

Behavioural Framework



Walsall Council

PROUD OF OUR **PAST** OUR **PRESENT** AND FOR OUR **FUTURE**

PROFESSIONALISM

Required Behaviours

- Actively seek ways to prevent over-complication or confusion of service delivery through innovation, being open to change and the removal of barriers including challenging negative behaviours.

PROFESSIONALISM

Positive examples of when 'Professionalism' is demonstrated

- ✓ You innovate and adapt to change through new ways of working
- ✓ You are decisive, objective and consistent.
- ✓ You are aspirational for service users and find the best value solution whilst managing risks and expectation
- ✓ You confront and deal with difficult situations; poor performance and challenging behaviours
- ✓ You actively work towards meeting and exceeding set targets.
- ✓ You endeavour to break down barriers that obstruct people's contribution, involvement and having pride in their work

Negative examples of when 'Professionalism' behaviour is not demonstrated

- X You over-complicate your approach to work; create bureaucracy and cause frustration.
- X You have a tendency to deliver the minimum rather than strive to exceed.
- X You stick to outdated methods that have become ineffective.
- X You focus on problems and not the solutions.
- X You choose to ignore negative behaviour and adverse feedback hoping that it will resolve itself.

LEADERSHIP

Required Behaviours

- Leads by example, optimising those resources allocated, Communicates clearly taking account and welcoming feedback. Takes a positive and resilient approach to change understanding the longer term vision of the Council and/or service areas.

LEADERSHIP

Unlike the other behaviours which are applicable to all staff the Leadership behaviours are only applicable to managers within Walsall Council.

Positive examples of when 'Leadership' behaviour is demonstrated:

- ✓ You effectively prioritise and manage resources to deliver value for money services to the residents of Walsall
- ✓ You manage & develop people to enable a high performing, motivated workforce who understand and are empowered to achieve their objectives and aspirations.
- ✓ You listen, understand and deliver messages and information credibly and transparently to a variety of audiences in the most effective way.
- ✓ You recognise and embrace the need for change and continuous improvement, empowering and enabling individuals and services to move forward together.
- ✓ You develop clear long term vision and organisational strategies, leading by example and inspiring others to achieve successful outcomes (**Senior Managers only**)

Negative examples of when 'Leadership' behaviour is not demonstrated:

- X You do not support a culture of innovation.
- X You do not enable and/or empower your team or colleagues.
- X The way you communicate does not place the audience or its purpose at its heart.
- X You do not actively seek feedback and are uncomfortable with constructive challenge
- X You do not promote a culture of success and achievement
- X You do not develop and maintain strong partnerships and/or provide opportunities for them to influence and support.

ACCOUNTABILITY

Required Behaviours

- Adopt a 'can do' attitude in the work that I deliver taking accountability for my own performance and development and responsibility for my actions and decisions. I will demonstrate inclusivity and promote the values of diversity and equality.

ACCOUNTABILITY

Positive examples of when 'Accountability' behaviour is demonstrated

- ✓ You motivate and are motivated to deliver the best possible service.
- ✓ You take responsibility for your own continuous personal development and work together with others to find ways of achieving this.
- ✓ You aim to get things right first time and commit to continuous improvement
- ✓ You demonstrate fairness, inclusivity, valuing diversity and equality
- ✓ You ensure compliance with external/internal regulations and that you and others are responsible and accountable.
- ✓ You take ownership of decisions and consider the wider implications for the team and Council

Negative examples of when 'Accountability' behaviour is not demonstrated

- X You blame systems or others; demonstrating an unwillingness to take reasonable risks to do things differently.
- X You do not take responsibility for your actions, admit you are wrong or recognise how our actions affect others.
- X You ignore problems, don't use your initiative and hide behind your job description.
- X You rely on others to identify and deliver your learning and development needs.

TRANSPARENCY

Required Behaviours

- Work with others to reach a common goal; sharing information, supporting colleagues and searching out expertise and solutions from relevant partners and/or communities we serve.

TRANSPARENCY

Positive examples of when 'Transparency' behaviour is demonstrated

- ✓ You work in collaboration with others and across boundaries to provide better outcomes for our customers/citizens
- ✓ You foster good relationships with key stakeholders and partners in order to maximise impact on our customers/citizens
- ✓ You contribute to a positive, harmonious and enjoyable working environment
- ✓ You communicate with others, share expertise and information responsibly and securely in order to obtain trust, understanding and buy-in
- ✓

Negative examples of when 'Transparency' behaviour is not demonstrated

- X You close down others by being judgemental, interrupting or talking over them.
- X You have a tick box approach to engagement and do not value the views received
- X You don't ask others for opinions or ideas.
- X You choose not to work as a team by pursuing your own agenda.
- X You do not share skills, knowledge or information in order to maintain an advantage over others.

Required Behaviours

- Aware of own impact on others through valuing openness, treating everyone with respect and listening carefully to understand the views of others in order to build trust.

ETHICAL

Positive examples of when 'Ethical' behaviour is demonstrated

- ✓ You take time to listen and understand the impact of your actions and behaviours on others
- ✓ You act with honesty and integrity and encourage others to do the same
- ✓ You ensure collective understanding, confidence and capability by providing opportunity to share ideas and concerns and to be involved in problem solving and decision making
- ✓ You treat others with respect and encourage respect towards each other
- ✓ You act openly and transparently in order to build trust and effective relationships

Negative examples of when 'Ethical' behaviour is not demonstrated

- X You rush to diagnose before prescribing by talking over the customer or colleague, not allowing them time to express their own views and opinions.
- X You are disrespectful, insensitive or unhelpful to customers and your manners cause upset to others.
- X You make little effort to understand things from your customer's or colleague's point of view.
- X You knowingly use the council's resources for personal gain.