working differently; discouraging change from happening
- ◆ Your choose ways of communicating that are not appropriate for the audience or cause confusion.
- ◆ You fail to communicate with colleagues or customers
- ◆ You overload others with only written communication
- ◆ You do not work to the customer first policy and processes

Excellence

You are enthusiastic and deliver a high quality service to meet personal, organisational and customer expectations. You have a 'can do' attitude in all of the work you deliver, ensuring it meets the needs of all internal and external customers.

Expected	Desirable	Leadership
<ul style="list-style-type: none">❖ You take pride in your own work and that of your team members❖ You are willing to go the extra mile for customers and act upon their feedback❖ You are punctual and friendly, and demonstrate a positive professional attitude❖ Takes time to listen and understand what the particular customer need are so they can provide the best solution❖ Follows through on customer enquiries and requests, even when these are beyond their service area❖ Supports and enables customers to understand their choices and make appropriate decisions even when this may be difficult to do so❖ Acts as customer champion by continually challenging others to think and act in a way that improves the customer experience	<ul style="list-style-type: none">❖ You probe and drive continuous improvement❖ You work with customers in tailoring services to meet their expectations	<ul style="list-style-type: none">❖ Redefines services from a customer perspective❖ Works across services to provide an integrated and efficient service to customers.❖ Continually develops the team and service to deliver excellent and sustainable customer service.❖ Establishes and embeds a way of working where improving the customer experience is everyone's goal

When 'Excellence' is not demonstrated

- ◆ You stick to outdated methods that have become ineffective
- ◆ You are unsympathetic or impatient with customers (internal or external)
- ◆ Don't consider the customer needs or frustrations and just follow processes
- ◆ Don't look for service improvement opportunities or act on customer or staff feedback.

Trust and Respect

You are aware of your impact on others. You value openness and listen carefully to understand the views of others.

Expected	Desirable	Leadership
<ul style="list-style-type: none">❖ You build effective relationships with customers, stakeholders, colleagues and partners.❖ You are respectful and considerate to colleagues and customers.❖ You understand how your behaviours can be interpreted and consider the impact you have on others.	<ul style="list-style-type: none">❖ You continue to give time to colleagues who need help, even when the pressure is on.❖ You trust colleagues to fulfil their responsibilities.❖ You listen carefully to others - showing that you respect and value their input.❖ You manage your reactions to situations professionally.	<ul style="list-style-type: none">❖ You display a clear appreciation of your teams efforts and support them when there are difficulties.❖ You encourage team members to recognise and value individual contributions.❖ You look to understand other people and their behaviours, and use this knowledge to adapt your approach for effective working relationships.❖ You are a role model for an inclusive leadership style; respecting colleagues, partners and customers and treating people according to their needs.❖ You instigate changes in behaviour to improve the use of resources.

When 'Trust and Respect' is not demonstrated

- ◆ You are disrespectful, insensitive or unhelpful to customers and your manner causes upset to others.
- ◆ You don't say 'thank you' or give recognition where it is due.
- ◆ You deliberately exclude others from activities when you know they could benefit from being involved.
- ◆ You make little or no effort to understand things from your internal or external customer's point of view.
- ◆ You allow disrespectful or discriminatory behaviour to take place.
- ◆ You treat property in a way that is likely to cause damage or allow others to do so.

Where and how are the behaviours supported?

The behaviours are supported by the following processes and initiatives:

Recruitment

Applicants are interviewed and selected following behavioural based interviewing for cultural-fit as well as job-fit.

Performance management

Staff are managed, supervised and appraised for their work performance (in terms of task delivery) and behaviours (for reviewing the approach taken to work).

Learning and development

Personal development planning takes place as part of the performance management processes and corporate learning materials and training is available to support staff to deliver the required behaviours.

Partnership working and transformation

The way in which we work with our partners is key to delivering the business plan and our transformation programme; the behaviours framework is central to the success of this and to the development of relationships and information sharing with our partners.

Policy

The behaviours are fully supported by the policies, processes and guidance designed to support the workforce and our managers.

Well-being initiatives

We recognise that an individual's well-being can be affected by negative behaviour and we will ensure support is available and easy to access.