





# 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 all 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.

- 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 line manager.
- Information on how these behaviours help to create stronger and more resilient communities.
- 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
<p>You are punctual and friendly, and demonstrate a positive professional attitude.</p> <p>You take pride in your own work and that of your team members.</p> <p>You understand who your customers are and why they matter.</p> <p>You are willing to go the extra mile for customers and act upon their feedback.</p>	<p>You promote and drive continuous improvement by asking "how could we do this better?"</p> <p>You work with customers in tailoring services to meet their expectations.</p>	<p>You plan and anticipate changes in working practice and effectively manage the transition to introduce these new ways of working.</p> <p>You logically identify trends and implement the best approach; outlining clear objectives.</p> <p>You focus on longer-term outcomes rather than short-sighted initiatives.</p> <p>You understand how your team learn and develop and use this knowledge to lead performance improvements.</p> <p>You lead by example; influencing and inspiring confidence in others.</p> <p>You work to achieve a set vision of customer focus, improvements and excellence within the charity, as well as with partners and other external stakeholders.</p>

**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 inform and encourage 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**

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

- You stick to outdated models that have become ineffective.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



# 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.

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

## 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



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

You:-

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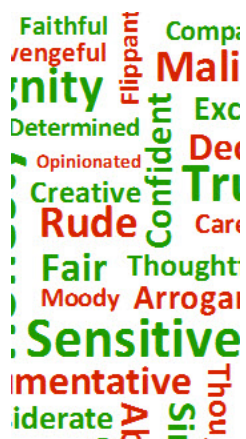
# Working together

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.

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

## 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.
- 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.









