The Solihull MBC Behavioural Framework

Our Vision
Solihull, where everyone has an equal chance to be healthier, happier, safer and prosperous

Our Purpose as an organisation
Great Lives and Great Services
To be an organisation that improves lives by delivering great services

Our Brand/Values
Open, honest, approachable, keeping our promises and acting with integrity
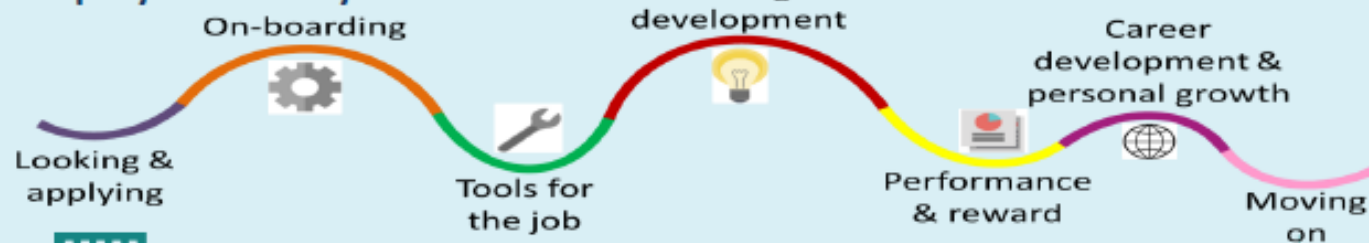
Our Behaviours

- Excellence
- Simplicity
- Trust & respect
- Working together
- Responsibility
- Leadership

Part of the Solihull MBC Employee Journey:

- Looking & applying
- On-boarding
- Tools for the job
- Learning & development
- Performance & reward
- Career development & personal growth
- Moving on

Solihull
METROPOLITAN
BOROUGH COUNCIL

What is the framework?

The framework aims to provide a 'setting' within which all employees of the Council can work together effectively towards our ambition to move from "*Good* to *Great*" as an organisation. It is a recognised set of behaviours that define 'how' we are expected to approach our work and supports 'what' we do as outlined in our job descriptions and objectives.

The Council will provide a working environment that reflects these behaviours and values and expects all employees to conduct themselves in a way that is consistent with them.

Who is the framework for?

All employees - we want to help you to:
- understand how your behaviours affect the environment / culture and climate you, your colleagues and team works in;
- realise that what you do and how you behave will affect the service you provide, the experience of service users and colleagues you work with, as well as the reputation of the Council;
- take ownership in managing your behaviours and have a clear appreciation of expectations.

What do we mean by behaviour?

Behaviours are the way in which we act or conduct ourselves, especially towards others; it's about how we involve and engage with people to achieve good outcomes and create a pleasant working environment. So
- how we do things;
- how we treat others;
- what we say and how we say it;
- how we expect to be treated.

The framework will help us to recognise achievements, talk about our aspirations and express how we would like to develop.

What are the behaviours and how do they work?

This framework illustrates the behaviours expected for all employees in the Council and central to this is our Corporate Vision and Brand.

There are five sets of behaviours, regardless of the roles or grades within the organisation and, additionally, one behavioural set focused on leadership for managers.

It may also be appropriate to assess Leadership behaviours for project managers or professional posts where staff/resources are managed indirectly; and you may choose to use this behavioural set for development for aspiring managers or to identify employees with leadership potential.

All behaviours are divided into two categories 'good' and 'great' with descriptors to clarify how they relate to the way we work and underpin the Council's brand and core values.

- **Good** – our required behaviours for everyone – *consistent demonstration reflective of a PDR behavioural rating of '2'.*
- **Great** – our aspiring behaviours display exemplary behaviour in the 'Solihull Way' to deliver the brand at the highest level, *consistent demonstration reflective of a PDR behavioural rating of '1'.*

The framework also sets out for each category examples of behaviours that do not demonstrate expectations and require development, *this would be reflective a PDR behavioural rating of '3'.*

These behavioural requirements are taken seriously; so through regular one to one discussions with your manager and using this supporting framework, you will be provided with clarity on our behavioural requirements. Your manager's role is to help you grow and achieve your full potential.

Achieving **Great** performance doesn't necessarily mean extra work, if you use your talents effectively. How you behave at work, how you organise your time and how you develop your skills and knowledge are all ultimately down to you. You can ask for advice, support or training from others, but it's your choice whether and how to put it into practice.

Where shortfalls are identified, your manager will develop an Action Plan with you and provide support and assistance to help you bring your behaviours to the *'required level'*. Continued disregard of these behaviours will be resolved quickly and efficiently and may invoke the Capability or Disciplinary Procedure.

How to use this framework

It is an integral part of the employee life cycle supporting performance management, development planning, recruitment and induction, developing learning curricula and training programmes, as well as supporting cases for reward. Our policies are underpinned by behaviours and are designed to support employees and our managers.

Please refer to the appropriate guidance document to understand more.

Excellence

What is it?

With enthusiasm, you work to deliver a high quality service to meet customer, organisational and personal expectations. You adopt a 'can do' attitude in all of the work you deliver, ensuring it meets the needs of current and potential customers.

Why is it important?

High quality services, designed around the customer, will improve outcomes for customers and service users, and strengthen the reputation and credibility of the Council. Engaging and involving local communities, whether this be employees, customers or partners, will help inform and strengthen local decision making.

By understanding and engaging with the community, we will make the best use of the available knowledge, improve the quality of services for customers and make Solihull a positive and empowering place to work.

Good – *Our required behaviours*	**Great** – *Our aspiring behaviours*
• You live the Councils Values and demonstrate 'The Brand' in all that you do. • You take responsibility for making the right things happen and you get the job done; right first time. • You take pride in your own work and that of your team members. • You understand who your customers are and why they matter. • You are willing to go the extra mile for customers and act on their feedback. • You promote and drive continuous improvement, constructively challenging the way things are done and strive for excellence. • You focus on the right things and work to deliver maximum value to the customer.	• You work to achieve a common vision of customer focus, improvement and excellence within the council, as well as with partners and other stakeholders • You look beyond your own area to improve ways of working, e.g. partnership working, engaging others and acting on the outcomes. • You understand how you and your team learn and develop and use this to drive performance improvements. • You focus on longer term outcomes as well as short term initiatives. • You consistently inspire confidence in others.

Some examples of what is not *Excellence*:
- Sticking to out-dated ways of working that have become ineffective.
- Showing a lack of concern in your quality of work.
- Displaying a negative attitude towards colleagues and customers.
- Failing to take the opportunity to learn from mistakes / act on feedback.
- Actively hampering the improvement and delivery of excellence.
- Being reluctant to change.
- Saying one thing and doing another
- Concentrating on narrow objectives and not the bigger picture.
- Showing a lack of urgency or commitment

Simplicity

What is it?

You actively seek ways to prevent over-complication or confusion, by adopting the most simplified approach to work. You communicate clearly and concisely, ensuring that the message is understood by all.

Why is it important?

Taking a simple approach to service delivery and communication improves access and reduces barriers.   This develops the quality of services and can save money by removing or improving ineffective processes and practices.

Being inclusive and designing processes around the customer experience will focus on the things that make a difference; creating value for money for local communities and the organisation.

Good – Our required behaviours	**Great** – Our aspiring behaviours
• You are an advocate for 'continuous improvement' reviewing and suggesting ways to reduce ineffective processes and practices. • You make the best use of available resources, including people, to deliver value and achieve outcomes. • You are open to new ideas and suggestions and speak up when you see a better way • You seek others' opinions and are open and honest • You look to streamline and connect processes for a simple approach. • You communicate clearly and respectfully with each other. • You use different styles and ways of communicating to get your message over in the most effective way and regularly check that there is a mutual understanding • You make sure you are up-to-date with corporate, service and community information as relevant. • You ensure that where teams are more agile, you communicate regularly and in different ways with colleagues ensuring a sense of team identity is maintained	• You listen to the views of others, facilitating an appropriate approach, and provide balanced challenge and feedback. • You design, innovate and influence solutions to address inefficiencies. • You evaluate the effectiveness of communication and take steps to improve, encouraging open communication at all levels within the team / Directorate / organisation. • You pro-actively share corporate, service and community information with others, as appropriate and relevant. • You understand different personality types and tailor communication methods accordingly, ensuring that the team have a strong sense of belonging and identity.

Some examples of what is not *Simplicity*:
- Over-complicating your approach to work, creating bureaucracy and causing frustration to colleagues and customers.
- Choosing ways of communicating that confuse or abdicate responsibility for the message or are not appropriate for the audience.
- Failing to keep customers and colleagues informed in a timely manner.
- Reluctance to look for better ways of doing things.
- Overloading others with only written communication.
- Believing your view is the only one.
- Thinking only about your part of the organisation / not recognising there is more than one way.
- Continuing to communicate using a limited range of methods that do not suit different personality types and do not foster a strong sense of identity and belonging.

Trust and Respect

What is it?

You are aware of your impact on others including confidentiality. 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 others in order to foster an environment of mutual trust and respect.

Why is it important?

Respecting the diversity and perspectives of the communities of Solihull, your internal colleagues and partners, are key to ensuring fairness and effective relationships.

It improves relationships, creates mutual trust and removes barriers; helping us to develop a better understanding of needs and tailor services effectively.

Good – *Our required behaviours*	**Great** – Our aspiring behaviours
- You build effective relationships with customers, stakeholders, colleagues and partners. - You are respectful and considerate. - You understand how your behaviours can be interpreted and consider the impact you have on others. - You give time to colleagues who need help, even when the pressure is on. - You demonstrate trust in colleagues to fulfil their responsibilities. - You listen carefully to others – showing that you respect and value their input. - You manage your reactions to situations professionally and calmly. - You show respect for colleagues and working environment by working to the agreed 'Working in The Solihull Way' protocols.	- You display clear appreciation for your colleague's efforts and support them when there are difficulties. - You encourage colleagues to recognise and value each other's contributions. - You support the diversity of teams and working groups. - You look to understand other people and their behaviours, and use this knowledge to adapt your approach for effective relationships. - You are recognised by others for your respect of colleagues, partners, and customers and treating people according to their needs. - You initiate and support changes in behaviour to improve relationships / customer outcomes. - You engage with customers, making sure a full range of views are taken into account. - You role-model the 'Working in The Solihull Way' protocols, ensuring respect for colleagues and working environment, constructively peer challenging when they are ignored.

Some examples of what is not *Trust and Respect*:
- Being disrespectful, insensitive or unhelpful to others and your manner causes offence.
- Failure to understand the importance of relationships and failing to nurture them.
- Not acknowledging the contributions of others or saying 'Thank You'.
- You deliberately exclude others from activities when you know they could benefit from being involved.
- You make little or no effort to understand things from your customers/colleagues point of view.
- You allow disrespectful or discriminatory behaviour to take place or take part in it.
- You treat property in a way that is likely to cause damage, or allow others to do so.
- You knowingly use the Council's resources for own personal gain.
- You do not adhere to the agreed 'Working in The Solihull Way' protocols and do not constructively peer challenge.

Working Together

What is it?

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.

Why is it important?

Tasks and issues rarely fit neatly into one service area. Working together with colleagues, 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 employees in developing solutions in the first place. Employees need to be willing to embrace this partnership and inclusive approach to deliver efficient and effective services in the future.

Good – *Our required behaviours*	**Great** – Our aspiring behaviours
- You work together with colleagues and customers and take the time to build effective relationships. - You celebrate team success and create a positive team spirit. - You work well with people who have different ideas, perspectives and backgrounds. - You share skills and knowledge and encourage and support others in applying their ideas to work – helping others to help themselves. - You encourage working together for the benefit of customers and colleagues. - You look for ways to maximise the value of working together by building support, providing focus and giving direction to deliver successful outcomes. - You listen to and involve colleagues and external customers, and respond positively to suggestions before making decisions. - You make every contact count by utilising opportunities to communicate to colleagues and customers relevant messages and signpost where to seek further information and support.	- You spend time building relationships for maximum impact. - You support others in working together; helping them to develop a common focus. - You are willing to re-allocate resources for the mutual benefit of customers and organisations. - You are committed to a 'team' culture. - You build networks collaboratively, to help provide support and expertise by shaping and driving forward agendas and addressing concerns. - You promote team work and a feeling of pride by valuing and supporting individuals' contributions and ideas. - You work beyond traditional boundaries; initiating joint approaches to delivering services. - You make every contact count by proactively supporting colleagues and customers to be more capable, motivated and to take opportunities which will help them to achieve their full potential.

Some examples of what is not *Working Together*:
- Not accepting or treating colleagues as internal customers.
- Showing little consideration or respect for other colleagues.
- Playing power games and using your status to disrupt collaborative working.
- Showing little sign of co-operating within your team, or working in partnership.
- Closing down others by being judgemental, interrupting or talking over them.
- Failing to listen, showing little interest in the views of others.
- Not asking others for opinions or ideas.
- Choosing not to work as a team by working in a silo / pursuing your own agenda.
- Choosing not to give clear information, support and signposting when opportunities arise

Responsibility

What is it?

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

Why is it important?

Taking responsibility avoids a blame culture and allows individuals to take control. It builds confidence and this is essential as it provides customers with service reassurance, reduces dissatisfaction and increases accountability.

Good – *Our required behaviours*	**Great** – Our aspiring behaviours
• You actively review your own performance and act on feedback to learn and improve. • You use your initiative to solve problems and inform others when you are aware of potential issues. • You acknowledge when you make mistakes and seek help before things escalate; taking appropriate action to address, and learn from, the situation. • You challenge assumptions and unhelpful behaviour in a constructive manner. • You are flexible in providing solutions to deliver improvements and resolve issues. • You take responsibility for your individual development needs. • You balance competing priorities to meet standards and expectations.	• You make informed decisions and take responsibility for their impact. • You actively contribute to achieving a blameless culture. • You challenge poor performance in an appropriate manner. • You support colleagues to bring about improvements to services. • You demonstrate a strong sense of ownership and personal responsibility for the delivery of objectives and outcomes. • You publicly demonstrate the behaviours required. • You stand by, or support, difficult decisions and openly acknowledge errors.

Some examples of what is not *Responsibility*:
• Blaming others.
• Demonstrating an unwillingness to take reasonable risks to do things differently.
• Not taking responsibility for your actions and failing to admit when you are wrong.
• Dismissing alternative ideas and discouraging colleagues from suggesting new ways of doing things.
• Ignoring problems.
• Not keeping up to date with policies and procedures relating to your job

Leadership

What is it?

Your leadership is demonstrated by delivering outcomes and inspiring your team and individuals to improve and develop within an environment that enables individuals to achieve their potential.

Why is it important?

Effective leaders are able to engage with their team and inspire them to deliver benefits and value that align to the Council's objectives and priorities. Demonstrating these leadership behaviours will shape and direct motivation and achievement. Leading by example will inspire colleagues to adopt similar behaviours.

Good – *Our required behaviours*	**Great** – Our aspiring behaviours
• You make the connection and links between the Council's objectives and priorities and team/individual objectives; providing clear purpose and direction. • You allow employees the freedom and authority to do their job in the way that benefits customers. • You pay close attention to what motivates individuals and you channel their outputs for the benefit of the customer. • You engage and consult with your team when proposing organisational change. • You apply fresh approaches to improve current ways of working. • You are visible and available to your team. • You shape future plans together with your team. • You encourage your team to identify problems and solve them. • You listen attentively to your team and you value their individuality and the suggestions they make. • You actively manage poor performance and resolve conflicts in a timely manner. • You explore career aspirations of individuals in your team and shape development activities to support them. • You monitor your team's health, safety and wellbeing and take action as appropriate. • You hold regular 1:1s. • You take responsibility for developing knowledge, skills and capability of team members. • You explore different ways of working and trust employees to work in more agile ways, ensuring that customer outcomes are met, performance managing by outcomes and not by presenteeism. • You understand the different types of worker and make efficient use of	• You take responsibility for exercising leadership when, where and with whom it is needed. • You appropriately challenge others, in the face of opposition, or when you have suffered a setback. • You take the initiative and responsibility, to put things right outside of your remit if you see others not acting appropriately. • You encourage team members to get to know each other's pressures and priorities so they can provide a seamless service when resources are stretched. • You encourage a climate of high expectations in which all individuals look for ways to improve service delivery. • You encourage a mind-set of high ambition for individuals and the team. • You explore working in different ways, taking the time to understand why the team adopts certain working practices or behaviours and look to improve things. • You proactively seek the right resources in order for staff to do their job effectively. • You actively succession plan to develop and harness employees potential and manage identified risks. • You push boundaries and strive to overcome barriers. • You accept and deal with conflict. • You are mindful of, but not trapped by, culture and politics. • You empower employees to manage themselves as a self-driven, high performing team that works in agile ways, delivering on agreed outcomes. • You support the team to manage the workspace themselves, giving permission to apply innovative working practices and working in different ways i.e. quiet spaces, project areas, breakout spaces, working from different locations. • You review how effective staff are in the use of email/Outlook and meetings management, the volume, type and frequency of the emails/meetings and the impact that might be having, putting improvement strategies in place in partnership with team members.

their workspaces, encouraging innovative working practices. • You support team members to apply efficient working practices in the use of email/Outlook and meetings management, ensuring that they undertake development and apply the associated principles.	

Some examples of what is not *Leadership*:
- Turning a blind eye, ignoring or dismissing problems, conflict or poor performance.
- Being over-controlling and/or micro-managing.
- Avoiding responsibility for the wellbeing of individuals in your team.
- Reluctance to look for better ways of doing things.
- Talking about the vision but not working towards achieving it.
- Developing plans without consulting.
- Failing to value diversity.
- Reluctance to change.
- Tolerating mediocrity.
- Supporting only technical learning at the expense of other forms of growth and development.
- Developing only the best people.
- Silo behaviour.
- Being reactive and reluctant to lead.
- Conflict avoidance and risk averse.
- Over dependence upon your leader.
- Preventing employees to work in different ways where business priorities allow, insisting on a culture of presenteeism.
- Discouraging the promotion of and or not embracing innovative working practices or involving the team.
- Ignoring the cultural and volume impact of emails and meetings.