

Behaviour framework

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What is a behaviour framework?

Our values are core to our identity and culture. The way we behave informs what it looks and feels like to work at PCC. Our success as an organisation is achieved not just by 'what we do' but also 'how we do it'. Demonstrating effective behaviours helps to create a positive work environment.

Behaviours within an organisation are what drive our successes, as well as our failures, they shouldn't be left to chance, they should be conscious decisions with a purpose. If we can align our behaviours with our core values, we can better manage expectations, relationships, and overall performance.

A behaviour framework is designed to provide staff with clear examples of effective behaviours. It can be used as part of a performance management process to discuss and evaluate behavioural performance and ongoing commitment to personal and professional development.

Our behaviour framework acts as an agreement we make as an organisation, directorate and/or team around the behaviours that are considered acceptable. It outlines the ways of working with each other, including how we will treat our residents and our partner organisations. It defines 'how' we expect staff to approach work when they carry out their roles and they align to our organisational values.

The council is committed to staff wellbeing and supports a range of initiatives and commitments which have been given consideration when developing our behaviours framework, such as Armed Forces Covenant, Disability Confident and White Ribbon accreditation. Our behaviours framework has been developed to assist the delivery of our council objectives, mission, and wider city vision.

Our values

A set of values has been established as a reflection of our organisation's aspiration for appropriate workplace behaviour and play an important role in building a positive culture for the council. These values are listed below:

Value	What it means to us
Respect	We treat everyone with respect, considering the feelings, wellbeing, safety and rights of others.
Integrity	We are accountable, can be trusted and take responsibility for our actions.
People-focused	We put people first and ensure our customers are at the heart of everything we do.
Inclusive	We recognise diversity, are open, fair and provide equal opportunity to all.
Collaboration	We work together as a team, and with our colleagues, residents, communities and partners to achieve more.

Our behaviour framework

Each page within our behaviour framework sets out the demonstrable behaviours related to each value. Examples of effective behaviours are listed for guidance of how we expect people to behave in their roles, but these are not exhaustive lists. Examples of ineffective behaviours are provided to assist with self-monitoring of our actions within our daily work ensuring we are upholding our organisational values and supporting an effective, positive and rewarding place to work.

All behavioural examples provided are relevant at all levels of the organisation. Each page also identifies additional ways our leaders and managers can help facilitate a culture and working environment that enables us to live our values through effective behaviours.

Demonstrating respect in our behaviour

Value: respect

We treat everyone with respect, considering the feelings, wellbeing, safety and rights of others.

Effective behaviours

- ✓ I treat people as individuals.
- ✓ I value feedback and adapt my practice accordingly.
- ✓ I am approachable and support those I work with.
- ✓ I ensure I use appropriate language, gestures and tone when talking to others.
- ✓ I ensure I am prepared, on time and equipped with the tools I need to do my work.
- ✓ I take time to listen to others and ensure my responses are considered.
- ✓ I share information with the right people at the right time.

Ineffective behaviours

- ✗ I make assumptions and judgements of others and their decisions.
- ✗ I work in my own way not adapting to others.
- ✗ I let people struggle when I could help.
- ✗ I do not consider the impact of my actions on others.
- ✗ I share confidential information inappropriately.
- ✗ I use offensive or discriminatory behaviour and language.
- ✗ I think I know best.
- ✗ I keep people waiting with no explanation.

Our leaders and managers aspire to:

Role model effective behaviours and support all individuals, customers, and employees in recognising that respect is paramount in every situation such as when addressing ineffective behaviour or holding other difficult conversations.

Demonstrating integrity in our behaviour

Value: integrity

We are accountable, can be trusted and take responsibility for our actions.

Effective behaviours

- ✓ I invest and take pride in the work I complete.
- ✓ I am honest in my actions and communicate when I have made a mistake.
- ✓ I will challenge poor practice and inappropriate behaviour.
- ✓ I act professionally at all times and seek support when needed.
- ✓ I support decisions that are in the interest of our organisation and our customers.
- ✓ I consider the power dynamic of my role or position to ensure effective working relationships are achieved.
- ✓ I understand and adhere to organisational policies and processes.

Ineffective behaviours

- ✗ I put minimal effort in the work I do.
- ✗ I work only to my own agenda.
- ✗ I focus on personal gain.
- ✗ I wilfully ignore direction, process and policy.
- ✗ I deliberately miscommunicate and mislead.
- ✗ I am dishonest.
- ✗ I act from a position or authority without considering how this is perceived by those I am working with or for.
- ✗ I challenge leadership decisions without good reason.

Our leaders and managers aspire to:

Build trust and respect by providing clear governance and holding people to account. Delegate appropriately, communicating decisions and investing in ideas and opinions to empower others.

Demonstrating people-focussed behaviour

Value: people-focused

We put people first and ensure our customers are at the heart of everything we do.

Effective behaviours

- ✓ I am approachable and courteous to all.
- ✓ I am available and contactable in order to fulfil the requirements of my role.
- ✓ I make it clear how customers and colleagues can contact me.
- ✓ I actively consider the impact of the work I do for our communities.
- ✓ I listen carefully and take action to ensure effective outcomes for all.
- ✓ I am honest about what can and can't be achieved for our customers.
- ✓ I am polite and respond to requests in a timely manner.
- ✓ I maintain confidentiality.

Ineffective behaviours

- ✗ I am dismissive of others.
- ✗ I do not make my availability clear to others.
- ✗ I dismiss what customers ask of me as not important.
- ✗ I focus on what is important to me and not others.
- ✗ I do not take action in a timely manner.
- ✗ I mislead people by not being clear in what can and cannot be achieved.

Our leaders and managers aspire to:

Empower others to deliver results that have a positive impact. Build and sustain momentum around delivering these results, inspiring others to achieve and exceed goals and expectations.

Demonstrating inclusive behaviour

Value: inclusive

We recognise diversity, are open, fair and provide equal opportunity to all.

Effective behaviours

- ✓ I don't make judgements based on appearances, views, background or experiences.
- ✓ I am patient and actively listen.
- ✓ I consider and adapt my communication style to ensure others understand me.
- ✓ I promote participation and respect cultural and social differences.
- ✓ I value working with, and learning from, people from all backgrounds.
- ✓ I am adaptable to support and include others.
- ✓ I treat people with dignity, respect, courtesy and consideration.

Ineffective behaviours

- ✗ I am not flexible on my personal views and form instant opinions.
- ✗ I interrupt people when they are talking.
- ✗ I don't learn from my mistakes.
- ✗ I consciously exclude people from meetings or decision making.
- ✗ I am not considerate of people's time or working patterns.
- ✗ I am discriminatory in my comments and actions.
- ✗ I am not approachable to others.
- ✗ I do not recognise my own potential for bias.

Our leaders and managers aspire to:

Create an atmosphere of acceptance, value and respect for all individuals ensuring equal access to support and organisational resources.

Demonstrating collaboration in our behaviour

Value: collaboration

We work together as a team, and with our colleagues, residents, communities and partners to achieve more.

Effective behaviours

- ✓ I actively support my colleagues.
- ✓ I know my own limitations and will ask for support if needed.
- ✓ I understand that the people I'm working with may have different needs to my own and consider this in how I work with them.
- ✓ I share information and resources with the right people.
- ✓ I actively embrace technology and seek input from others to enable collaborative working.
- ✓ I am open and transparent and work well with others.

Ineffective behaviours

- ✗ I consciously withhold my knowledge and skills from my colleagues.
- ✗ I don't connect with people or look for solutions.
- ✗ I create additional work by not sharing what I am doing.
- ✗ I am not open to new ideas and practice.
- ✗ I don't contribute to meetings or provide feedback.
- ✗ I don't utilise or engage with the technology available to me in my role.
- ✗ I do not trust, respect or engage constructively with my colleagues.
- ✗ I use my relationships for personal gain or to the detriment of others.

Our leaders and managers aspire to:

Encourage and support collaborative working, with positive relationships that enable teams to deliver, reflecting and learning from both successes and challenges.



Portsmouth
CITY COUNCIL



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