

**DRAFT 4 – 06.12.2011**  
**Wiltshire Council Human Resources**

**Behaviours Framework Policy and Procedure**

This policy can be made available in other languages and formats such as large print and audio on [request](#).

**What is it?**

The Behaviours Framework sets out how the council expects you to behave at work and whilst working. The behaviours are informed by the Council's vision and goals, values, culture and core competencies.

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There is also a [toolkit](#) available containing useful documents.

**Who does it apply to?**

This policy applies to all employees across the Council. It does not apply to employees working in schools and does not apply to centrally managed

teachers. Contractors and other temporary employees working for the council will be required to abide by the principles of the behaviours.

### **When does it apply?**

This policy applies at all times when working for the council.

### **What are the main points?**

What is the behaviours framework?

1. The council has established a set of behaviours which describe how you are expected to carry out your work for Wiltshire Council.
2. These positive behaviours support **how** you carry out your role, as outlined in your [job description](#).
3. The framework also sets out examples of what would not constitute positive or acceptable behaviour.
4. The behaviours are reflected across the council and are identified by the cartoon chameleon character. Where the chameleon is seen, you should be aware that the document will relate in some way to the behaviours framework and the council's values.

What are the behaviours?

5. The behaviours are outlined in detail in the [behaviours framework](#). You should read the framework in conjunction with this policy and with the [behaviours guidance](#). In addition there is additional [guidance for managers to the behaviours framework](#) which provides information on the implementation of the behaviours framework with employees.
6. The six categories into which the behaviours fall are:
  - Excellence
  - Responsibility
  - Working together
  - Leadership
  - Simplicity
  - Trust and respect.
7. The behaviours are further categorised into:
  - Expected behaviours – the required behaviours expected of you now; and

- Desirable behaviours – the required behaviours which you should seek to demonstrate; and
- Aspirational behaviours – the behaviours required of managers and senior positions. They are also the behaviours for employees looking to/wishing to develop.

What is meant by behaviour?

8. Behaviour is about:

- How we do things
- How we treat others
- What we say and how we say it
- How we expect to be treated.

Purpose of the behaviours

9. The behaviours framework ensures you know how you are expected to behave to support the council's vision and values and contribute to the development and maintenance of a positive culture. The behaviours are also those behaviours you can expect from your colleagues and from managers.

### **How the behaviours relate to your employment**

10. The behaviours framework is embedded within many of the policies on HR direct. You should ensure you are familiar with the following policies in particular:

- [code of conduct](#)
- [recruitment](#)
- [probationary periods](#)
- [appraisals](#)
- [disciplinary](#)
- [dignity at work](#)
- [improving work performance](#)
- [grievance](#)
- [equality and diversity](#)
- [health and safety](#)

Code of conduct

11. The [code of conduct](#) sets out how you are expected to conduct yourself when working and should be read in conjunction with this policy.

Recruitment

12. Candidates will be provided with a [job description](#) when applying for a role with the council and this will be used to assess all candidates against the requirements of the role including the behavioural requirements for the role.
13. The person specification as part of the job description will include the expected behaviours for the role, including those which are critical for successful performance by the role holder.
14. Where you do not understand what is required for successful performance in the role, you should raise this with the recruiting manager.
15. Some interview questions will be targeted specifically at assessing the extent to which the candidate meets the behaviours required for the role. Refer to the [recruitment policy](#) and the [guidance for managers to recruitment](#).

#### Induction and probationary period

16. Once you have joined the council, your manager will hold regular reviews with you during your [probationary period](#).
17. Your manager will review your performance against the behaviours framework with you during the probationary period and explain which elements apply to you, referring to your job description.
18. As a new employee, you will be asked to attend a corporate induction event which includes a review of the council's behaviours framework.

#### One-to-one and supervision meetings

19. It is essential that you display certain behaviours at work in order to perform your role successfully and to support the council's vision, values and culture.
20. Your manager will agree with you in one-to-one or supervision meetings the level to which you currently meet the expected behaviours as defined in the behaviours framework and areas for improvement required by you to achieve the behaviours for your role. Refer to [template – one-to-one/supervision meetings](#).
21. Your manager will agree a plan with you for achievement of the desired behaviours for your role, where you do not currently meet these.

22. It may be that you require additional training or support in order to achieve the behaviours required for successful performance in your role. Refer to [learning and development](#).

#### Appraisals

23. The behaviours framework will be taken into account when your performance at work is reviewed at your six-month or annual appraisal. Refer to [appraisals](#).
24. Your manager will agree with you which behaviours you will need to demonstrate in order to perform successfully in your role during the next agreed review period.

#### Addressing poor behaviour

25. If you display continued poor behaviour at work your manager may choose to address this with you via one of the following policies:
- [dignity at work](#) (if you are the subject of a complaint by another employee)
  - [improving work performance](#)
  - [disciplinary](#)
26. Further advice can be obtained from an HR advisor.

#### If you experience poor behaviour

27. If you experience poor or inappropriate behaviour at work, you may address this via the following policies:
- [dignity at work](#)
  - [grievance](#)

#### Equality and diversity

28. All employees are expected to behave in accordance with the council's set of [equality and diversity](#) policies.
29. If you experience poor behaviour at work related to a protected characteristic, you may address this through the council's [dignity at work policy](#).

#### Relatives/relationships at work

30. Employees should in addition read and become familiar with the council's [relatives/relationships at work policy](#).

#### Behaviour outside of work

31. You are expected to behave in accordance with the expected behaviours whilst at work. You should also remember that you may be representing Wiltshire Council outside of work and must not behave in a way which would bring the council into disrepute. Refer to the [code of conduct](#).

### **Roles and responsibilities**

#### Employee responsibilities

32. To read this policy together with the behaviours framework and to ask your manager how these behaviours relate to you at work.
33. To read and understand the key HR policies referred to in this policy.
34. To work towards achievement of the desirable and aspirational behaviours outlined in your job description, as appropriate where required and where you do not currently meet these standards, as agreed with your manager.

#### Line manager responsibilities

35. To ensure employees have a completed job description for their role which outlines the behaviours expected and to explain the behavioural requirements to them.
36. To ensure one-to-one meetings happen with employees on a regular basis and that the behaviours framework is discussed and documented in the [template – one-to-one meetings](#).
37. To ensure appraisals are held with employees at least annually and that where appropriate, goals for the coming year include behaviours which the employee is to work towards, within a reasonable period of time.
38. To explain how the behaviours may be linked to work objectives.
39. To support employees in the achievement of behaviours where these are required for the role but are not yet being achieved by the employee.

40. To agree learning and development objectives and/or training, where appropriate, in order to help employees achieve the behaviours required for their role.
41. To address any incidents where employees are consistently not behaving in an appropriate way, via the relevant policy.

#### HR responsibilities

42. To provide guidance on this policy.
43. To support managers with any training required.

#### Frequently asked questions

44. **My manager has given me the job description for my role which details the behaviours required in the role. Where can I find out more information about the behaviours framework?**

You can access more information about the framework on HR Direct here – [behaviours framework](#).

45. **I wish to make a complaint about a colleague's behaviour at work. How do I go about doing this?**

You may address this via the council's [dignity at work policy](#) after having first followed the informal route to try to resolve the matter.

46. **I do not believe the council has the right to tell me how I should behave at work. Does the behaviours framework apply to me?**

The council has established a set of key behavioural principles in order to help create a positive culture and working environment which will be of benefit to all employees as well as in our dealings with clients and the public. These apply to all employees and you are expected to behave in accordance with them throughout your employment.

47. **I am a new employee. How will I know what behaviours are expected of me in my new role?**

The behaviours required for your role will be outlined in your job description. Your manager will hold regular probationary review meetings with you and will explain to you what the behaviours mean and how you are expected to behave at work. You are encouraged to ask questions to understand what is expected of you in your role.

48. **My colleague has complained about my behaviour at work. What will happen next?**





- [induction](#)
- [recruitment](#)
- [code of conduct](#)
- [appraisals](#)
- [equality and diversity](#)

For further information please speak to your supervisor, manager, service director or contact your [HR advisor](#).

### Toolkit

- [template – one-to-one meetings](#)
- [the behaviours framework](#)
- [guidance for managers – the behaviours framework](#)
- [guidance for managers – giving advice on policies](#)
- [guidance for employees accused of inappropriate language or behaviour](#)

Policy author	HR Policy and Reward Team – MCL
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