

Wiltshire Council's Behaviours framework

It's about **how** we work



Why do we need a behaviours framework?

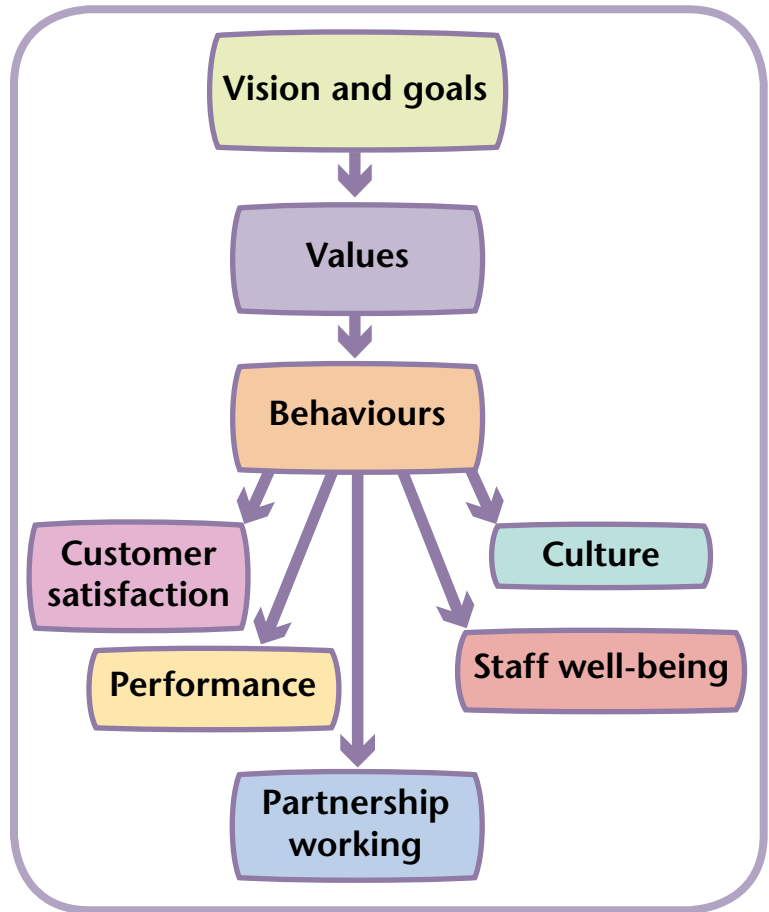
Wiltshire Council should be a fulfilling and enjoyable place to work; we know this enthusiasm rubs off on our residents and customers, and we also recognise the crucial role each and every one of us plays in helping to achieve our goals.

By demonstrating the attitudes and behaviours, Wiltshire Council will be an effective, positive and collaborative place to work.

What is the behaviours framework?

The behaviours framework is a set of core behaviours which define 'how' we are expected to approach our work and sits alongside 'what' we do, as outlined in each of our job descriptions.

The framework details the behaviours and attitudes required by all employees and it supports the delivery of our business plan, values and culture.



Central to this framework is our corporate vision and values...

Our vision inspires us to turn-on and not just turn-up

Our vision is to create stronger and more resilient communities

Our values make us unique

We embrace change, treat everyone fairly, value diversity and we:

- **place our customers first**
- **want to strengthen our communities**
- **adopt a 'can-do' approach in everything we do**
- **value our colleagues.**

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 help us to celebrate achievements, talk about our aspirations and express how we would like to develop.

What are the behaviours and how do they work?

There are six sets of behaviours for every member of staff, regardless of their role and grade in the organisation. All six behaviours are divided into three categories with individual descriptions which clarify how they relate to the way we work.

The three categories are:

- **Expected** – Our required behaviours for all members of staff
- **Desirable** – Staff should seek to demonstrate these behaviours
- **Aspirational** – These behaviours are required by employees looking to develop and those in senior or managerial positions

Every member of staff will be provided with clarity on their behavioural expectations in a discussion with their line manager.

These behavioural requirements are taken seriously; compliance with these guidelines will form part of regular discussions with your line manager and continued disregard of behavioural requirements will be resolved quickly and efficiently.



- The name and overview of the behaviour
- The three categories of behaviour
- Descriptions of the behaviours expected for each category – these should be used as points for discussion with your manager
- Information on how these behaviours help to create stronger and more resilient communities
- A light-hearted cartoon to demonstrate the behaviour visually
- Examples of behaviours which do not support the delivery of the framework

Excellence

With enthusiasm, you work to deliver a high quality service to meet 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.

Expected Our required behaviours	Desirable Staff should seek to demonstrate these behaviours	Aspirational These behaviours are required by employees looking to develop and those in senior or managerial positions
<ul style="list-style-type: none"> ✓ You are punctual and friendly, and demonstrate a positive professional attitude. ✓ You take pride in your own work and that of your team members. ✓ You understand who your customers are and why they matter. ✓ You are willing to go the extra mile for customers and act upon their feedback. 	<ul style="list-style-type: none"> ✓ You promote and drive continuous improvement by asking 'How could we do this better?' ✓ You work with customers in tailoring services to meet their expectations. 	<ul style="list-style-type: none"> ✓ You plan and anticipate changes in working practice and effectively manage the transition to introduce these new ways of working. ✓ You logically identify trends and implement the best approach, outlining clear objectives. ✓ You focus on longer-term outcomes rather than short-sighted initiatives. ✓ You understand how your team learn and develop and use this knowledge to lead performance improvements. ✓ You lead by example; influencing and inspiring confidence in others. ✓ You work to achieve a set vision of customer focus, improvement and excellence within the council, as well as with partners and other external stakeholders.

How these behaviours create stronger more resilient communities

High quality services, designed around the end customer, will develop the reputation and credibility of Wiltshire Council.

Engaging and involving Wiltshire's communities will help inform and strengthen their local decision making. By encouraging the community to participate in the services they receive, we will make best use of the available knowledge, improve the quality of services for customers and make Wiltshire a positive and empowering place to work.

When 'Excellence' is not demonstrated

Examples of behaviours that fail to demonstrate 'Excellence' are outlined below:

- X You stick to outdated methods that have become ineffective.
- X You are unwilling to be exposed to change or uncertainty.
- X You do not deliver what is expected of you.
- X You show a lack of concern in the quality of your work.
- X You are actively hampering the improvement and delivery of excellence.
- X You display a negative attitude towards colleagues and customers.
- X You concentrate on narrow operational objectives and not the bigger picture.
- X You focus on the problems and not the solutions.

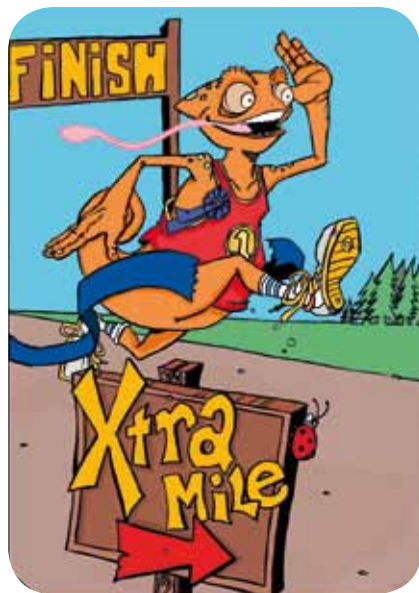
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Responsibility

You take ownership of your work and use your initiative to deliver. You are accountable for your own performance and development, and you take responsibility for your actions and decisions.

Expected Our required behaviours	Desirable Staff should seek to demonstrate these behaviours	Aspirational These behaviours are required by employees looking to develop and those in senior or managerial positions
<ul style="list-style-type: none"> ✓ You are trustworthy and reliable. ✓ You seek to learn from your colleagues. ✓ You review your own performance and ask for feedback to learn and improve. ✓ 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 appropriately challenge assumptions and unhelpful behaviour. 	<ul style="list-style-type: none"> ✓ You take personal responsibility for delivering services. ✓ You are flexible in providing solutions to deliver improvements and resolve issues. ✓ You take accountability for your development needs. ✓ You plan your own time and workload to meet your objectives. ✓ You make sure there is a mutual understanding of task responsibility. ✓ 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 challenge and confront poor performance. ✓ 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 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 publically role model the expected behaviours. ✓ You stand-by difficult decisions and openly acknowledge errors.

How these behaviours create stronger more resilient communities

Taking responsibility and being preventative avoids the 'blame game' and allows for good service provision from the customer perspective.



With responsibility comes confidence, this provides customers with service reassurance and reduces doubt and challenge. When this is applied to partnership working, the confidence and direction is passed onto communities, building community confidence and a shared sense of ownership.

When 'Responsibility' is not demonstrated

Examples of behaviours that fail to demonstrate 'Responsibility' are outlined below:

- ✗ Blames the system 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 our 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 ways of doing things.
- ✗ You manage your time poorly and do not deliver what is expected of you.
- ✗ You behave in a way that might put others at risk.

Working together

You work with others to reach a common goal; sharing information, supporting colleagues and searching out expertise and solutions from relevant partners and/or the communities we serve.

Expected Our required behaviours	Desirable Staff should seek to demonstrate these behaviours	Aspirational These behaviours are required by employees looking to develop and those in senior or managerial positions
<ul style="list-style-type: none"> ✓ You work together with colleagues and customers, and take the time to build effective and rational working relationships. ✓ You celebrate team successes and create a positive team spirit. ✓ You work well with people who have different ideas, perspectives and backgrounds. ✓ You share skills and knowledge, and encourage and support others in applying their ideas to work – helping others to help themselves. ✓ You encourage working together for the benefit of customers. 	<ul style="list-style-type: none"> ✓ You look to work together, across and outside typical groups; initiating joint approaches to delivering services. ✓ You look for ways to maximise the value of working together by building support, providing focus and giving direction to deliver joint outcomes. ✓ You listen to and involve colleagues and external customers and respond positively to suggestions before making decisions. 	<ul style="list-style-type: none"> ✓ You spend time building relationships with partners. ✓ You support others in working together; helping them to develop common focus. ✓ You are happy to give up control, power or resource to benefit customers. ✓ You facilitate member involvement and consult with representative groups when formulating strategies. ✓ You inspire a 'one-team' culture. ✓ You build networks, locally, regionally and nationally to help provide support and expertise by shaping and driving forward agendas and addressing concerns.

How these behaviours create stronger more resilient communities

Tasks and issues rarely fit neatly into one service area. Working together with our partners, customers and communities will allow solutions to be tailored and resources aligned more effectively.



Solutions that work best are often those designed around the needs of those affected. This means we need to actively engage and involve people in developing the solutions in the first place. Staff need to be willing to embrace this partnership and inclusive approach to deliver efficient and effective services in the future.

When 'Working together' is not demonstrated

Examples of behaviours that fail to demonstrate 'Working together' are outlined below:

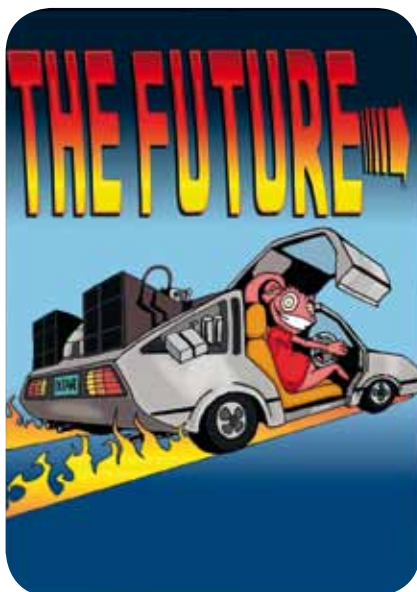
- ✗ You do not accept colleagues as internal customers.
- ✗ You play power games and use your status to disrupt collaborative working.
- ✗ You show little sign of co-operating within your team or working in partnership.
- ✗ You close down others by being judgemental, interrupting or talking-over them.
- ✗ You have a tick box approach to engagement and do not value the views received.
- ✗ You don't ask others for opinions or ideas.
- ✗ You choose not to work as a team by pursuing your own agenda.

Leadership

You lead by example through your behaviours and professional approach to work; inspiring your colleagues and driving for results.

Expected Our required behaviours	Desirable Staff should seek to demonstrate these behaviours	Aspirational These behaviours are required by employees looking to develop and those in senior or managerial positions
<ul style="list-style-type: none"> ✓ You live the council's values and lead by example in demonstrating the corporate behaviours; inspiring colleagues to follow your example. ✓ You are driven to achieve results and you show courage when things don't go to plan. ✓ You are compassionate, caring and empathetic to both colleagues and customers. ✓ You enable leadership by engaging and seeking guidance from others on personal, team, organisational and community activities. 	<ul style="list-style-type: none"> ✓ You recognise good performance and take the time to thank and praise others. ✓ You are motivational and drive positivity; taking an optimistic approach and engaging others. ✓ You resolve conflicts and disagreements quickly and professionally. ✓ You see failure and problems as an opportunity to learn and develop. 	<ul style="list-style-type: none"> ✓ You work to build commitment and engagement and improve your team's behaviour. ✓ You are visible and accessible to all your team/service members. ✓ You act as a role model for inspirational leadership. ✓ You evaluate resources, options and consequences in your decision making. ✓ You articulate vision, meaning and direction to focus service delivery; translating clear objectives for your team. ✓ You provide feedback on your teams performance during regular one-to-one and team meetings. ✓ You regularly monitor your teams health, safety and wellbeing and address concerns. ✓ You recognise talent within your team and develop potential through training, mentoring and coaching. ✓ You manage the flow of work by leading systems from beginning to end; rather than focusing on specific functions or services. ✓ You build a shared sense of purpose across your service areas. ✓ You develop a culture that delivers the best results for Wiltshire's communities. ✓ You appropriately deploy the skills and behaviours of your team, independently and interactively, in order to best compliment the system and its variability.

How these behaviours create stronger more resilient communities



Community leadership is at the heart of the council's approach. By demonstrating effective leadership qualities, we will shape and direct team motivation and achievement.

Leading by example will inspire customers and partners to adopt these behaviours and empower their communities for confident and direct local decision making.

When 'Leadership' is not demonstrated

Examples of behaviours that fail to demonstrate 'Leadership' are outlined below:

- ✗ You don't listen to, research or question information for a better understanding.
- ✗ You choose to ignore adverse criticism, seeing it as a personal attack rather than a way to develop yourself or your performance.
- ✗ You are self-interested and fail to acknowledge colleague and customer perspectives.
- ✗ You use emotional instability as a management tool.
- ✗ You adopt a command-and-control approach.
- ✗ You refuse to share information to maintain an advantage over others.
- ✗ You fail to promote positive health and safety practices.

Simplicity

You communicate clearly and concisely, ensuring that the message is understood by all. You actively seek methods to prevent over-complication or confusion, by a simple non-bureaucratic approach to work.

Expected Our required behaviours	Desirable Staff should seek to demonstrate these behaviours	Aspirational These behaviours are required by employees looking to develop and those in senior or managerial positions
<ul style="list-style-type: none"> ✓ You use, to full advantage, the available information systems and procedures when working to achieve outcomes. ✓ You are open to new ideas and suggestions and speak up when you see a better way. ✓ You communicate relevant information regularly and effectively. ✓ You change your communication style to best meet the needs of the audience and regularly check that there is a mutual understanding 	<ul style="list-style-type: none"> ✓ You look to streamline and interlink processes for a simple approach. ✓ You summarise complex information to make it understandable. ✓ You seek others opinions and are open and honest. ✓ You are an advocate for 'systems thinking'; reviewing and suggesting ways to reduce wasteful steps 	<ul style="list-style-type: none"> ✓ You make sure your team are regularly updated with corporate, service and community information. ✓ You design, innovate and influence solutions to address inefficiencies. ✓ You listen to the views of your team; checking that approaches are united and encouraging them to challenge and provide feedback. ✓ You evaluate the effectiveness of communication and take steps to improve; leading and encouraging open communication at all levels across the organisation. ✓ You keep focused on the bigger picture; creating clear strategic direction.

How these behaviours create stronger more resilient communities



Taking a simple approach to service delivery and communication, improves access and removes barriers. This develops the quality of services and can save money by reducing wasteful steps. Being inclusive and designing processes around the customer experience will focus services on the things that make a difference; creating more value for local communities.

When 'Simplicity' is not demonstrated

Examples of behaviours that fail to demonstrate 'Simplicity' are outlined below:

- ✗ You over-complicate your approach to work; create bureaucracy and cause frustration to colleagues and customers.
- ✗ You purposely put-up barriers to stop working differently; discourage change from happening
- ✗ You choose ways of communicating that confuse the message or are not appropriate for the audience.
- ✗ You approach tasks in a disorganised manner.
- ✗ You fail to keep customers and colleagues informed.
- ✗ You overload others with only written communication.

Trust and respect

You are aware of your impact on others and your use of resources. You value openness and listen carefully to understand the views of others. You promote the values of diversity and actively work to minimise any harm caused to our climate and surroundings.

Expected Our required behaviours	Desirable Staff should seek to demonstrate these behaviours	Aspirational These behaviours are required by employees looking to develop and those in senior or managerial positions
<ul style="list-style-type: none"> ✓ You take the time to build effective relationships with customers, stakeholders, colleagues and partners. ✓ You are respectful and considerate. ✓ 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 and calmly. 	<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 support the diversity of teams and working groups. ✓ You involve and gain consensus from those affected by decisions and actions. ✓ 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. ✓ You engage with communities, making sure a full range of views are taken into account.

How these behaviours create stronger more resilient communities



Respecting the diversity and perspectives of Wiltshire's communities is key to ensuring fairness and equality of access.

It improves customer relationships, creates mutual trust and removes barriers; helping us to develop a better understanding of community needs and tailor services effectively.

When 'Trust and respect' is not demonstrated

Examples of behaviours that fail to demonstrate 'Trust and respect' are outlined below:

- ✗ You are disrespectful, insensitive or unhelpful to customers and your manner causes upset to others.
- ✗ You don't say 'thank you'.
- ✗ 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 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.
- ✗ You knowingly use the council's resources for personal gain.

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.

Corporate awards

Staff demonstrating outstanding behaviour and being an advocate for the values and culture of the council are recognised and awarded through our monthly and annual corporate awards scheme.

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.

Where can I find further information?

Information on the behaviours framework can be found on HR Direct:

<http://hrdirect.wiltshire.council/hrdirect/hrhome.htm>

For queries or advice on using the behaviours framework please discuss with your manager.

Information about Wiltshire Council services can be made available on request in other languages including BSL and formats such as large print and audio. Please contact the council by telephone 0300 456 0100, by textphone 01225 712500, or email customerservices@wiltshire.gov.uk



customers



communities



can-do



colleagues

