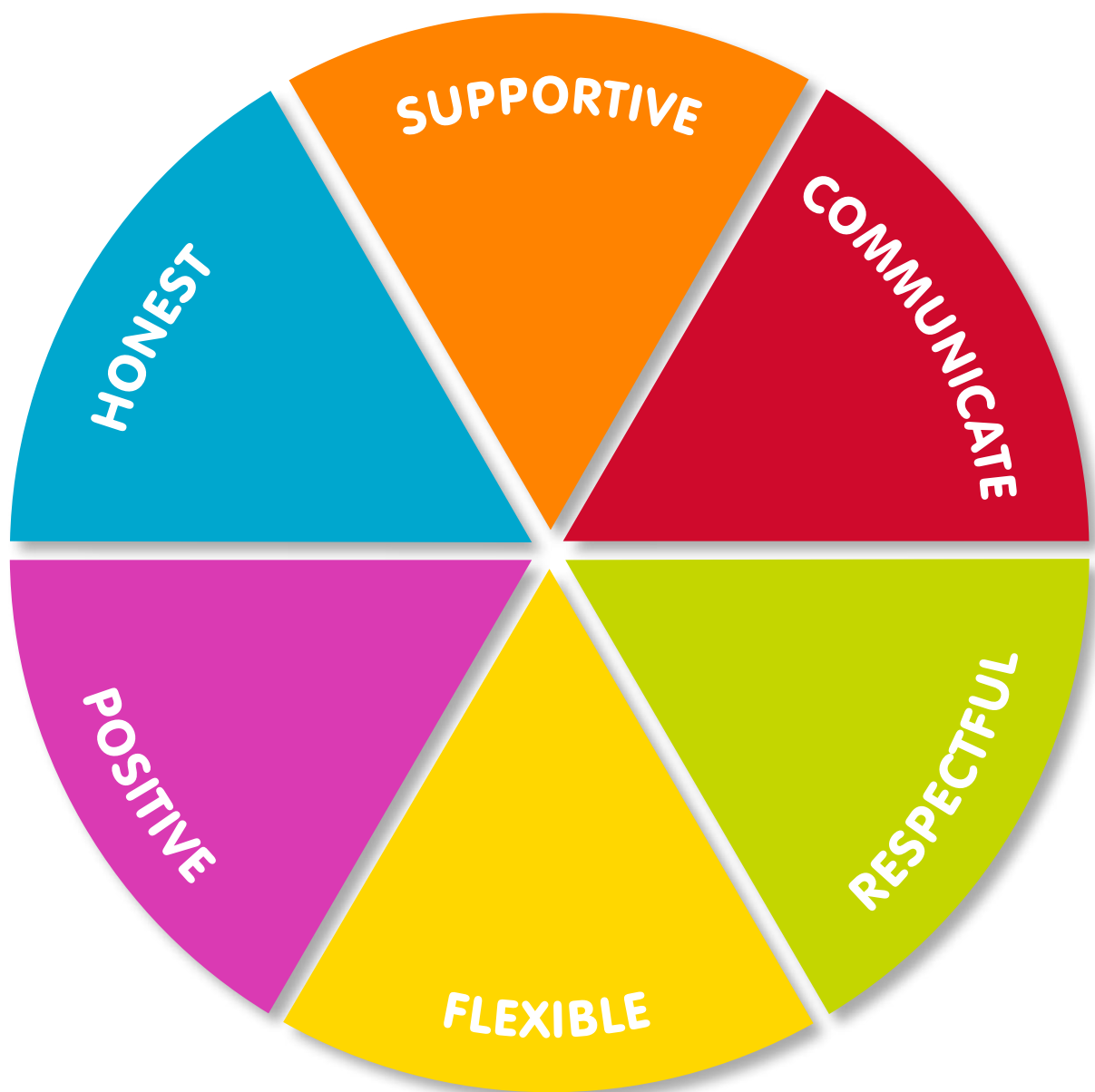


our behaviours



our behaviours

Why do we need behaviours?

We want you to enjoy working here and provide the best possible services to our communities.

We know that kind, positive employees, who work well with their colleagues in a flexible way are those who

are most productive and therefore will help us achieve our goals.

By demonstrating the behaviours we have said we would like to see in our colleagues, we can create a great place to work.

How did we develop them?

Our behaviours have been developed by our employees and managers through a series of workshops, interviews and focus groups where we looked at how we behave at work. The most popular now make up the six core behaviours. They will feature in our job profiles, which outline 'what' we do and they support the delivery of our corporate mission, culture and values which are:

- We will work together with a common sense of purpose.
- We will be passionate about the difference that we make, confident in our abilities to get things done and flexible in doing what we can, as well as we can.

What do we mean by behaviour?

Behaviours demonstrate the attitudes and approach we take to our work. They are:

- How we do things
- How we treat each other
- What we say and how we say it

- How we expect to be treated
- How we work together
- Our approach to our work

It's basically treating others as they would wish to be treated - with dignity.

How do they work?

We have six behaviours for every member of staff, no matter where you work in the Council. Each behaviour is divided into three levels with scripts describing them.

The six core behaviours are:

Honesty	Respect
Positive	Communicative
Flexible	Supportive

Everyone will discuss with their manager the level of behaviours that goes with their job. This will be done during your Appraisal discussion, when you will be

asked to show how you've met the behaviours in your work. There will be opportunities to improve levels of behaviour and to look at the next level, for those that aspire to further their career.

These behaviours apply to everyone but there may also be a few other behaviours that are specific to certain jobs. We want to change our culture to one where **how** we do things is as important as **what** we do, we take these behaviours very seriously.

What are the three levels of behaviours?

Level 1 for all employees in any role

Level 2 for supervisors, first line managers and those who are on Grades 8 to 12. It includes Level 1

Level 3 for middle and senior managers and those on Grade 13 and above, it includes Levels 1 & 2

I am honest

I am sincere and genuine towards my colleagues, dependable, reliable and consistent in approach. I work in an open way with integrity, trusting colleagues and being non-judgemental.

All Employees

- ✓ I am a genuine person and work in an open way so that others can see that I am honest
- ✓ I trust other people and share useful information with them
- ✓ I am consistent and reliable at work so that colleagues and customers know where they stand with me
- ✓ I don't judge and I respond to others as humans and without prejudice

Supervisor & First Line Manager (plus G8-G12)

- ✓ My team trust me to do the right thing
- ✓ I demonstrate integrity and work to high professional standards
- ✓ I react calmly to situations
- ✓ I answer questions honestly
- ✓ I trust my team to do the best they can
- ✓ I know when I can't tell my team things, but I am honest with them about that

Middle & Senior Manager (plus G13 & above)

- ✓ I show appreciation for my team and trust them to do the right thing
- ✓ I encourage my team members to recognise and trust individual contributions
- ✓ I am known as a role model for being honest and trustworthy
- ✓ I encourage others to develop their own integrity and standards
- ✓ I engage with colleagues and communities in an open and forthright manner, but I am sensitive to others needs
- ✓ I am aware of emotional intelligence and use it in my dealings with colleagues

“Honesty is the first chapter of the book of wisdom”

Thomas Jefferson

When honesty is not demonstrated

- ✗ I am distrustful and suspicious of others and look for the hidden meaning in their actions
- ✗ I am inconsistent in my behaviour
- ✗ Others cannot depend on me
- ✗ I sometimes say things that are untrue
- ✗ I work in a closed manner and don't share information or knowledge
- ✗ I keep myself to myself and divulge little about anything
- ✗ I judge others quickly based on assumptions or prejudice rather than the truth
- ✗ I micro manage my team as I can't trust them to do a good job

**I am
respectful**

I am courteous to customers and colleagues and considerate of others feelings. I respect those I work with as well as being respectful to my environment, the information and the equipment I work with. I take pride in my work and in my Council, treating people with dignity.

All Employees

- ✓ I am customer focused and polite
- ✓ I look after the clothes and equipment that work provides for me
- ✓ I am careful with information, thinking carefully about who can see what and how I secure it
- ✓ I treat people according to their needs
- ✓ I think carefully about protecting the environment I work in

Supervisor & First Line Manager (plus G8-G12)

- ✓ With customers and colleagues I go the extra mile to help
- ✓ I respect the feelings of my colleagues and treat them accordingly
- ✓ I adhere to data protection rules and ensure my team does the same
- ✓ I recycle and car share whenever possible
- ✓ I encourage my team to have a clean and tidy work area

Middle & Senior Manager (plus G13 & above)

- ✓ I respect the culture and needs of those I work with
- ✓ I promote ways of working that protect our environment
- ✓ I promote pride in our work for the Council both internally and externally
- ✓ I believe in equality of opportunity and encourage others to embrace this in all aspects of their work
- ✓ I promote customer focused ways of working throughout my teams
- ✓ I am aware and considerate of others' feelings

“Don't ever underestimate the importance of treating others with respect and kindness”

Alison Levine

When respect is not demonstrated

- ✗ If someone is angry with me I am angry back at them
- ✗ I share data with everyone, but do not think of the consequences
- ✗ I am untidy in a way that causes problems for others
- ✗ I don't really think too much about my colleagues' feelings
- ✗ I treat everyone in exactly the same way
- ✗ I only promote and support those I like
- ✗ I don't believe in doing any more than I have to

**I am
positive**

I work in a professional way with energy and commitment. I am confident and passionate about my work and I am motivated to do my best. I inspire and motivate others and act as a good role model to those around me.

All Employees

- ✓ I am a 'can do' person
- ✓ I enjoy my work and do my best
- ✓ People like to work with me and customers ask for me
- ✓ Others see me as an inspiration
- ✓ I am seen as very professional in the way that I work

Supervisor & First Line Manager (plus G8-G12)

- ✓ My team are motivated and keen to do a good job
- ✓ I am very committed to my work, but achieve a good work/home balance
- ✓ I volunteer for things at work
- ✓ Others copy my management style
- ✓ I know the job I have to do and the way I need to do it
- ✓ I speak about my work and the Council with enthusiasm
- ✓ I welcome challenge that's constructive

Middle & Senior Manager (plus G13 & above)

- ✓ I am a professional role model to my teams
- ✓ I inspire and motivate my teams
- ✓ Others want to follow me when I talk about the way forward
- ✓ I am prepared to put in the effort needed to do a really good job, without spending all my time at work
- ✓ I am positive about the future of the Council and I describe it enthusiastically internally and externally
- ✓ When faced with negativity I can turn it on its head and help others to do the same

“Keep your thoughts positive because your thoughts become your words. Keep your words positive because your words become your behaviour”

Mahatma Gandhi

When positivity is not demonstrated

- ✗ I tend to see things as half empty and people often tell me to cheer up
- ✗ This is just a job any one can do, it's nothing special
- ✗ I do not volunteer to do anything other than my specific job
- ✗ I keep my head down and just get on with my work
- ✗ I find positive people really hard work
- ✗ I don't know what's going to happen in the future, but I know it won't be any better
- ✗ If people are negative I join in with their feelings and enjoy a good moan
- ✗ I find it hard to encourage others

I communicate

I communicate simply, clearly and concisely to make sure I am understood. When delegating to and empowering others I am clear with my expectations and I still assume the responsibility. I listen carefully and actively. I am engaging and visionary as a communicator to large groups.

All Employees

- ✓ I use fully the media available to me that's appropriate to my work
- ✓ I communicate relevant information regularly and effectively
- ✓ I change my communication style to meet the needs of my audience and check they understand me
- ✓ I use language that is accessible and non-judgemental
- ✓ I listen carefully

Supervisor & First Line Manager (plus G8-G12)

- ✓ I summarise complex information to make it understandable
- ✓ I delegate work appropriately, ensuring that I am clear with timescales and what I expect
- ✓ I update my team regularly
- ✓ I break down barriers to communication whenever I can
- ✓ I encourage feedback
- ✓ I prepare well when speaking to groups and I'm clear and positive

Middle & Senior Manager (plus G13 & above)

- ✓ I encourage my team to feedback and provide challenge
- ✓ I actively listen and check my understanding
- ✓ I evaluate the effectiveness of my communication
- ✓ I am confident in speaking to large groups
- ✓ I am politically sensitive when speaking
- ✓ I can engage with the media and know how to come over on screen/radio
- ✓ I can describe a vision and carry people with me with confidence

“To effectively communicate, we must realise that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others”

Tony Robbins

When good communication is not demonstrated

- ✗ I over complicate my work, creating bureaucracy and causing frustration
- ✗ I communicate in a way that confuses the message
- ✗ I do not think about the audience before I send or present my message
- ✗ I am not careful or sensitive with information
- ✗ I overload others with written communication
- ✗ I confuse people when I explain things
- ✗ I do not think of the wider picture when I write or present reports
- ✗ I do not ask for feedback
- ✗ I do not fully use or understand the technology available to me to communicate

**I am
flexible**

I am resourceful and versatile, able to adapt to changes in work and in my surroundings. I can compromise as necessary and I am willing to be flexible when needed. I am resilient and self-aware.

All Employees

- ✓ I look for ways to do my job better
- ✓ I adapt quickly if I have to work elsewhere or on something different
- ✓ I can appreciate both sides of an argument
- ✓ I know what I am good at and what I am not so good at
- ✓ I am happy to fit in where necessary

Supervisor & First Line Manager (plus G8-G12)

- ✓ I can resolve problems in a creative way
- ✓ I embrace change and look for the positives in new ways of working
- ✓ I have my own opinions but I can compromise on many things
- ✓ I bounce back quite easily if I am knocked back
- ✓ I encourage my team to think of different ways to problem solve
- ✓ With few resources I can make things happen

Middle & Senior Manager (plus G13 & above)

- ✓ I persuade others to embrace and understand change
- ✓ I resolve complex problems in a creative but practical way
- ✓ I am known as a role model for being resilient
- ✓ I am confident and versatile when negotiating
- ✓ I know my strengths and I am working on my developmental areas
- ✓ I can turn my hand to most management roles

“...high intention,
matched with a flexible,
patient heart and proficient
action gets best quality
and value”

Angelica Hopes

When flexibility is not demonstrated

- ✗ I want to do my job in the way I have always done it
- ✗ I want things and people to stay the same
- ✗ I get annoyed if I don't get my own way
- ✗ When things go wrong for me I am down for a long time
- ✗ I find it hard to see other's points of view
- ✗ I find it difficult to see other ways of doing something or solving a problem
- ✗ I don't really know what I am good at, or not so good at
- ✗ I don't like it when people in my team challenge me

I am supportive

I support and help my colleagues by being a team player and listening to them. I make people feel valued by showing compassion, kindness and empathy. I give recognition when it is due and have good working relationships so that people know I am approachable.

All Employees

- ✓ I am kind to my colleagues
- ✓ People approach me and I will listen
- ✓ I help others when they are struggling
- ✓ I am willing to work with my team to make sure we all do a good job
- ✓ I try to understand other people's point of view

Supervisor & First Line Manager (plus G8-G12)

- ✓ I work with my peers and share best practice
- ✓ I recognise those in the team who put in the effort and I praise them
- ✓ I build and foster good working relationships with my team
- ✓ I encourage my team to help each other out
- ✓ I show empathy and compassion towards colleagues
- ✓ I empower others whilst providing the support they need

Middle & Senior Manager (plus G13 & above)

- ✓ I am supportive of my manager as well as those who report to me
- ✓ I am quick to praise those who do well
- ✓ I know when to coach and when to advise
- ✓ I delegate and provide the proper support along with it
- ✓ I foster inter-departmental working and idea sharing
- ✓ I am willing to mentor others across the Council

“A person who feels appreciated will also do more than what is expected”

When supportiveness is not demonstrated

- ✗ I look the other way if someone has a problem at work
- ✗ I jump in and tell people what to do rather than help them find their own solution
- ✗ I only want to work on my own and on my own work
- ✗ I do not think people should share their problems with others
- ✗ If my team is failing I want to prove it's not down to me
- ✗ I don't believe in praising people, they are only doing their job
- ✗ Having to develop others is not a part of my job that I enjoy

our behaviours - other places you'll see them at work

Ideal Manager and Leader

Creating a high performing organisation needs leaders, and managers who inspire and empower their teams to be brilliant. Leadership is all about demonstrating and leading by example. The ideal manager and leader programme has been developed for all managers to get the support and development they need.

Wellbeing Initiatives

We recognise that your wellbeing can be affected by negative behaviour and we will ensure support is available and easy to access.

Where to find more information

More information is available on the intranet, through MiPod or from your Manager.

Recruitment and Deployment

All applicants are selected following interviews which include behaviour based questions to ensure culture fit as well as job fit.

Job Profiles

All Job Profiles will describe both the job and the behaviours needed for that job. These are used for selection as well as your Appraisal conversations with your manager.

Performance Management

During Appraisal conversations you will discuss your behaviour with your manager as well as your performance tasks, delivery and day to day work.

Learning & Development

Personal development planning takes place as part of your Appraisal conversations with your manager.

Corporate learning materials and training is available through MiPod to support you in developing behaviours.

The Ideal Manager and Leader Programme is available for all managers.

Remember: Learning and development applies to everyone, no matter where you work in the council