

Gloucester City Council
Employee Behaviours Framework

***“Together we will make
Gloucester
A City that Works for Everyone”***

April 2017

**Gloucester
City Council**

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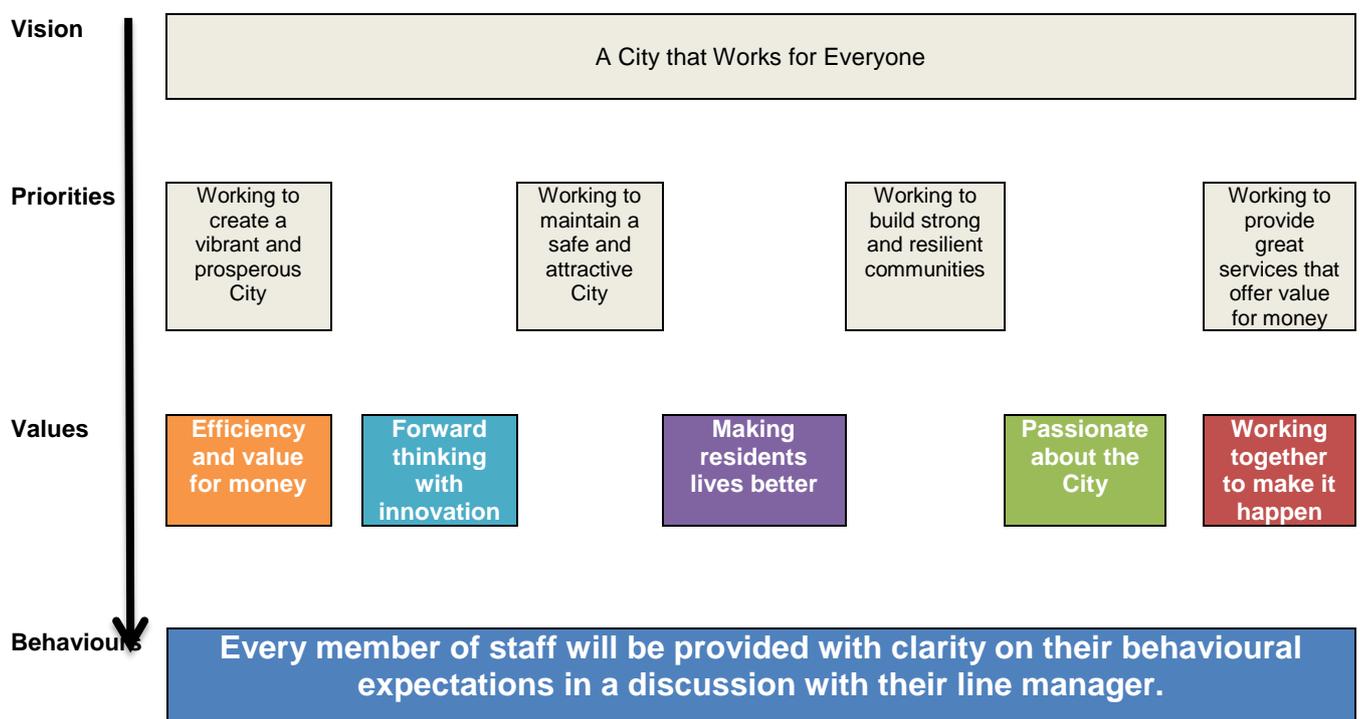
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What is the behaviours framework?

Gloucester City Council strives to be a rewarding and positive place to work; we know that our approach to our work has a direct effect on our residents and customers and how they view our organisation. We therefore recognise the essential role that we each play in helping the Council to achieve its vision of making Gloucester *A City that Works for Everyone*.

To embed this culture within our organisation and support the delivery of our Council Plan and Core Values, this framework sets out the behaviours that sit alongside each job description, defining 'how' all Gloucester City Council employees are expected to approach their work.



Why is this important to me?

The behaviours framework sets out the organisation's expectations of you. It forms the basis for measuring and managing staff performance from the recruitment and selection process through to appraisals and 121s. It also sets the standard by which we will identify our talented individuals, enabling the organisation to develop its workforce and plan for the future.

By embedding the behaviours within this framework, you will contribute to making Gloucester City Council an effective, positive and rewarding place to work.

What do we mean by behaviour?

Behaviours demonstrate the attitudes and approach we take to work; they are:

- how we do things
- how we treat others
- what we say and how we say it
- how we expect to be treated

The behaviours framework will ensure that we celebrate success, talk about our aspirations and identify how we would like to develop. It will also help us to identify and tackle poor performance, supporting staff and ensuring that we continue to deliver our vision and priorities, securing positive outcomes for the City.

What are the behaviours and how do they work?

The behaviours underpin our five core values and are categorised accordingly. They are relevant and applicable to every member of staff, regardless of their role or grade and under each core value we set out the behaviours that want to see from the people within our organisation. There are seven categories of

- Level 1 – behaviours that we expect all our employees to display
- Level 2 – behaviours that we expect from employees in Team Leader positions and above
- Level 3 – behaviours that we expect from employees in Service Manager positions and above
- Level 4 – behaviours that we expect from employees in Head of Service positions and above
- Level 5 – behaviours that we expect from employees in the Corporate Management Team
- Examples of behaviours that will help you to progress within the Council
- Poor or unacceptable – behaviours that are not in line with our values or how we aspire to behave

These behavioural requirements will underpin all that we do and will form part of regular discussions with your line manager, with exceptional performance recognised and talent nurtured. Conversely, continued disregard of behavioural requirements will be resolved quickly and efficiently using the relevant policies.

Core Value - Efficiency and Value for Money

We will strive to provide great services that are affordable for all

Taking ownership of your work you will work flexibly to provide great services to meet personal, organisational and customer expectations. You will seek to maximise savings and efficiency while also driving continuous improvement.

Level 1

- ✓ You are trustworthy and reliable and your work is consistently of good quality
- ✓ You acknowledge when you make mistakes and take responsibility for addressing and correcting them
- ✓ You review your own performance and ask for feedback to learn and improve
- ✓ You work flexibly and can adapt quickly to changing priorities, planning your workload and using your time effectively
- ✓ You promote and drive continuous improvement by asking 'How could we do this better?'
- ✓ You seek to maximise savings and efficiency by working effectively with others
- ✓ You remove bureaucracy and blockages to services to improve accessibility
- ✓ You take personal responsibility for delivering your work

Level 2 – as in Level 1, and in addition

- ✓ You perform at a consistently high level and maintain an awareness of performance issues within your team
- ✓ You show initiative and seize opportunities, taking accountability for your own performance
- ✓ You understand what you are empowered to do and which decisions to refer upwards

Level 3 – as in Level 2, and in addition

- ✓ You acknowledge good performance and tackle poor performance, making use of formal processes when required
- ✓ You set out areas where guidance and approval must be sought and hold people to account for their performance
- ✓ You are willing to take difficult decisions and see them through

Level 4 – as in Level 3, and in addition

- ✓ You monitor your teams' performance, holding managers to account and mentoring them to deal with difficult issues or problems
- ✓ You help look for lessons when things go wrong, focusing on staff development and building confidence
- ✓ You redistribute resources to meet organisational demand in the short, medium and long term

Level 5 – as in Level 4, and in addition

- ✓ You embed performance management within the organisation, setting the standards and providing a clear framework
- ✓ You drive a culture of empowerment and accountability
- ✓ You are highly resilient, removing barriers to achieving the organisational vision

Examples of this value that would help you to progress

- ✓ You are commercially aware and use this to drive the organisation forward
- ✓ You analyse performance, challenging areas of concern and replicating good performance
- ✓ You understand how your team learn and develop and use this knowledge to lead performance improvements
- ✓ You evaluate resources, options and impact in your decision making

Poor or unacceptable examples of this value would mean that:

- ✗ You do not deliver what is expected of you and show a lack of concern for the quality of your work
- ✗ You do not co-operate with your team or recognise when they need support
- ✗ You do not take responsibility for your actions, admit you are wrong, or recognise how your actions affect others
- ✗ You act without considering, or with disregard for, the impact on the Council's resources

Core Value - Forward Thinking with Innovation

We will adopt an entrepreneurial approach to find new and better ways to do things

Being creative and using your initiative you actively seek to improve services and processes. You can learn from others and share your knowledge and expertise to achieve positive outcomes.

Level 1

- ✓ You look for solutions to problems faced by customers, Members and colleagues
- ✓ You are open to new ideas and listen to the views of others
- ✓ You react positively to change, embracing opportunities to improve services
- ✓ You are engaged in the organisation's goals
- ✓ You are risk aware, but not risk averse
- ✓ You challenge existing practices in a constructive way
- ✓ You review past successes and failures and implement improvements
- ✓ You capitalise on short term wins without losing sight of long term outcomes

Level 2 – as in Level 1, and in addition

- ✓ You encourage team members to learn new skills and put them to use
- ✓ You engage in organisational change, speaking positively about opportunities and outcomes
- ✓ You proactively make improvements to existing working practices and seek feedback from others

Level 3 – as in Level 2, and in addition

- ✓ You identify talented employees from within your teams and training needs for all staff
- ✓ You communicate change to your teams, providing opportunities for feedback and concerns to be raised
- ✓ You look for innovative solutions to problems and manage teams effectively to implement changes successfully

Level 4 – as in Level 3, and in addition

- ✓ You provide opportunities for talented employees to develop
- ✓ You champion change, promoting positive messages about opportunities to improve service provision
- ✓ You initiate service transformation, identifying actions and risks, and monitoring work programmes

Level 5 – as in Level 4, and in addition

- ✓ You utilise talented employees to meet short term needs and engage in succession planning
- ✓ You lead a change culture, developing and sharing the organisational vision
- ✓ You identify and translate new ideas from within and outside the organisation to influence service transformation

Examples of this value that would help you to progress

- ✓ You are willing to risk failure in pursuit of positive outcomes
- ✓ You foster and inspire creativity in others
- ✓ You actively share your learning with others to ensure maximum organisational benefit
- ✓ You make use of external influences to reshape how we do things

Poor or unacceptable examples of this value would mean that:

- ✗ You follow outdated practices that are no longer effective and discourage colleagues from suggesting new ways of doing things
- ✗ You resist change and do not engage in service transformation
- ✗ You focus on problems instead of solutions
- ✗ You refuse to consider the bigger picture and the impact of your work on the wider organisation

Core Value - Making Residents Lives Better

We will support our communities to utilise their own strengths and assets while providing universal services and supporting our most vulnerable residents

Delivering good customer services by listening and raising awareness of what we do. You work with residents as equals and involve relevant stakeholders in designing processes and making decisions.

Level 1

- ✓ You put the customer first and keep them informed of progress, managing their expectations accordingly
- ✓ You signpost to other services both internally and externally
- ✓ You work well with people who have different ideas, perspectives and backgrounds
- ✓ You adapt your communication style to meet the needs of your audience
- ✓ You educate customers in respect of what the Council can do for them, as well as how they can help themselves
- ✓ You design processes with customers in mind and regularly review and update them
- ✓ You engage in well planned, meaningful consultation with customers and listen to the results
- ✓ You listen to and involve colleagues and relevant stakeholders in decisions

Level 2 – as in Level 1, and in addition

- ✓ You encourage customers and colleagues to raise their concerns and share their opinions in a constructive manner
- ✓ You understand the organisation's strength-based approach to community development
- ✓ You know when to escalate customer concerns and complaints and you implement any lessons learned

Level 3 – as in Level 2, and in addition

- ✓ You deal with sensitive issues appropriately, minimising conflict and avoiding confrontation
- ✓ You view customers as contributors, asking for and listening to their ideas
- ✓ You work with customers to tailor services to meet their expectations and provide clear explanations when expectations cannot be met

Level 4 – as in Level 3, and in addition

- ✓ You use a range of influencing styles to create consensus and deliver outcomes
- ✓ You facilitate relationship building to create connected communities that can make use of their own strengths
- ✓ You take a structured approach to reviewing services, evaluating the views of customers and working with key partners to deliver improvements

Level 5 – as in Level 4, and in addition

- ✓ You foster a spirit of open communication across the organisation and amongst key stakeholders
- ✓ You embed the principles of Asset Based Community Development across the organisation
- ✓ You outline a clear customer focus vision and communicate it effectively

Examples of this value that would help you to progress

- ✓ You empower residents to shape their own outcomes
- ✓ You seek to identify new stakeholders to engage in joint working and build relationships with them
- ✓ You inspire customers to have confidence and trust in the organisation
- ✓ You balance costs appropriately with service quality and affordability for residents

Poor or unacceptable examples of this value would mean that:

- ✗ You ignore the needs of customers and put your own objectives first
- ✗ You behave in a way that might put others at risk
- ✗ You do not communicate in a clear way that suits the audience
- ✗ You allow disrespectful or discriminatory behaviour to take place

Core Value - Passionate about the City

Our enthusiasm for and pride in Gloucester will be at the heart of everything we do

Being loyal to Gloucester you take pride in the quality of your work and understand how it improves the reputation and quality of our city. You actively engage in what is happening within the city, understand the local community and prompt questions which help shape the future of the city.

Level 1

- ✓ You speak positively about the City and what it has to offer
- ✓ You respect and embrace the diverse nature of our communities
- ✓ You maintain an awareness of key events in the City
- ✓ You represent the Council and the City appropriately at all times
- ✓ You share positive stories to enhance the reputation of the City
- ✓ You promote the City's unique attributes and the events on offer
- ✓ You engage with stakeholders to understand what is important to them
- ✓ You act as an advocate for the City, highlighting and seeking to build on its strengths

Level 2 – as in Level 1, and in addition

- ✓ You can explain how you are contributing to the organisation's vision
- ✓ You encourage others to present the City and the organisation in a positive light
- ✓ You regularly engage with customers and partners to understand local needs

Level 3 – as in Level 2, and in addition

- ✓ You put the organisation's core values into practice and communicate them to your teams
- ✓ You understand the external impact that the organisation and its services have
- ✓ You anticipate and manage risk and threats to the organisation and delivery of its objectives

Level 4 – as in Level 3, and in addition

- ✓ You demonstrate ownership of the Council's vision and embed it in service delivery
- ✓ You utilise and promote the organisation's brand
- ✓ You facilitate communication across organisations to share knowledge and enhance relationships

Level 5 – as in Level 4, and in addition

- ✓ You sell the vision of the organisation to key partners and beyond and obtain commitment to support the delivery of the organisation's vision
- ✓ You represent the organisation at key events
- ✓ You develop a culture that delivers the best results for the City's communities

Examples of this value that would help you to progress

- ✓ You create opportunities to celebrate our City and its achievements
- ✓ You challenge the attitudes of others, both professionally and socially
- ✓ You take action to identify and implement improvements for the benefit of our communities and encourage others to do the same
- ✓ You build relationships with organisations that can help to promote the City locally and nationally

Poor or unacceptable examples of this value would mean that:

- ✗ You are dismissive and negative about the City
- ✗ You fail to appreciate the diversity and differing needs of our communities
- ✗ You allow negative views about the City to go unchallenged
- ✗ You do not act as an Ambassador for the City or take advantages of opportunities to promote the City

Core Value - Working Together to Make It Happen
We will build strong and trusted relationships with communities and partner organisations to achieve the best outcomes for our residents

As a team worker you communicate effectively and pursue a 'can-do' attitude in being flexible to deliver quality services. You will establish positive relationships and seek to maximise your own and others' strengths in order to deliver.

Level 1

- ✓ You build good working relationships with colleagues and Members
- ✓ You join in celebrating the success of your team and the whole Council and contribute to a positive team spirit
- ✓ You listen to customers and understand their needs before making decisions
- ✓ You share skills and knowledge and seek out support and expertise from others when required
- ✓ You work proactively across teams and disciplines
- ✓ You work with communities and partners to address concerns and deliver joint outcomes
- ✓ You actively seek to contribute to projects where you can add value
- ✓ You learn from others and apply that learning for the benefit of customers

Level 2 – as in Level 1, and in addition

- ✓ You are a role model, setting an example and motivating team members to meet their objectives
- ✓ You proactively support your line manager, deputising where required
- ✓ You proactively involve relevant stakeholders in your work, including Members, colleagues, customers and partners

Level 3 – as in Level 2, and in addition

- ✓ You lead an inclusive team making use of individuals' strengths
- ✓ You set and communicate clear objectives for your direct reports
- ✓ You build and maintain mutually beneficial relationships with key stakeholders and have a high level of political awareness

Level 4 – as in Level 3, and in addition

- ✓ You provide strategic direction and support to your direct reports
- ✓ You turn organisational priorities into service and individual objectives
- ✓ You develop strategic relationships with key partners and stakeholders

Level 5 – as in Level 4, and in addition

- ✓ You are seen as an inspirational figurehead by employees and key partners
- ✓ You lead a united management team
- ✓ You have Members' complete confidence and they trust your judgement

Examples of this value that would help you to progress

- ✓ You focus on outcomes rather than service specific aims and promote a one-team culture
- ✓ You drive consultation with Members and stakeholders, identifying opportunities for a range of views to influence decisions
- ✓ You break down barriers and build networks in the pursuit of shared goals and positive results for customers
- ✓ You empower others to make decisions and use their strengths for the good of the organisation

Poor or unacceptable examples of this value would mean that:

- ✗ You work in isolation and show no interest in the work of others or the organisation as a whole
- ✗ You do not value the opinions, strengths or contributions of others
- ✗ You are a negative influence and disrupt collaborative working
- ✗ You do not seek to engage with stakeholders in a meaningful way

Where and how are the behaviours supported?

The behaviours within this framework are supported through the following processes and initiatives:

Recruitment and selection

Applicants are interviewed and selected based on both skills and behavioural requirements to ensure that we bring people into the organisation that will make a positive contribution to our culture and achieving our vision.

Staff Awards

Staff and teams demonstrating exceptional performance and who are advocates for the behaviours and values of the Council are recognised through our annual staff awards event.

Performance and Talent 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), and the future of our workforce is planned on the basis of the performance of our people.

Learning and development

Personal development planning takes place as part of the performance management processes and advice is available for staff that require support to deliver the required behaviours.

Working in partnership

The way in which we work with all our stakeholders is crucial to the successful delivery of our Council Plan and the vision and priorities within it; the behaviours framework is a central element of this and to the development of relationships and information sharing with our partners and our customers.

Policy and procedures

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. We will ensure support is available and easy to access and that our managers are equipped to deal with undesirable behaviour.