

Values Behavioural Framework



Group 1 (administrative, front line and operational staff) Bands A - D	Group 2 (Professional posts and first line managers) Bands E - I	Group 3 (Service Managers upwards) Bands J+
<ul style="list-style-type: none"> • Acknowledges mistakes and takes responsibility for remedial action. • Deals with personal data and information in a highly professional manner and within the boundaries of relevant legislation. • Says 'no' to activities that do not support the Council's values and priorities • Honest when reviewing own performance • Aware of how own behaviour can impact on colleagues and customers 	<ul style="list-style-type: none"> • Fosters openness and honesty through own example • Remains calm and stands by decisions in the face of opposition or resistance, addressing challenges appropriately • Actively seeks and is receptive to feedback about own performance, being honest about self-development required • Open and honest to develop mutual trust and confidence with others • Genuinely considers issues from the perspective of others • Builds trust of employees and managers by consistently giving carefully thought through advice 	<ul style="list-style-type: none"> • Considers all options, not just the easy option, and is prepared to take risks to deliver the best possible outcome • Open about the reasons for decisions made and stands by difficult decisions • Openly acknowledges errors and creates an environment for others to do the same without fear of reprisal • Uses open and transparent approach and builds a reputation as someone who actively seeks to build positive relationships across the Council • Shares and promotes the lessons learned and outcomes achieved by you, your colleagues and the Council • Communicates credibly on future vision and direction, speaking with authority and conviction • Effectively champions change so that people believe the message being delivered

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<ul style="list-style-type: none"> • Treats everyone equally, with consideration and respect • Delivers on promises and openly communicate when you need help • Reliable and keeps commitments • Has the courage to speak up, offering challenge in a respectful and positive way • Adopts a questioning approach to clarify or more fully understand an issue • Accepts and acts on feedback on own performance, reacting appropriately to both constructive criticism and praise 	<ul style="list-style-type: none"> • Consistent in the treatment of others, encouraging good performance and tackling poor performance • Can be trusted to make the right decision even with limited information • Champions the Council’s vision, values and priorities and is proud of what the team and the Council are doing to achieve it • Confident in your abilities and adopt a professional approach • Has the confidence to stand behind own views but remains open to alternative views if they will offer a better outcome • Connected to the details and remains accountable • Builds a reputation for offering professional views and advice to managers, colleagues and customers and is regularly sought out to do so 	<ul style="list-style-type: none"> • Leads by example • Raises the bar for performance and holds self and others accountable for delivering results • Leads from the front and inspire others to be the best they can be • Makes difficult decisions, even if they are unpopular, by assessing the viability of opportunities and effectively managing risk • Takes a visible lead in progressing a disputed issue or ethical dilemma for the benefit of the organisation • Challenges leader and organisation actions when inconsistent with stated values and priorities • Skilled at managing any conflict between personal values and those of the organisation

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<ul style="list-style-type: none"> • Embraces change and the opportunities it presents • Curious and wants to learn new things • Brings a genuine positive energy to your work and the team around you • Focuses on the common goal and are willing to go the extra mile to achieve this • Has a 'can do' approach when faced with difficult tasks 	<ul style="list-style-type: none"> • Sees failure and problems as an opportunity to learn and develop • Takes initiative and inspires action • Sees challenges as an opportunity and thinks of innovative and imaginative ways of overcoming them • Relishes challenges and enjoy stretching yourself and others to deliver the best possible outcome • Has a creative approach to problem solving and displays strong belief in ability to deliver • Takes ownership and lead change initiatives • Encourage others to initiate and embrace change and continuous improvement • Proactively acknowledges, recognises and promotes colleagues' efforts 	<ul style="list-style-type: none"> • Creates a coaching culture with a focus on enabling personal and professional development of others • Expects and encourages innovation, clearing the obstacles in the way and rewarding success • Focuses on the longer term delivery of improved services, with enduring benefits for customers • Creates an outcomes and performance focussed team that consistently delivers high quality results • Demonstrates energy and drive to create innovative solutions and encourage others to do the same • Develops strategies drawing on corporate intelligence to drive continuous improvement • Takes the time to understand how others learn and develop and uses this knowledge to drive improved performance • Gains support and commitment for ambitious change through influencing and engaging with stakeholders

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Teamwork

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<ul style="list-style-type: none"> • Takes pride in own work and how this contributes to the Council's objectives • Embraces a 'one team' approach • Sees past job description and will actively 'muck in' to achieve the common goal • Works collaboratively with others, helping to break down team boundaries • Makes a positive contribution to the team, supporting colleagues in their day to day work • Passes on information promptly, keeping others up to date. • Actively values and recognises the contribution of others. 	<ul style="list-style-type: none"> • Takes pride in the team, making the best use of individual strengths and contributions • Supports others to develop, both personally and professionally • Recognises the contribution of those outside direct reporting line • Works on behalf of the entire Council, not just own team • Builds a sense of team spirit, encouraging shared ownership of objectives and deliverables • Brings people with differing skills, experience and viewpoints together to create diverse input • Identifies and pre-empts any potential sources of conflict, ensuring continued collaboration 	<ul style="list-style-type: none"> • Champions the Council's vision, values and priorities and take pride in what you, the team and the Council are doing to achieve these goals • Focuses on the overall goals of the Council and build networks across the organisation to break down silo barriers • Promotes a one team culture and shared sense of purpose • Leads from the front and uses own actions to inspire others towards a common goal • Creates a culture of flexibility that can respond effectively to changes in priorities • Builds strategic relationships outside the organisation for the good of the organisation • Creates an atmosphere where others feel empowered to ask questions, share ideas and ask for help freely and openly • Celebrates innovation, individual and team successes, effort and commitment ensuring these are communicated