Canterbury city council

Behaviour Framework

Introduction

What are behaviours?

Behaviour refers to an individual's actions in front of or towards others, usually measured by commonly-accepted standards.

It is because those standards are commonly accepted that most of the time we instinctively know what good and bad behaviours look like.

We want to clearly identify the behaviours we expect all staff to show at Canterbury City Council, not only in the way we behave with our customers but also each other.

This will be a key way we measure and manage people's performance.

This framework is an easy-to-follow guide to what we can all agree are the behaviours we are looking for.
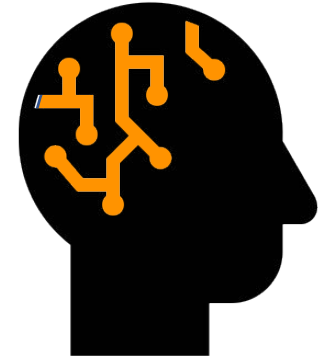
Why do we need behaviours?

We already have high standards when it comes to the behaviours we display. These are clearly visible in everything we do and how we act at work. That is true whether we are dealing with budgets or processing planning applications.

Our behaviours not only affect the people we work with but they will also have an effect on our residents, businesses and visitors to the city.

Adopting good behaviours across the organisation will help ensure we work to consistently-high standards and radically improve the way the public judges us as a council.
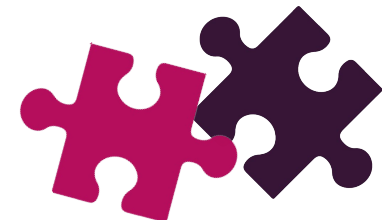
Introduction continued

What are the benefits of identifying behaviours?

- Greater transparency in what we need to do to perform well

- A focus on giving greater customer service and treating others as we would expect to be treated

- More consistent and objective ways to measure performance that we all understand

- Learning and development needs being identified as part of the performance management process using our behaviours as a guide to what training is needed

- Applicants interviewed and selected because they demonstrate they will behave in the way we expect so will fit in with our culture

- Staff wellbeing which can be affected by poor behaviour. The framework helps us identify poor behaviour and offer support to change where needed

Core behaviours

The framework aims to enhance the performance of individuals and the organisation and will be used in recruitment, performance management and career progression.

It defines the behaviours everyone who works for the council are expected to consistently demonstrate at work.

The core behaviours are not intended to replace what we do and how we work, they are intended to help you look at your approach to what we do.

The seven core behaviours are expected to be used by all staff including all levels of management from the Chief Executive down to team leaders.

Core behaviours

Be customer focused

Put customers and the district at the heart of what we do. Listen to them and focus on delivering high-quality services that support their needs.

Be creative

Constantly look for new, innovative and creative ways to improve what we do. Bring all ideas forward because no idea is a silly idea.

Be adaptive and flexible

Welcome new ideas and support new initiatives. Understand how you need to adapt to different people, situations and changes at the council.

Lead, motivate and develop

Identify where development is needed and make sure it happens. Help identify individual talent in each other and work together to build capabilities to be part of a highly-skilled, high-performing and motivated team.

Empower and take responsibility

Empower those around you to use their skills and experience to deliver council services. Take responsibility for your own actions and decisions. Use your initiative to find an answer to a problem.

Work together

Work constructively with other people, not only in your direct team but across the council and with outside organisations. Working closely with other teams will help build skills and knowledge for everyone.

Be supportive

Appreciate that everyone is different and treat them fairly and equally, letting others know you're there for them if they need or want your support. Always listen and actively consult others. Give honest feedback.

Be customer focused

Put customers and the district at the heart of what we do. Listen to them and focus on delivering high-quality services that support their needs.

Staff examples

- Thinking about the service we provide from the customer point of view and putting their experience at the heart of what we do

- An understanding that not all customers are the same and we may need to adapt

- Communicate and keep people informed in a timely manner even if there is no change or update

- Represent the council in a positive way

- Act on customer feedback to improve the their experience

- Be consistent in everything we do

- Develop positive relationships with all customers, both internally and externally

- Understand how the customer is feeling

- Resolve customer complaints efficiently and effectively

Management examples

- Use customer feedback and performance measures to make continuous service improvements

- Learn from past experience

- Proactively improve the customer experience in all services provided

- Develop strategic plans centred on achieving excellent services and promote great customer service within the team

Be creative

Constantly look for new, innovative and creative ways to improve what we do. Bring all ideas forward because no idea is a silly idea.

Staff examples

- Constantly look for and suggest improvements to the way the team and/or the council works

- Continually think about and suggest ways the council could increase or create revenue streams and cut costs

- Positively challenge and question traditional thinking and approaches to how the council delivers services

- Be willing to constructively question and challenge to seek answers

- Use your own and others' learning to identify and suggest improvements

- See things outside of the box and communicate all ideas no matter how small or crazy you think they are

- Question traditional assumptions and challenge the desire to always go with the obvious answer

- Operate within rules and regulations but don't be afraid to argue that they should change

Management examples

- Encourage and stimulate others to think outside the box and their comfort zone

- Advocate the use of technology to improve work processes

- Positively champion organisational change

- Listen openly to challenges from others on the delivery of services or ways to improve

Be adaptable and flexible

Welcome new ideas and support new initiatives. Understand how you need to adapt to different people, situations and changes at the council.

Staff examples

- Be open to trying new ways of working which enable you to be more effective in your role

- Acknowledge everyone is different and adapt to the situation required to achieve a satisfactory outcome

- Adapt to unexpected and unplanned situations

- Learn new technology as and when required

- Modify your own behaviour when faced with new situations and listen to others' opinions

- Show a flexibility in attitude and thinking when presented with new ideas

Management examples

- Be receptive to new ideas. Use the operating model to shape your service and maximise staff potential

- Lead and support initiatives that deliver our corporate goals

- Create a culture of flexibility that is able to effectively respond to shifting priorities

- Be willing to modify a strongly-held position to incorporate others' perspectives

- Quickly re-prioritise work based on strategic importance

- Actively promote the ability for the team to adapt to continuous improvements at the council

Lead, motivate and develop

Identify where development is needed make sure it happens. Help identify individual talent in each other and work together to develop capabilities to be part of a highly-skilled, high-performing and motivated team.

Staff examples

- Seek constructive feedback on how you are doing and look to continually improve
- Take advantage of training and development opportunities
- Possesses a 'can-do' attitude towards work and be willing to learn and develop yourself and others
- Share knowledge and experience with others to improve performance

Management examples

- Encourage staff to develop themselves
- Keep staff up to date with learning and development opportunities and promote learning across the council
- Recognise staff development needs and encourage development
- Plan and set priorities in line with the council's objectives
- Take complete ownership of developing capability and motivating to build strongly-performing teams
- Recognise individual employee skills and use them in the right area of service delivery
- Recognise and acknowledge the contribution of others
- Lead others to produce their best-possible work and consistently meet agreed performance and behaviour standards
- Adopt and implement the behaviours
- Address performance issues effectively

Empower and take responsibility

Empower those around you to use their skills and experience to deliver council services. Take responsibility for your own actions and decisions. Use your initiative to find an answer to a problem.

Staff examples

- Take charge of situations and problems and take responsibility for the process to the very end

- Take responsibility for your own actions and acknowledge when things have gone wrong

- Act with honesty and integrity

- Take steps to find an answer to any given problem

- Stick to agreements made with others and if things change explain why

- Act on own initiative without being prompted

- Follow relevant policies and regulations appropriately to ensure we are both consistent and compliant

Management examples

- Empower people to use their skills in carrying out duties to deliver services

- Encourage autonomy downwards through the organisation by building capability and empowering colleagues

- Take responsibility for influencing and motivating others

- Recognise where employees do a good job and trust them to do that

Work together

Work constructively with other people, not only in your direct team but across the council and with outside organisations. Working closely with other teams will help build skills and knowledge for everyone.
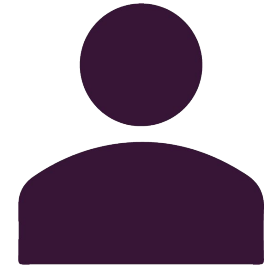
Staff examples

- Work across teams

- Act as a team player encouraging friendliness and working together cooperatively

- Consider how your work may impact the work of other people in the council

- Provide enough information when passing on work to others

- Treat people with respect and dignity in a way you would be expected to be treated by others

- Appreciate everyone is different and may have different needs

- Work with other councils and outside organisations for the greater good

Management examples

- Constantly look for and suggest where improvements can be made to the way teams deliver services

- Keep people informed about what you are doing so they feel involved and valued

- Be open and honest with staff to keep them informed and involved as much as possible

- Demonstrate positivity and enthusiasm

- Be approachable so another team can let you know when work is causing a problem

- Clearly communicate what the council's objectives are and what that means to your team

Be supportive

Appreciate that everyone is different and treat them fairly and equally, letting others know you're there for them if they need or want your support. Always listen and actively consult others. Give honest feedback.

Staff examples

- Always look for opportunities to help other staff
- Listen to what is being said and question if you don't understand
- Be approachable and offer support and help to others when needed
- Freely share knowledge and experience with others to improve performance
- Consider others and the different ways people work and support them in that way
- Encourage constructive feedback from those who you work with

Management examples

- Ensure you fulfill what you have committed to in supporting a member of staff
- Champion staff to be recognised for their work
- Encourage visibility of staff at senior management level
- Take an active interest in the wellbeing of staff
- Make decisions in a timely manner and not be the barrier to moving forward
- Enable and support flexible working and a healthy work/life balance, where possible, while maintaining service delivery
- Make time to get to know the team and what their needs and interests are
- Lead and motivate staff to be the best they can be
- Understand that not all staff learn and adapt in the same way
- Listen to new ideas and show optimism, energy and enthusiasm

How will the behaviours be used?

Recruitment

The framework clearly sets out the behaviours the council expects from all staff, including managers at all levels, for different roles

It provides criteria that can be used during the recruitment process to assess individual strengths and potential development areas along with their suitability, not only for the role but if they fit with the way the council works

Personal development

With our expected behaviours in place for the whole organisation, it is important to monitor if they are being adopted by everyone at the council

Our behaviours will form a benchmark and become part of our performance monitoring and personal development plans to help us build a better, more effective organisation