Age UK North West Kent's

Behaviours Framework



It's about **how** we **all** work





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Age UK North West Kent's Behaviours Framework

This document sets out the 'expected' behaviours of staff across all types of post and responsibility. Some of the elements connected with 'aspirational' behaviours are more focused on supervisory and management. However, the 'expected' and 'desirable' behaviours apply to <u>all</u> staff and indeed volunteers supporting our services.

Most modern organisations have a Behaviours Framework as part of the important document set for staff, running alongside the employment contract, the staff handbook, organisational policies, the job description and the person specification. Successful organisations flourish when the workforce is guided by and practices positive behaviours.

This set of organisation behaviours should be discussed regularly with your line manager and may be used to set goals and targets for improved personal performance through improved behaviour.

As we get used to the Behaviour Framework over time then the document will be reviewed, amended and improved.

I commend the Behaviours Framework to all staff and ask you to carefully read through the document. Once read and understood you are required to sign and return the attached acknowledgement slip which will be placed on your personnel file. Please retain your personal copy of the Behaviours Framework for future reference.

Nigel Vian Chief Executive Officer 12 May 2016

It's about how we all work



Why do we need a Behaviours Framework?

Age UK North West Kent should be a fulfilling and enjoyable place to work. We know this enthusiasm rubs off on our clients, carers and other customers, and we also recognise the crucial role each and every one of us plays in helping achieve our goals.

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 the charity vision and values...

Our vision inspires us to not just turn up to work but contribute to the well being of vulnerable older people by enriching their lives.

Our vision is to be the principal organisation in delivering support for older people in North West Kent, enabling people in later life to live independently, access appropriate services and enrich their lives.

Our values make us unique. We embrace change, treat everyone fairly, value diversity and we:

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

What do you 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.

Have a close look at the cover and consider the words we commonly use to classify behaviour. Do you recognise these behaviours in yourself or others good and bad?

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 position in the charity. All six behaviours are divided up into three categories with individual descriptions which clarify how they relate to the way we work.

- **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 management 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 to be taken seriously. Compliance with these guidelines will form part of regular discussions with your Line Manager. Continued disregard of behavioural requirements will be resolved quickly and efficiently.



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.



How these behaviours create stronger more resilient communities

High quality services, designed around the customer will develop the reputation and credibility of Age UK North West Kent



Engaging and involving North West Kent 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 Age UK North West Kent a positive and empowering place to work.

When 'Excellence' is not demonstrated

stakeholders.



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

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

Responsibility



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



 appropriately challenge assumptions and unhelpful behaviours

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. is not demonstrated Examples of behaviours that fail to demonstrate 'Responsibility' are outlined below:

You:-

- blame the system or others; demonstrating unwillingness to take reasonable risks to do things differently.
- do not take responsibility for your actions, admit you are wrong or recognise how your actions affect others.
- ignore problems, don't use your initiative and hide behind your job description.
- dismiss alternative ideas and discourage colleagues from suggesting new ways of doing things.
- manage your time poorly and do not deliver what is expected of 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

You:-

 work together with colleagues and customers, and take time to build effective and rational working relationships.

- celebrate team success and create a positive team spirit.
- work well with people who have different ideas and perspectives and backgrounds.
- share skills and knowledge, encourage and support others in applying their ideas to working practices - helping others to help themselves.
- encourage working together for the benefit of customers.

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.

Desirable

Staff should seek to demonstrate these behaviours

You:-

 look to work together, across and outside typical groups; initiating joint approaches to delivering services.

- look for ways to maximise the value of working together by building support, providing focus and giving direction to deliver joint outcomes.

- listen to and involve colleagues and external customers responding positively to suggestions before making decisions.

Aspirational

These behaviours are required by employees looking to develop and those in senior or managerial positions

You:-

- spend time building relationships with partners.
- support others in working together; helping them to develop a common focus.
- are happy to give up control, power or resource to benefit customers.
- facilitate partner and other stakeholder involvement and consult with representative groups when formulating strategies.
- inspire a 'one-team' culture.

- build networks, locally and regionally to help provide support and expertise by shaping and driving forward agendas and addressing concerns.

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

Leadership



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

Expected

Our required behaviours

You:-

- live the charity's values and lead by example in demonstrating the charity behaviours; inspiring colleagues to follow your example.

- are driven to achieve results and you show courage when things don't go to plan.

- are compassionate, caring and empathetic to both colleagues and customers.

- enable leadership by engaging and seeking guidance from others on personal, team, organisational and community activities.

Desirable

Staff should seek to demonstrate these behaviours.

You:-

recognise good performance and take the time to thank and praise others.

- are motivational and drive positivity; taking an optimistic approach and engaging with others.

- resolve conflicts and disagreements quickly and professionally.

- see failure and problems as an opportunity to learn and develop.

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.
- choose to ignore adverse criticism, seeing it as a personal attack rather than a way to develop yourself or your performance.
- are self-interested and fail to acknowledge colleague and customer perspectives.
- use emotional instability as a management tool. •
- adopt a command-and-control approach. •
- refuse to share information to maintain an advantage • over others.
- fail to promote positive health and safety practices.

Aspirational

These behaviours are required by employees looking to develop and those in senior or managerial positions

You:-

- work to build commitment and engagement and improve your team's behaviour.

- are visible and accessible to all your team/service members.

- act as a role model for inspirational leadership.

- evaluate resources, options and consequences in your decision making.

- articulate vision, meaning and direction to focus service delivery; translating clear objectives for your team.

- provide feedback on your team's performance during regular one-to-one and team meetings.

- regularly monitor your team's health, safety and well-being and address concerns.

- recognise talent within your team and develop potential through training, mentoring and coaching.

- manage the flow of work by leading systems from beginning to end; rather than focusing on specific functions or services.

- build a shared sense of purpose across your service areas.

- develop a culture that delivers the best results for the people of North West Kent.

- 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

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Faithful 🚆 Comp: Community involvement through Mali leadership is at the heart of the Determined help shape and direct team motivation and achievement.

> Leading by example will inspire customers and partners to adopt these behaviours and empower their communities to hold similar values to Age UK North West Kent.

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

You:-

- use, to the full advantage, the available systems and procedures when working to achieve outcomes.

- are open to new ideas and suggestions and speak up when you see a better way.

- communicate relevant information regularly and effectively.

change your
communication style to best
meet the needs of the
audience and regularly
check that there is a mutual
understanding.

Desirable

Staff should seek to demonstrate these behaviours

You:-

- look to streamline and interlink processes for a simple approach.

- summarise complex information to make it easier to understand.

- seek others opinions and are open and honest.

- are an advocate for 'process thinking' reviewing and suggesting ways to reduce wasteful steps in service or business processes.

Aspirational

These behaviours are required by employees looking to develop and those in senior or managerial positions

You:-

- make sure your team are regularly updated with corporate, service and community information.

- design, innovate and influence solutions to address inefficiencies.

- listen to the views of your team; checking that approaches are united and encouraging them to challenge and provide feedback.

- evaluate the effectiveness of communication and take steps to improve; leading and encouraging open communication at all levels across the organisation.

- keep focused on the bigger picture; creating clear strategic direction.

How these behaviours create stronger more resilient communities

Moody Arro Moody Arro Sensitive Argumentative Considerate A Threatening O resuasive Domineering Courage Outrage Outrage Outrage Moody Arro Considerate A Sincer Considerate A Considerate A Sincer Considerate A Cons 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 customer experience will focus services on things that make a difference; creating more value for local customers.

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.
- purposely put-up barriers to stop changes to new working practices; discourage change from happening.
- choose ways of communicating that confuse or are not appropriate for the audience.
- approach tasks in a disorganised manner.
- fail to keep customers and colleagues informed.
- 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 local communities. You value and respect your colleagues and older people.

Expected

Our required behaviours

You:-

- take the time to build effective relationships with customers, stakeholders, colleagues and partners.

- are respectful and considerate in language and action.

- are caring and compassionate.

- understand how your behaviours can be interpreted and consider the impact you have on others.

 recognise the performance of others and say 'thank you'.

Desirable

Staff should seek to demonstrate these behaviours

You:-

- continue to give time to colleagues who need help, even when the pressure is on.

- trust colleagues to fulfil their responsibilities.

- listen carefully to others, showing that you respect and value their input.

 manage your reactions to situations professionally and calmly.

Aspirational

These behaviours are required by employees looking to develop and those in senior or managerial positions

You:-

- display a clear appreciation of your teams efforts and support them when there are difficulties.

- encourage team members to recognise and value individual contributions.

- support the diversity of teams and working groups.

- involve and gain consensus from those affected by decisions and actions.

- look to understand other people and their behaviours, using this knowledge to adapt your approach for effective working relationships.

- are a role model for an inclusive leadership style; respecting colleagues, partners and customers. Treating people according to their needs.

- instigate changes in behaviour to improve the use of resources.

- engage with communities, making sure a full range of views is taken into account.

How these behaviours create stronger more resilient communities

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Ative Respecting the diversity and perspectives of 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 you manner causes upset to others.
- don't say 'thank you'.
- deliberately exclude others from activities when you know they could benefit from being involved.
- make little or no effort to understand things from a customer's point of view.
- allow disrespectful or discriminatory behaviour to take place.
- treat property in a way that is likely to cause damage or allow others to do so.
- knowingly use the charity's resources for personal gain.
- talk down to colleagues and customers.



