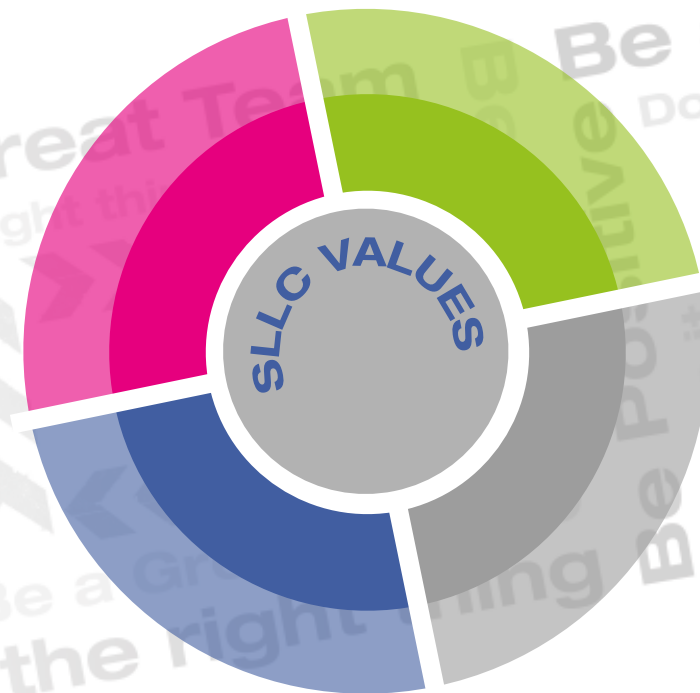


Behaviours Framework





Our Behaviour Framework

Our Behaviour Framework has been designed as part of our strategy to support our mission, vision and values.

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It will help us to deliver great outcomes to our Customers and Communities and be equipped to deliver growth and adapt to change. Our Behaviour Framework outlines the ways of working that we will all adopt in order to give our customers the best possible service and deliver our objectives.

It is not just what we do but how we do it that will make the biggest difference to delivery. It defines how we are expected to approach our work. It supports what we do and is additional to the skills we need in our individual jobs.

Our Behaviour Framework will be used to support our:

- Recruitment and selection process
- Appraisal and Performance management
- Development and career pathways
- Succession planning and talent management

Behaviours define the approach we bring to work, they incorporate:

- How we do things, how we prioritise our work and how we make decisions
- How we treat others
- What we say and how we say it
- How we expect to be treated

Our Behaviour Framework will help us to:

- Treat our customers and the people we work with correctly
 - Celebrate achievements and share best practice
 - Talk about our aspirations and express how we would like to develop
-

Behaviours Framework

What is the behaviours framework?

The framework is a set of core behaviours which define 'how' we approach our work. It complements 'what' we do as detailed on our key objectives and everyday tasks and responsibilities.

What do we 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 celebrate achievements, talk about our aspirations and express how we would like to develop.

What are the behaviours and how do they work?

There are four behaviour categories for every employee regardless of their role and grade. These behaviours give us a baseline which we can use to think about how we interact with colleagues, customers, and the communities of South Lanarkshire. The behaviours support discussion about personal competence and how we can build on current strengths and develop ourselves as individuals to improve our experience of work and continue to deliver high quality service.

The behaviours will also support career development and succession planning discussions. The behaviours expected at each level are clearly set out and as employees build on their confidence and competence, they will develop an in depth understanding of the framework and how it applies to them. This will allow employees who wish to develop the opportunity to identify and work towards the next level of behaviour as far as is possible within their current role.

The framework includes both examples of expected behaviour and indicators of where development activity is required.



What are our key behaviours?

Behaviours Framework

- **Be Positive**

You work with enthusiasm 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. You have a positive outlook are hospitable and make customers and colleagues feel good.



Be a Great Team



- **Be a Great Team**

You work with others to reach a common goal. You share information, support colleagues, and search out expertise or solutions from relevant partners and the communities we serve. You share ideas, mistakes, and successes.

- **Own It**

You take ownership of your work and use your initiative to deliver our organisational ambitions and objectives. You are accountable for your own performance, development, and safety. You take responsibility for your actions and decisions. You do not pass the buck.



Do the right thing



- **Do the right thing**

You lead by example, showing enthusiasm and optimism in your approach to your tasks and your role; seeking opportunities to share knowledge, develop yourself and others and support colleagues, customers, and communities to reach their potential.

Level
1
2
3

How do they apply to me?

All four behaviours are divided into three categories with individual descriptions which clarify how they relate to the way we work. Each level builds on the previous level in that employees at level 2 are expected to meet the standards at level 1 and 2; employees at level 3 are expected to display behaviours at Levels 1, 2 and 3

Level 1 - All employees

Our required behaviours for all employees.

Level 2 - People managers/professional experts

Additional requirements for employees who manage individuals/teams and/or are experts within their field or profession.

Level 3 - Senior Officers/Strategic managers

Managers at this level are expected to operate at a level which models the highest standards of behaviours, acting as role models and inspirational leaders to colleagues across the organisation.

How will it work in practice?

The behaviours framework is part of our overall performance appraisal procedure. When you have your performance appraisal with your manager the behaviours will be set out in the appraisal form and used as a basis for discussion. You will be expected to prepare examples in advance of this meeting which will evidence how you meet the behaviour standards. It is anticipated that these discussions will be positive, open, and frank giving praise, encouragement and constructive feedback.

Even the highest standards of achievement can be improved, and it is important that your manager helps you to identify opportunities for growth and enhancement of skills. Your manager will also identify where you are not meeting the standards and how you can improve on current performance. If there is evidence that you do not meet the required standards you will be given support, training, and advice on how you can achieve the standard required. If you cannot meet the standards when all supports have been given the matter will be progressed under the SLLC's performance management policy.

Behaviours Framework

Behaviours Framework



Own It: seeing things through till the end

What you do: you work to deliver a high-quality service to meet personal, organisational and customer expectations. You own what you do! You do not pass the buck

All Employees	People Managers/ Professional Experts	Strategic Manager
<ul style="list-style-type: none"> ✓ are motivated to deliver the best possible services possible. ✓ aim to get things right first time and commit to continuous improvement. ✓ demonstrate fairness, inclusivity, valuing diversity and equality ✓ ensure compliance with external/internal regulations and that you and others are responsible and accountable. ✓ take ownership of decisions and consider the wider implications for you, the team, and the organisation ✓ See a job through to completion ✓ Be accountable for outcomes good or bad 	<ul style="list-style-type: none"> ✓ Give your team direction and clear objectives to achieve ✓ manage your team coaching and supporting as necessary ✓ Motivate your team to deliver the best service possible ✓ You conduct appraisals and ensure learning opportunities are in place for all staff ✓ take ownership of decisions and consider the wider implications for the team and the organisation ✓ Ensure that responsibility and accountability is in place for your team and each team members knows their role 	<ul style="list-style-type: none"> ✓ Ownership is at the heart of our approach. Be accountable for outcomes good and bad in the application of your strategic and managerial responsibilities. ✓ You work to deliver a high quality service to meet organisation and stakeholder expectations. ✓ Gives teams defined structures and clear direction enabling a strong sense of ownership and personal responsibility for the delivery of outcomes and objectives. ✓ Plan and anticipate changes in the sector and wider landscape and effectively manage the transition to introduce new ways of working. ✓ Logically identify trends and implement the best approach, outlining clear objectives ✓ focus on longer-term outcomes rather than short-sighted initiatives.

Development Indicators



<ul style="list-style-type: none"> ✗ blame systems or others; demonstrating an unwillingness to take reasonable risks to do things differently. ✗ do not take responsibility for your actions, admit you are wrong or recognise how our actions affect others. ✗ ignore problems, don't use your initiative, and hide behind your job description ✗ rely on others to identify and deliver your learning and development needs. ✗ Pass the buck 	<ul style="list-style-type: none"> ✗ no appraisals for team in place ✗ no regular meetings or 1-2-1 with team ✗ no clear objectives set for team ✗ Team objectives are not met 	<ul style="list-style-type: none"> ✗ Do not give teams defined structures and clear direction ✗ Ownership is not at the heart of what you do and is not applied in your strategic responsibilities.
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Be a great team:

What you do: You work with others to reach a common goal and share ideas and best practice. Be a great team, share success, failures and learn together.

All Employees	People Managers/ Professional Experts	Strategic Manager
<ul style="list-style-type: none"> ✓ work together with colleagues and customers and take time to build effective working relationships. ✓ celebrate team success and create a positive team spirit. ✓ 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. ✓ Works alongside internal and external colleagues to meet common objectives ✓ Actively and respectfully listens to people in order to understand them and their views ✓ Contributes appropriately to team and other meetings and discussions ✓ Respects diversity and promotes equality of opportunity when working with colleagues and members of the public 	<ul style="list-style-type: none"> ✓ Promotes a positive team environment with good morale ✓ Works with other teams and colleagues internally and externally, developing relationships and sharing knowledge, ideas, and expertise to achieve outcomes ✓ Provide objective and constructive advice and support if tensions arise ✓ Shares knowledge with internal and external colleagues to achieve common objectives ✓ Giving praise and recognition for good work ✓ Use professional identity and expert knowledge to work across disciplines breaking down professional barriers to improve outcomes for individuals and communities ✓ Encourages colleagues to consider different perspectives in their work ✓ Adapts communication to encourage desired behaviour 	<ul style="list-style-type: none"> ✓ Inspire a 'one team' culture. ✓ Role model inclusive leadership; respecting colleagues, partners and customers and treating people according to their needs. ✓ Visible and accessible to employees within your area of responsibility. ✓ Champion collaborative and partnership working across the organisation. ✓ Spend time building relationships with partners. ✓ Builds networks, locally regionally and nationally to help provide support and expertise and maximise resources. ✓ Understand the importance of communication, evaluate its effectiveness, and take steps to improve, leading and encouraging open communication at all levels in the organisation. ✓ Understands respectful challenge and makes own case whilst recognising the concerns of others ✓ Builds commitment and engagement to improve team cohesion and outputs.

Development Indicators



<ul style="list-style-type: none"> ✗ No understanding of the impact of communication style on others which causes friction and upset ✗ Not sharing information with colleagues and not contributing to team efforts ✗ Interrupts and talks over others, stops others from contributing to discussions ✗ Displays discriminatory or disrespectful behaviour and allows others to do the same 	<ul style="list-style-type: none"> ✗ Fuels conflict between individuals/ teams ✗ Fails to recognise the contribution of others ✗ Blames team for underperformance ✗ Avoids giving negative feedback or is unconstructive when doing so ✗ Does not delegate work ✗ Doesn't adapt communication style ✗ Doesn't challenge harassment or discriminatory behaviour ✗ Works in a silo and does not share knowledge or look beyond professional boundaries 	<ul style="list-style-type: none"> ✗ Uses status to disrupt collaborative working ✗ Close down others by being judgemental talking over them ✗ Has a tick box approach to engagement and does not value ideas. Communication does not work, confuses the audience, is unclear and people feel uninformed
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Do the right thing:

What you do: lead by example, maintaining a positive attitude and demonstrating energy and enthusiasm in your approach to work. You are a role model for the organisation.

All Employees	People Managers/ Professional Experts	Strategic Manager
<ul style="list-style-type: none"> ✓ Displays a positive attitude ✓ Are enthusiastic in your approach to tasks ✓ Lead by example through sharing your knowledge and skills with others ✓ provide support to your colleagues and team. ✓ Is aware of and adheres to professional codes of practice and the code of conduct and understand how these impact on employment. 	<ul style="list-style-type: none"> ✓ Understands what needs to be achieved and ensures that this is communicated to team members ✓ Expresses positive expectations of others to support their development ✓ Recognise individual and team achievements thanking and praising others ✓ Maintain a positive approach and motivate team when things go wrong, or demands are high ✓ You identify talent and provide opportunities for those individuals who wish to progress or learn new skills ✓ Takes responsibility for personal and team development needs taking account of learning styles and available learning/training methods of delivery ✓ Uses professional judgement/expert knowledge to make informed decisions 	<ul style="list-style-type: none"> ✓ Lead by example, maintaining a positive attitude and demonstrating energy and enthusiasm in your approach to work. You are a role model for the organisation. ✓ Understands the power and authority that comes with the Leadership Team role and adapts behaviour to ensure interactions with others are positive and empowering. ✓ Demonstrates sensitivity and good judgement in decision making and relationships. ✓ Is able to take difficult decisions in complex and challenging situations for the best interests of the service and the organisation. ✓ Evaluates resources, options and consequences in decision making. ✓ Consults with representative groups when formulating strategies. ✓ Engages with communities, internal and external partners ensuring the full range of views are considered

Development Indicators



<ul style="list-style-type: none"> ✗ Undermines the work of colleagues. ✗ Failure to follow procedures and ignores the expected behaviours ✗ Concerns are raised about professional misconduct and unacceptable behaviour within and/or outwith the workplace 	<ul style="list-style-type: none"> ✗ Failure to recognise achievement ✗ Failure to provide leadership during difficult times ✗ Learning is not encouraged ✗ Employees are demotivated by a command-and-control approach 	<ul style="list-style-type: none"> ✗ Achievement is not recognised ✗ Fails to provide leadership during difficult times ✗ Learning is not encouraged ✗ Employee surveys and assessments present poor results for engagement and morale ✗ Employees do not know who you are. ✗ There is no evidence of succession planning or leadership development
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Be Positive :

What you do: You work with enthusiasm to deliver a high-quality service to meet personal, organisational and customer expectations. Be hospitable and make people feel good.

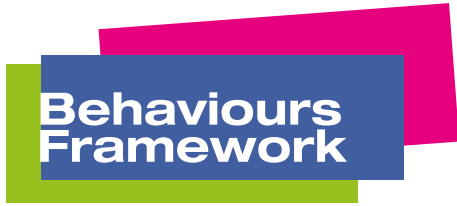
All Employees	People Managers/ Professional Experts	Strategic Manager
<ul style="list-style-type: none"> ✓ are punctual and friendly and demonstrate a positive professional attitude. ✓ take pride in your own work and that of your team members. ✓ understand who your customers are and why they matter. ✓ are willing to go the extra mile for customers and act upon their feedback. ✓ are hospitable and make customers feel good. ✓ Are willing to go the extra mile for our customer ✓ Put the customer first in all that you do 	<ul style="list-style-type: none"> ✓ promote and drive continuous improvement by asking 'How could we do this better?' ✓ work with customers in tailoring services to meet their expectations. ✓ Focus on developing customer care standards across the organisation ✓ Put the customer first in all that you do ✓ Develop your team to deliver a high-quality service and give constructive feedback as necessary ✓ Take responsibility for team performance and pride in successful outcomes 	<ul style="list-style-type: none"> ✓ You work with enthusiasm to deliver a high-quality service to meet personal, organisational and customer expectations. Be hospitable and make people feel good ✓ Understand how your team learn and develop and use this knowledge to lead performance improvements. ✓ Lead by example, influencing and inspiring confidence in others. ✓ Communicate positive messages about the organisation, acting in its best interests and being an ambassador for SLLC. ✓ Role model for inspirational leadership ✓ Coaches and mentors' others and have continuous learning and development as a key priority for the service.

Development Indicators



<ul style="list-style-type: none"> ✗ are late for work and do not display a professional attitude ✗ take no pride in your work ✗ pass the buck ✗ do not make customers feel good or treat them in a hospitable manner 	<ul style="list-style-type: none"> ✗ does not drive continuous improvement ✗ does not tailor services to suit customer demand ✗ does not focus on customer care standards ✗ does not put the customer first ✗ does not develop the team to deliver a high-quality service ✗ does not give constructive feedback to the team 	<ul style="list-style-type: none"> ✗ does not plan or anticipate change ✗ does not identify trends ✗ does not focus on long term objectives ✗ does not lead performance by example ✗ does not lead by influencing or inspiring confidence in others ✗ Does not work across the organisation to set a vision of customer service
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Further information



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South Lanarkshire Leisure and Culture

