One Cov Values and Behaviour Framework Guide

Coventry City Council

ONE COVENTRY Values · OPEN AND FAIR · NURTURE AND DEVELOP · ENGAGE AND EMPOWER · CREATE AND INNOVATE · OWN AND BE ACCOUNTABLE · VALUE AND RESPECT

Contents

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Preparing for your Appraisal

Key steps

Employee Role	Manager Role

Preparing for the appraisal

- Review behaviours/objectives, evidencing how they have been achieved and areas of development

- Grade yourself against each of the behaviours and objectives set

- Draft future SMART objectives that are aligned to strategic priorities and business goals

- Draft personal development objectives and training

- Share draft notes and evidence with your manager prior to your meeting

- Consider future career aspirations

Preparing for the appraisal

- Share strategic priorities and goals with employee to engage them in objective setting

- Ensure your employee has drafted notes and collated evidence prior to meeting and that these have been shared with you in advance

- Review behaviours demonstrated against the levels set

- Consider employee's achievements against objectives

- Consider performance grade for each behaviour and objectives

- Review draft objectives to ensure they are aligned with objectives of the team and strategic priorities

- Consider reasonable adjustments, if appropriate (e.g. whether any changes need to be made to help the employee understand and participate in the process)

At the appraisal

- Be prepared to discuss progress against last year's set behaviours and objectives

- Discuss strengths and development areas against our ONE COV values and behaviour framework

- Discuss personal development progress and requirements against our ONE COV values and behaviour framework

- Discuss career aspirations

- Agree future objectives and timescales

- Agree a follow up meeting

At the appraisal

- Welcome

- Review and discuss evidence of delivery of objectives over the last year and agree performance grade

- Review and discuss evidence of meeting relevant behaviour levels and agree performance grade

- Agree SMART objectives for the forthcoming year

- Agree development priorities for the individual

- Discuss career aspirations and plan accordingly

- Agree timings of a follow up meeting

After the appraisal

- Collate evidence towards behaviours and objectives throughout the year

- Discuss progress against behaviours and objectives at 1:1/supervision meetings

- Inform your manager of any additional support you may require

After the appraisal

- Enter the appraisal data into the appraisal system and 'Submit'

- Enter objectives and behaviour levels agreed for the forthcoming year and 'save' appraisal

- Arrange regular 1:1/supervision meetings and reference the employee's behaviours and objectives

- Updating any objectives on the system if they change or become obsolete

- Support any actions/requirements

Introduction to our ONE COV Values and Behaviour framework

What are values?

Our Values define us as an organisation and influence everything we do and how we treat each other. We recognise the crucial role each and every one of us plays in helping to achieve our goals. We want Coventry City Council to be an inclusive workplace where people know they are valued and feel empowered in their roles to achieve excellence for our customers and communities.

Our Values describe who we are and what we stand for as an organisation, and our Behaviours are the practical application of our Values - translating them into day to day actions on how we want our employees to behave. Essentially, how we live our values through our behaviours.

What are behaviours?

Behaviours are actions taken by individuals usually in relation to their environment. They are what you see someone doing in their job. It is how someone shows their skills, knowledge and attitude.

We've defined what behaviours we need for us to be successful and effective in what we do, especially during challenging financial times where we need to deliver efficiencies and rethink how we do things.

Our behaviour framework sets out what we expect from all employees in terms of **HOW** they go about their work (while our core role responsibilities and performance objectives describe **WHAT** we do).

How has the behaviours framework been developed?

This Framework contains both ONE COV Values and Behaviours. We've looked at good practice from other organisations and met with colleagues across the Council to develop the framework.

The ONE COV Values have been created through engagement across the Council. Our values are the ideals about what is important to us all about how we work together and with customers. They drive our behaviours, so we when we talk about behaviours they also include how we live our values.

What are the benefits of having behaviours?

The new behaviours framework will benefit us by providing;

- Clear and agreed values that help drive our behaviours
- Greater transparency in what we need to do to perform well
- A tool to help in assessing our learning and development needs
- A clearer pathway to support career development
- A sound basis for consistent and objective performance standards by creating shared language about what is needed and expected in our organisation
- Consistent criteria to use for recruitment, selection and induction

Which behaviours are relevant to each role?

Our behaviour framework consists of 10 behaviours. Whilst all of the behaviours are important, the '**Core Behaviours**' have been identified which are most relevant for employees and should be the key focus. Depending on the requirements of the role and performance objectives for the current year, there may be an '**additional one or two behaviours**' which are a key area of focus.

ONE COV Values

- **Open and Fair** - We are fair, open and transparent.

- **Nurture and Develop** - We help and encourage everyone to be their best and do their best.

- **Engage and Empower** - We talk and listen to others, working together as one.

- **Create and Innovate** - We embrace new ways of working to continuously improve.

- **Own and be Accountable** - We work together to deliver the best services for our residents.

- **Value and Respect** - We put diversity and inclusion at the heart of all we do.

ONE COVENTRY Values — OPEN AND FAIR — NURTURE AND DEVELOP — ENGAGE AND EMPOWER — CREATE AND INNOVATE — OWN AND BE ACCOUNTABLE — VALUE AND RESPECT
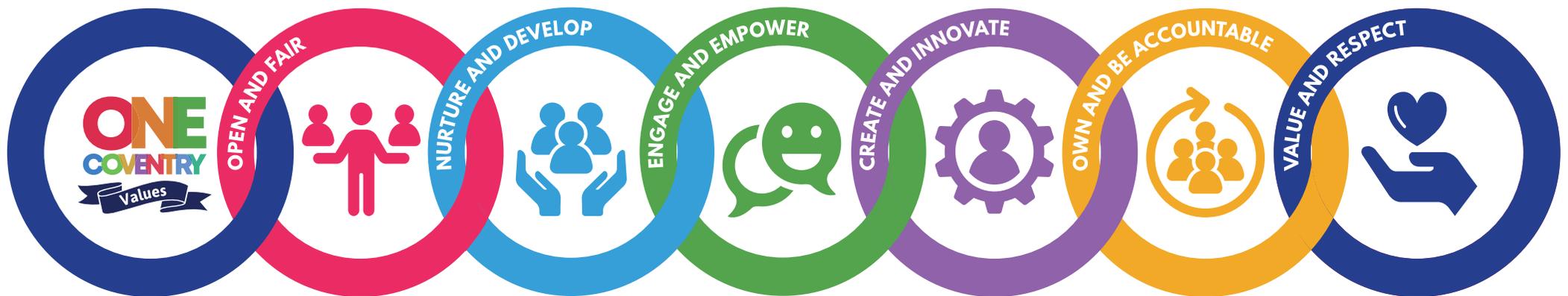
ONE COV Values and Behaviour Grid

The following behaviour grid contains an explanation of each behaviour and examples of each behaviour at each level, with the link to the underpinning ONE COV Value. These examples are not intended to be exhaustive but are there as a guide. The levels are also cumulative so someone performing a role where the level they are expected to demonstrate the behaviour is level 4 would also be expected to be demonstrating levels below.

Core Behaviour	Definition	ONE COV Value
Putting customers first	Focusing on delivering high quality services that local people need.	Open and fair
Being adaptable	Responding flexibly to things that happen and changing what we do to get things done. Simplify, Flexible and adaptable.	Create and Innovate
Always improving	Taking responsibility for doing what we say we are going to do and always looking forward for ways to improve, helping us to be more efficient and delivering better services for local people.	Nurture and Develop Create and Innovate
Working together	Working together across teams, services, partners and organisational boundaries to deliver high quality services for local people.	Value and Respect Engage and Empower
Leading by example	Demonstrates the ability to inspire and influence people, driving quality, equality and value through working collaboratively to promote and further organisational objectives.	Own and Be Accountable
Understanding how we work	Analysing and understanding the Council, how it works, what affects us and what we need to do to get things done, driving change and improving services.	Own and Be Accountable Create and Innovate

Additional Behaviour	Definition	ONE COV Value
Making the right decisions	Thinking through issues using the evidence available and making decisions based on relevant and appropriate grounds.	Open and fair
Building support	Working with others, being a good communicator and skilfully influencing to help change, including empowering others as appropriate.	Engage and Empower
Being confident	Having confidence in our abilities even when things are difficult, recognising the need to continue to develop our own skills.	Nurture and Develop
Developing People	Identifying talent and developing capability to ensure that we have a highly skilled, committed and motivated workforce.	Value and Respect Nurture and Develop

Measuring your performance

When measuring your performance (Behaviours and Objectives), please refer to the table below for guidance on what constitutes the performance ratings of not met, met and exceeds. For example: an employee who has Behaviour level 2 set for Putting Customers First would need to demonstrate they are achieving 80% of the behaviour indicators for level 2 to achieve the rating 'met'. To 'exceed', the employee would need to demonstrate 80% of the indicators for Behaviour level 3.

Performance rating	Definition
Not Met	• Behavioural indicators/objectives not achieved on a consistent basis • May require additional coaching, training and experience to meet standards • Requires more than usual supervisory direction and follow-up
Met	• Achieves behavioural indicators/objectives relevant to the role on a consistent basis • Individual is driven, proactive and demonstrates concern for quality and equality in their work • Requires minimal supervisory direction and follow-up
Exceeds	• Regularly exceeds behavioural indicators relevant to the role • Regularly exceeds objectives set • Demonstrates a high level of capability • Seeks out opportunities in areas outside of core job responsibilities
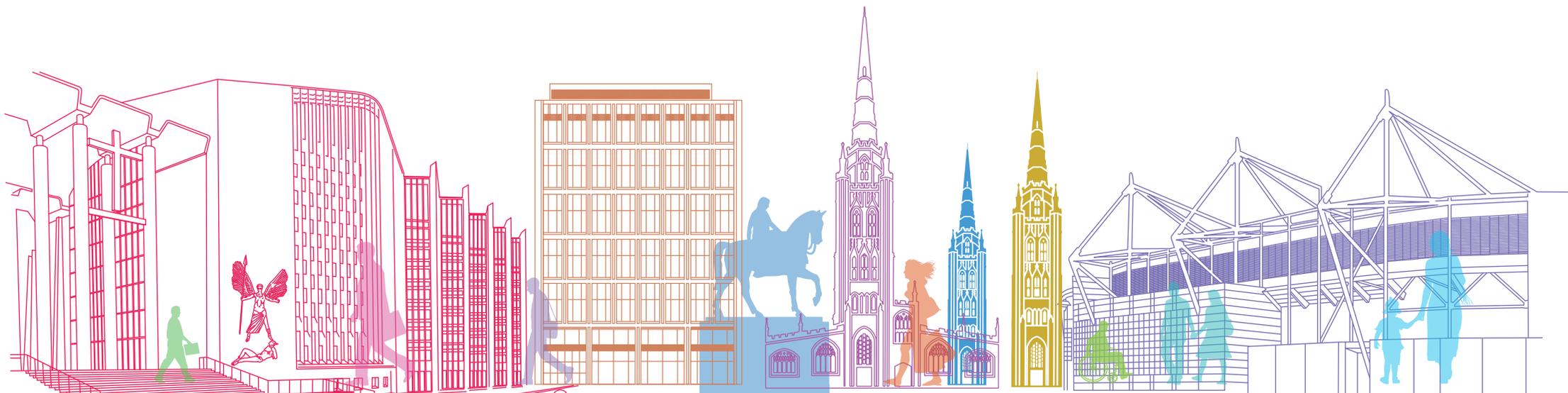
Core Behaviours

Putting customers first
Focusing on delivering high quality services that local people need. **Underpinning Value:** Open and Fair

Behaviours we do not expect to see of our employees	Behaviour level 1	Behaviour level 2	Behaviour level 3	Behaviour level 4	Senior Leader Behaviours
• **Does not demonstrate our customer care standards.** • **Is unsympathetic or impatient with customers or gives them lip service with no action.** • **Doesn't consider the customer's needs or frustrations - just follows processes.** • **Doesn't look for service improvement opportunities or act on customer or employee feedback.**	• Takes responsibility for understanding our diverse customer needs and follows through to ensure that services meet these. • Takes time to listen and understand the whole range of customer needs, providing best solutions based on these needs. • Follows through on customer enquiries and requests - even when these are beyond their service area. • Acts on customer feedback; takes responsibility for correcting problems. • Treats every customer fairly and equitably according to individual needs.	• Builds ongoing relationships to consult and engage with customers about the services they receive. • Gains deeper insight into customer needs by building relationship and finding solutions, based on their diverse range of needs. • Supports and enables customers to understand their choices and make appropriate decisions even when this may be difficult to do so. • Identifies areas for improvement and innovation in customer service, ensuring that the specific needs of all our diverse range of customers are being met.	• Acts as a customer champion and empowers colleagues to deliver excellent customer service. • Acts as a customer champion, challenging others to think and act in ways which improve the customer experience, promoting service delivery which is inclusive and responsive to diverse needs. • Continually develops the team and service to deliver excellent and sustainable customer service. • Acts to ensure services are fair, open, transparent and accessible for all our diverse range of customers.	• Redefines customer services to improve the customer experience. • Works in partnership with customers to expand own understandings of how diversity and inclusion impact on services and redefines service delivery to embed diversity and inclusion. • Works strategically across services to provide an integrated and efficient service to customers. • Adopts innovative approaches to championing customer services which embed diversity and inclusion across all aspects of services.	• Ensuring that changes in the city/market/ environment lead to innovation in how we deliver our services to our customers. • Monitoring the customer experience and implementing strategic change to ensure that the service is inclusive and meets the diverse needs of all our customers. • Actively engages with partners, communities and customers on a strategic basis to ensure that business plans deliver outcomes which are inclusive and meet diverse needs. • Champions and harnesses diversity and inclusion and embeds diversity and inclusion in all business objectives. • Ensures that any inequalities in services are removed and embeds diversity and inclusion at the heart of the continuing development of customer services.

Being adaptable

Responding flexibly to things that happen and changing what we do to get things done.
Underpinning Value: Create and Innovate – We embrace new ways of working to continuously improve.

Behaviours we do not expect to see of our employees	Behaviour level 1	Behaviour level 2	Behaviour level 3	Behaviour level 4	Senior Leader Behaviours
• **Not prepared to give new things a try.** • **Persists in doing things the same way even in changing circumstances.** • **Approaches change with a negative attitude and not prepared to try new ways of doing things.** • **Fails to explore digital solutions to improve own skills and services to customers.** • **Is negative towards using new systems and relies on others to progress systemised activity rather than using the systems themselves.**	• Open to change. • Has a can-do attitude and is willing to adapt to meet customer's specific needs. • Makes the best of new situations. • Understands and is open minded to others point of view. • Can see where change / improvement would help and highlights these.	• Acts flexibly. • Adapts to needs of a situation/ individual choosing the most appropriate approach based on the customer's identified needs. • Shifts their focus in line with current circumstance. • Willing to identify and try new ways of working.	• Takes a flexible approach to meeting outcomes. • Whilst maintaining their overall plan, ensures their approach to delivering goals, in changing circumstances, embeds best practice in diversity and inclusion. • Changes the approach if the current method is not working. • Works with others to create solutions.	• Adapts overall plan, goals or projects in line with changing circumstances, always ensuring that diversity and inclusion are at the core of what we do. • Pre-empts upcoming changes and adapts accordingly. • Scanning the horizon for any anticipated changes. • Actively reflects and learns from change and helps others.	• Thinks creatively to broaden the range of options for achieving objectives and ensures that diversity and inclusion are embedded throughout. • Creates contingency plans to respond to unexpected scenarios. • Works with others/ citizens/partners to create better sustainable solutions for Coventry.

Always improving

Taking responsibility for doing what we say we are going to do and always looking for ways to improve, helping us to be more efficient and delivering better services for local people. **Underpinning Value:** Create and Innovate– We embrace new ways of working to continuously improve.
Underpinning Value: Nurture and Develop– We help and encourage everyone to be their best and do their best.

Behaviours we do not expect to see of our employees	Behaviour level 1	Behaviour level 2	Behaviour level 3	Behaviour level 4	Senior Leader Behaviours
• **Does nothing to improve things.** • **May express frustration with waste or inefficiency, but without taking action.** • **Does only what is asked of them and nothing more.** • **Does not take responsibility for own self development.**	• Focuses on delivering outcomes as part of our One Coventry approach. • Takes own initiative and ownership to make sure everything is done to deliver the results. • Always prioritising customers specific needs even when this means going above and beyond their job description. • Overcomes obstacles and persistently focuses on results. • Identifies where self-development /improvement is needed. • Checks approach against standards or outcomes to ensure they are on track.	• Makes continual improvements. • Consistently asks 'can we do this better'? - seeking to identify and implement innovative approaches but always evaluating activities to determine how they are adding value and always maintaining a focus on diversity and inclusion. • Proactively makes changes to improve performance focusing on best practice, customer outcomes and most efficient use of money and resources. • Helps and encourages others to be their best.	• Sets and delivers challenging goals in line with our One Coventry approach. • Sets stretching goals and challenges current performance levels, always embedding diversity and inclusion in new ways of working. • Delivers results against goals, even in previously low performing or challenging areas. • Creates confidence in new ways of working. • Develops skills in self and encourages others.	• Delivers major change and improvements as part of our One Coventry approach, and always maintaining a focus on embedding best practice in diversity and inclusion. • Identifies opportunities to make major improvements. • Takes or tolerates calculated risks to secure significant change and improvements in performance, efficiency and/or quality. • Develops potential and strengths in self and others.	• Acts as a champion for exemplary service standards which are aligned with our One Coventry approach. • Embeds principles and practices to ensure diversity and inclusion, by leading by example and creating a culture which reflects these aspirations. • Sets strategic objectives which transform organisational performance and ensures that measures by which performance is evaluated are robust and comprehensive and meet the highest standards of diversity and inclusion. • Ensures that current practice is continuously reviewed, and that best practice and innovation are continuously pursued.

Working together

Working together across teams, services, partners and organisational boundaries to deliver high quality services for local people.**Underpinning Value:** Engage and Empower – we talk and listen to others working together as one. **Underpinning Value:** Value and Respect – we put diversity and inclusion at the heart of all we do.

Behaviours we do not expect to see of our employees	Behaviour level 1	Behaviour level 2	Behaviour level 3	Behaviour level 4	Senior Leader Behaviours
• **Operates as an individual.** • **Does not recognise the impact of their actions on others.** • **Not prepared to help out others where requested.** • **Doesn't seek input from others.** • **Does not value different perspectives and experience.**	• Is respectful and responsive to colleagues and customers. • Understands the implications of their actions on other areas of the Council. • Works constructively with colleagues across the organisation and its partners, e.g. shares information or provides help when requested. • Values diverse views and experiences of people from a wide range of backgrounds and communities.	• Brings together colleagues/ partners around a specific issue/ problem. • Takes account of the impact of own actions on others, respecting their diverse perspectives. • Offers help and support to all. • Actively seeks out and listens to different views from a diverse range of individuals and communities to improve services/ develop best solutions.	• Develops on-going partnerships with diverse individuals and groups. • Identifies and takes advantage of opportunities to deliver services collaboratively on an on-going basis. • Builds rapport with diverse partners (internal and external) to deliver services together. • Supports existing partnerships to work together effectively, e.g. helps create common ground or resolve conflict. • Promotes engagement with a wide range of individuals and communities and empowers people to take control of decisions/ actions locally.	• Develops and maintains strategic partnerships. • Identifies and develops medium/ long term relationships that will benefit the internal and/or external stakeholders, looking ahead to future needs. • Builds a common understanding of needs and shared goals across different partners and works collaboratively to deliver priority outcomes. • Champions inclusion and diversity to create best solutions.	• Creates a positive, dynamic and productive environment. • Displays a positive leadership approach, supporting people who are facing challenges to ensure positive outcomes. • Champions equality and harnesses diversity in delivering organisational objectives. • Champions and promotes learning and growth throughout the organisation. • Ensures that excellent performance is recognised. • Promotes a coaching approach to develop ownership and capability in others.

Leading by example

Demonstrates the ability to inspire and influence people, driving quality, equality and value through working collaboratively to promote and further organisational objectives. **Underpinning Value:** Own and Be Accountable – we work together to deliver best services to our residents.

Behaviours we do not expect to see of our employees	Behaviour level 1	Behaviour level 2	Behaviour level 3	Behaviour level 4	Senior Leader Behaviours
• **Does not share information with the team.** • **Does not support individuals to complete tasks; takes tasks away if it is done wrong.** • **Does not provide clarity of what is required or does the work themselves.** • **Does not take ownership and responsibility to see a task through.**	• Communicates clearly to the team and creates a positive working environment for everyone • Treats members of the team fairly; is open and honest with team. • Shares information and the reason for decisions or change within the team. • Achieves relevant performance objectives. • Takes ownership of tasks/issues and sees through to resolution.	• Enables all people to deliver in an inclusive team environment. • Helps people understand what they need to do and how they fit into the bigger picture. • Approachable, empathetic and supportive helping people to solve problems. • Addresses issues or adapts to change. • Asks for team/individual input into solving problems. • Provides regular feedback and recognition. • Addresses poor performance and demonstrates accountability in own work. • Attracts and develops talent for the future.	• Positions themselves as a leader with resilience and demonstrates commitment to diversity and inclusion. • Knows what they stand for as a leader and models what they want from others in their own behaviour. • Works with team/ service to identify areas and ideas for improvement. • Holds self and others to account for high quality performance.	• Creates a resilient, engaging and inclusive culture. • Connects with people - tells stories that help people understand and engage with what's happening. • Builds a shared sense of purpose even in unclear situations. • Leads and encourages others to take ownership of challenges, to build capability.	• Exerts positive influence to ensure that Coventry becomes a leading authority. • Demonstrates, resilience, strategic thinking and forward planning together with the ability to inspire others through a compelling vision which embeds diversity and inclusion. • Is a role model for exemplary standards. • Demonstrates how diversity can lead to organisational transformation. • Harnesses and energises people by creating a positive, forward- thinking and productive environment. • Is recognised internally and externally as an effective change agent. Creates pride and loyalty, and a culture of accountability, within the organisation and communicates with energy, vibrancy, and clarity.

Understanding how we work

Analysing and understanding the Council, how it works, what affects us and what we need to do to get things done, driving change and improving services.
Underpinning Value: Own and Be Accountable – We work together to develop the best services for our residents.
Underpinning Value: Create and Innovate – We embrace new ways of working to continuously improve.

Behaviours we do not expect to see of our employees	Behaviour level 1	Behaviour level 2	Behaviour level 3	Behaviour level 4	Senior Leader Behaviours
• **Does not understand where they can access information they need.** • **Does not understand the processes for making decisions in their area.** • **Does not know how to access relevant policy or procedures.** • **Does not embrace change and improvement in delivery of services.** • **Does not take ownership for own work or problems.**	• Understands how decisions are made and where to find the information they need to get the job done. • Understands the formal structure of the organisation. • Knows where to find relevant policies and procedures and understands them. • Knows who to contact to better understand issues/ problems or decisions and seeks them out. • Takes ownership for delivering high quality of work by providing services which meet each individual's needs.	• Understands the culture at the Council and who are the key stakeholders. • Recognises the way things work and how things have been done in Coventry and uses this to consider their approach. • Understands the role of members and the political decision - making process. • Knows who their key stakeholders are and what their role is within their organisation. • Understands how the Council works with partners and to service citizens, always promoting diversity and inclusion.	• Understands the formal/informal political context. • Understands the formal and informal politics within the Council and between local stakeholders and the Council. • Considers the informal political dimensions of situations when considering an approach or response whilst always ensuring diversity and inclusion. • Creates accountability with self and others for delivery.	• Understands the broader (underlying) context. • Understands and anticipates how shifts in local/national politics or policy will affect services and uses this to consider their approach. • Recognises underlying reasons for organisational, group or individual behaviours and uses this in their approach or response. • Introduces innovation/ new ideas from other areas that benefit the Council and Coventry and works to further embed diversity and inclusion.	• Uses understanding of organisational and stakeholder politics and culture as a lever to make change happen. • Positively influences organisational practice and champions a culture of continuous improvement which further embeds diversity and inclusion. • Explains and shares to enhance others understanding/ practice of 'how we work' effectively together.

Additional Behaviours

Making the right decisions
Thinking through issues using the evidence available and making decisions based on relevant and appropriate grounds.
Underpinning Value: Open and Fair - We are fair, open and transparent.

Behaviours we do not expect to see of our employees	Behaviour level 1	Behaviour level 2	Behaviour level 3	Behaviour level 4	Senior Leader Behaviours
• **Does not think things through.** • **Takes decisions without ensuring they understand the situation.** • **Acts on opinion or assumption rather than facts.** • **Withholds information in decision making.** • **Does not consider inequality and fairness.**	• Takes a systematic approach. • Uses available evidence. • Takes decisions on the basis of analysis of simple cause and effect and pros and cons in order to decide on a fair way forward. • Breaks down issues into tasks or lists to help understand or plan approach to situation. • Always considers fairness and equality and recognises where they are not able to make decisions.	• Gathers relevant information and considers different viewpoints to ensure equality and inclusion. • Seeks all the relevant information to assess problems and make decisions on how to progress. • Analyses issues from different perspectives before deciding on appropriate course of action. • Is open and transparent in sharing information to inform decision making.	• Applies a critical focus. • Digs beneath the surface to find the root cause of the situation. • Identifies the key issues and how they relate to each other. • Having identified the different aspects of a problem then focuses on/ prioritises in line with the key issues and makes judgement as to how to progress. • Engages with others to understand and help address issues maintaining a focus on diversity and inclusion.	• Considers multiple implications. • Views situations from different perspectives, ensuring equality and inclusion and understands the implications and makes them easy to understand. • Synthesises key points and develops clear strategic alternatives from a lot of disparate data. • Makes balanced judgements even with incomplete information. • Identifies wider context that may influence decisions. • Can explain clearly rationale for decisions to a range of audiences.	• Successfully manages competing demands in complex situations and is able to prioritise and ensure the focus is on critical issues. • Assesses risk when making decisions, having developed full understandings of the issues, options and consequences. • Develops sound business rationale to support chosen options using internal and external benchmark and standards. • Uses narrative and stories to explain Council's decision making in context of wider strategic priorities, always ensuring diversity and inclusion.

Building support

Working with others, being a good communicator and skillfully influencing to help change, including empowering others as appropriate.
Underpinning value: Engage and Empower – We talk and listen to others, working together as one.

Behaviours we do not expect to see of our employees	Behaviour level 1	Behaviour level 2	Behaviour level 3	Behaviour level 4	Senior Leader Behaviours
• **Does not consider how they present themselves or the information they are giving others.** • **Does not present information in an ordered or structured way.** • **Takes a 'one size fits all' approach to convincing others.** • **Does not feel empowered to act when dealing with issues/problems.** • **Does not empower others by holding on to information / activities.**	• Communicates clearly using facts. • Prepares for others' likely reactions in deciding how to present or communicate most effectively. • Engages others to get a wider perspective giving consideration to a range of options. • Listens respectfully to others to gain understanding.	• Considers best approach for engaging their audience around an issue. • Considers what will appeal/make sense to the particular audience, e.g. considers others interests, cultural differences etc. • Prepares for others' likely reactions in deciding how to present or communicate most effectively. • Seeks to be empowered to find solutions, which meet the specific needs of others, and takes ownership for developing positive relationships.	• Plans an approach with a number of steps to influence around an issue. • Plans an approach to engaging others with a number of steps, adopting a style appropriate to the circumstances. • Takes decisions carefully in order to maximise their impact or success. • Builds relationships, alliances or networks with a diverse range of partners and individuals to engage and establish support for ideas.	• Plans long term agreements in line with strategic goals. • Uses a range of techniques to change perceptions or perspectives over the long term. • Always promotes diversity and inclusion in approaching issues. • Creates a culture of empowering others and builds skills and capability.	• Builds and actively maintains productive relationships with internal and external stakeholders to create engagement and ensure objectives are met. • Creates impact, being regarded as a figurehead and ambassador for the organisation and championing organisational objectives. • Champions equality and ensures that diversity and inclusion is embedded in the delivery of objectives. • Is able to position differing perspectives and create common purpose, working together as one.

Being confident

Having confidence in our abilities even when things are difficult, recognising the need to continue to develop our own skills.

Underpinning Value: Nurture and Develop - We help and encourage everyone to be their best and do their best.

Behaviours we do not expect to see of our employees	Behaviour level 1	Behaviour level 2	Behaviour level 3	Behaviour level 4	Senior Leader Behaviours
• **Lacks confidence and tenacity.** • **Unwilling to take decisions independently, even when in the remit of their role.** • **Does not persist when things go wrong.** • **Does not acknowledge past mistakes.** • **Is unwilling to develop skills/ experience to support confident performance.** • **Is over confident in taking risks and decision making. Does not listen to advice.**	• Acts with confidence within their role. • Takes decisions confidently within their everyday conditions of their role, always focusing on being fair to others. • Persists in the face of obstacles. • Asks for support when necessary. • Has the confidence to admit mistakes. • Knows how to manage self and wellbeing to be at their best.	• Acts with confidence even in uncertain situations. • Has the confidence to raise alternative views. • Constructively challenges the views and behaviours of others in order to ensure fairness and inclusion. • Is able to cope when things are uncertain or do not go so well. • Identifies areas for self-development to improve confidence and resilience.	• Takes on challenges with strong belief in ability to deliver. • Able to take tough decisions or calmly tackle and confront challenging issues head on. • Has the confidence to speak up for what is best for the Council, (even with those more senior). • Has the confidence to make decisions, even when the answer is unclear. • Models behaviours that support wellbeing and being at their best.	• Has the confidence to act in highly challenging/ high risk situations. • Willingly takes on major challenges which carry significant risk and inspires a strong belief that they can be delivered. • Stays composed and positive under highly stressful or pressured situation over time. • Provides critical challenge to senior stakeholders and/or publicly stands by difficult or unpopular decisions that will benefit the Council. • Promotes equality, diversity and inclusion alongside continuous improvement and encourages people to do their best.	• Inspires confidence through own attitudes and actions. • Influences and shapes decision-making based on thorough preparation and groundwork which inspires the confidence of internal and external stakeholders. • Maintains authority and control and is confidently able to represent the organisation under pressure and in difficult situations • Creates a positive culture based on diversity and inclusion to encourage people to be at their best.

Developing people

Identifying talent and developing capability to ensure that we have a highly skilled, committed and motivated workforce. **Underpinning Value:** Value and Respect – We put diversity and inclusion at the heart of all we do. **Underpinning Value:** Nurture and Develop – We help and encourage everyone to be their best and do their best.

Behaviours we do not expect to see of our employees	Behaviour level 1	Behaviour level 2	Behaviour level 3	Behaviour level 4	Senior Leader Behaviours
• **Does not address capability issues.** • **Does not seek guidance from HR or refer to the Council's capability procedure.** • **Does not address performance issues and concerns.** • **Does not value and respect the contribution of others.** • **Does not put diversity and inclusion at the heart of all they do.** • **Does not identify and put in place what is needed to do and be their best.**	• Systematically monitors performance and capability, keeps connected to what is happening on the ground. • Takes action to be at their best. • Values and respects everyone. • Puts fairness and equality at the heart of everything they do.	• Identifies individual and teams'strengths and areas for development. • Provides balanced feedback and support to meet development needs. • Systematically monitors performance, keeping connected to what is happening on the ground, and raising concerns with individuals and teams. • Encourages people to be at their best. • Encourages value and respect in everything.	• Establishes new processes and systems to address training and development needs. • Drives short and medium term development needs for services to deliver current strategic objectives. • Identifies talent, ensuring diversity and inclusion and matches this with wider organisational needs, so that talent is effectively deployed across the Council. • Follows through to ensure that any performance issues are resolved and objectives. are met. • Actively embraces and encourages development of self and others.	• Takes a long-term view of development of their teams. • Embeds diversity and inclusion and identifies potential. Takes a strategic approach to planning so that the Council has a strong cadre of future leaders. • Constructively and appropriately challenges peers, partners, members and more senior leaders to deliver agreed results and/or model the agreed values and behaviours. • Challenges behaviours and practices that are not aligned to Councils' values. • Considers whole employee lifecycle to attract, retain and develop the best people for the Council.	• Ensures the organisation has the capacity to deliver its objectives to exemplary standards.. • Champions a culture of continuous learning and development throughout the organisation. • Promotes a culture which celebrates achievements at team and personal levels. • Envisions future workforce needs and promotes initiatives which ensure that the workforce will have the necessary capacity to meet future needs. • Models Value and respect in all activities. • Encourages ambition and development in others.

Managers' guide to applying the behaviour framework

There are three simple steps that managers need to take to start using the behaviours.

STEP ONE: Read and become familiar with the details of the Core and Additional Behaviours.

STEP TWO: Core Behaviours for all staff have been pre-determined; however your role as a manager is to identify suitable levels for your staff for the Core Behaviours. There may also be additional behaviours that are relevant to roles in your team that you can identify and you can determine suitable levels for these also.

The following table will help give an indication of the range of levels that are suitable for different grades.

Grades	Behaviour Levels
Senior Leaders	5 (Senior Leadership Behaviours)
Grade 9 - 10	3 - 4
Grade 7 - 8	2 - 3
Grade 4 - 6	2
Grade 1 - 3	1

When setting suitable behaviour levels the following factors need to be considered:

- Core Behaviour levels are matched to **roles** not individuals

- The behaviour level set needs to be **realistic** and **achievable**

- It is recommended that no more than eight behaviours in total are identified for every role; this includes the six core behaviours.

Example – A grade 5 Technical Team Leader role may have the following behaviours and levels:

Core Behaviours	Level
Putting customers first	2
Being Adaptable	2
Always Improving	2
Working Together	2
Leading by example	2
Having a strategic perspective	2

Additional Behaviours	Level
Developing People	2

Use the behaviours job profile grid on page 23 to help you capture the levels agreed for the Core Behaviours and any Additional Behaviours required for each job role.

Tip: Keep this electronic form with the other performance development information for your employees and bring them with you to one to one meetings.

STEP THREE: Start discussing the behaviours and levels which may apply with staff in their one to ones. You can continue to give feedback on the behaviours to your staff throughout the year and as part of their appraisal.

Behaviours job profile grid

Directorate:							Service Area:			
Job Family:										

Team Roles	Core Behaviours						Additional Behaviours			
	Putting Customers First	Being Adaptable	Always Improving	Working Together	Leading by Example	Understanding How We Work	Making The Right Decisions	Building Support	Being Confident	Developing People