



Swindon Carers Centre's Behaviours Framework



Revised October 2018

What do we mean by behaviours?

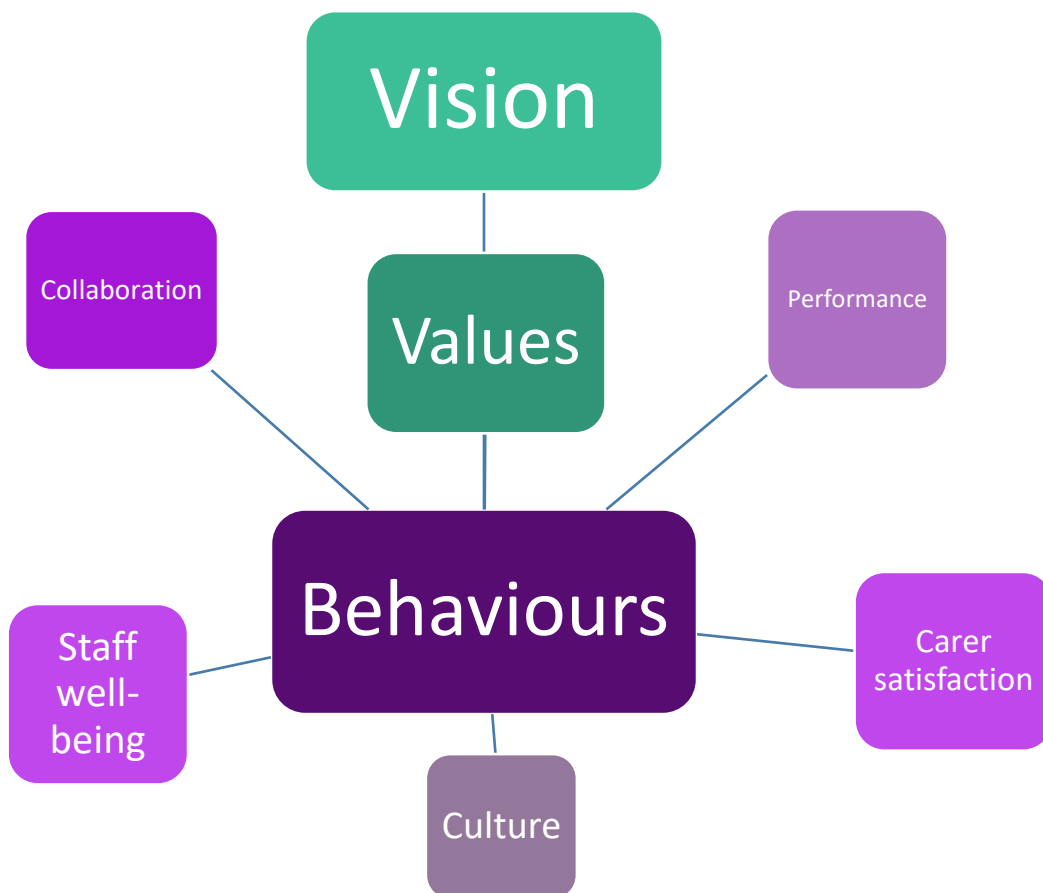
Behaviours demonstrate the attitudes and approach we take to work. They are **how we do things**, **how we treat others**, **what we say and how we say it** and **how we expect to be treated**. This framework will help us celebrate achievements, talk about our aspirations and give us the support we need to develop.

Why do we need a behaviours framework?

Swindon Carers Centre should be a fulfilling and enjoyable place to work. We know this enthusiasm rubs off on our carers and partners and also recognise the crucial role each one of us plays in helping to achieve our objectives and vision. By demonstrating the following behaviours, Swindon Carers Centre will be a positive, effective and collaborative place to work.

What is the behaviours framework?

The behaviours framework is a set of core behaviours which defines 'how' we are expected to approach our work and sits alongside 'what' we do, as outlined in our role profiles. It details the behaviours and attitudes required by all employees, and supports the delivery of our strategic and business plans, our values and culture.



Central to this framework is Swindon Carers Centre's vision and values

Our Vision inspires us to perform to the best of our ability:

Creating a community where carers are recognised, valued and supported

Our Values make us unique:

- * **Respect** – we will ask your views and ideas and treat you fairly and equally
- * **Enabling** – we will support you to think about your choices and solutions
- * **Trust** – we will work with you appropriately and reliably
- * **Person Centred** – we will respond to your unique and individual circumstances
- * **Empathy** – we will be understanding and considerate
- * **Integrity** – we will be honest and open
- * **Quality** – we will listen to feedback about how to improve our services

What are the behaviours and how do they work?

There are six sets of behaviours for every member of staff, regardless of their role in the organisation.

Leadership, Trust and Respect, Communication, Responsibility, Collaboration and Excellence.



All six behaviours are divided into three categories with individual descriptions to clarify how they relate to the way we work. The three categories are:

Expected – our required behaviours for all members of staff

Desirable – staff should seek to demonstrate these behaviours

Aspirational – required by employees looking to develop and those in senior or managerial positions

Every member of staff will be provided with clarity on their behavioural expectations during our ongoing supervision process, annual appraisals and 6 monthly appraisal reviews. Any disregard of these behavioural requirements will be picked up by line managers and resolved quickly and efficiently.

Example slide:

Excellence

 *Name and overview of behaviour*

With energy and enthusiasm you work to deliver a high quality service to meet professional, organisational and carer expectations. You pursue a “can-do” attitude in all areas of the work you deliver, ensuring it meets the needs of all current and potential carers, colleagues, and stakeholders.

 *Three categories of behaviour*

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 our carers are and why they matter</p> <p>You are willing to go the extra mile for carers and act upon their feedback</p>	<p>You work with carers and colleagues in tailoring services to meet or exceed their expectations</p> <p>You promote and drive continuous improvement by asking “How could we do this better?”</p> <p><i>Description of the behaviours expected for each category (these should be used as discussion points with your manager)</i></p>	<p>You understand how your team learns and develops and use this knowledge to lead performance improvements</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 plan and anticipate changes in working practices and effectively manage the transition to introduce these new ways of working</p> <p>You lead by example, influencing and inspiring confidence in others</p> <p>You work to achieve a set vision of carer focus</p> <p>You work to achieve improvement and excellence within Swindon Carers Centre as well as with external partners and stakeholders</p> <p>You lead and champion new initiatives</p>


How these behaviours create a community where carers are recognised, valued and supported:

By encouraging carers and other stakeholders to participate and feed back on the services we offer, we will make best use of their knowledge and expertise to help further improve the quality and professionalism of services we provide and deliver.

When excellence is not demonstrated:

- * You stick to outdated methods that have become ineffective
- * You are unwilling to be exposed to change or uncertainty
- * You do not deliver what is expected of you or 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 or carers
- * You concentrate on narrow organisational objectives without seeing how they fit into the bigger picture
- * You focus on problems and not on solutions

 *Information on how these behaviours help to create a community where carers are recognised, valued and supported.*

 *Examples of behaviours which do not support the delivery of the framework.*

Leadership

You lead by example through your behaviours and professional approach to work; inspiring your colleagues and driving for results.

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
<ul style="list-style-type: none"> ✓ You live by SCC's values and lead by example in demonstrating organisational behaviours; inspiring colleagues to follow your example ✓ You are driven to achieve results and you show courage when things don't go to plan ✓ You are compassionate, caring and empathetic to both colleagues and carers ✓ You enable leadership by engaging and seeking guidance from others on personal, team, organisational and wider community activities 	<ul style="list-style-type: none"> ✓ You recognize good performance and take the time to thank and praise others ✓ You are motivational and drive positively; taking an optimistic approach and engaging others ✓ You resolve conflicts and disagreements quickly and professionally ✓ You see failure and problems as an opportunity to learn and develop 	<ul style="list-style-type: none"> ✓ You work to build commitment and engagement and improve your team's behaviour ✓ You are visible and accessible to all your team and carers/partners as appropriate ✓ You act as a role model for inspirational leadership ✓ You evaluate resources, options and consequences in your decision making ✓ You articulate vision, meaning and direction to focus service delivery, translating clear objectives for your team and value for money ✓ You provide feedback on your team's performance during regular supervision and team meetings ✓ You regularly monitor your team's health, safety and wellbeing and address concerns ✓ You recognise talent within your team and develop potential through training, mentoring and coaching ✓ You manage the flow of work by leading systems from beginning to end rather than focusing on specific functions or services ✓ You develop a culture that delivers the best results for carers in Swindon ✓ You appropriately deploy the skills and behaviours of your team in order to best compliment the organisation and its goals

How these behaviours create a community where carers are recognised, valued and supported:

By demonstrating effective leadership, we will shape team motivation and achievement; and inspire staff, trustees, carers, partners and all stakeholders to model these behaviours resulting in confident and direct decision-making in Swindon.

When leadership is not demonstrated:

- * You don't listen to, or research or question information for better understanding
- * You choose to ignore adverse criticism, seeing it as a personal attack rather than a way to develop yourself or your performance
- * You are self-interested and fail to acknowledge colleague and carer perceptions
- * You use emotional instability as a management tool
- * You adopt a command and control approach
- * You refuse to share information to maintain an advantage over others
- * You fail to promote positive health and safety practices

Trust and Respect

You treat colleagues and carers respectfully. You take pride in your work and are reliable in timekeeping and getting work completed to agreed deadlines. You are aware of your impact on others and your use of resources. You value openness and listen carefully to the views of others. You trust others to carry out their roles within the organisation, appreciating their efforts and supporting them when needed.

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
<ul style="list-style-type: none"> ✓ You take the time to build effective relationships with colleagues, carers, partners and all stakeholders ✓ You are respectful and considerate and treat others with dignity and courtesy ✓ You take personal responsibility for actions, understand how your behaviours can be interpreted and consider the impact you have on others ✓ You are professional in your approach to work and how you present yourself 	<ul style="list-style-type: none"> ✓ You trust colleagues to fulfill their responsibilities ✓ You continue to give time to colleagues who need help, even when the pressure is on ✓ You are able to adapt your style and approach to get the best out of others ✓ Models an open and honest approach giving and seeking constructive feedback and acting on it appropriately ✓ You display trust and confidence in others supporting their effective performance and development ✓ You manage your reactions to situations calmly and professionally 	<ul style="list-style-type: none"> ✓ You act as a role model to others and display an inclusive approach, representing the team/organisation positively ✓ You encourage team members to recognise and value individual contributions and a range of diverse views/experiences ✓ You involve and gain consensus from those affected by decisions and actions ✓ You instigate changes of behaviour to improve the use of resources ✓ You engage internally and externally, making sure a full range of views are taken into account ✓ You encourage and embrace feedback in order to improve performance and quality and use this in a positive way ✓ You champion the contribution of others

How these behaviours create a community where carers are recognised, valued and supported:

Showing respect and demonstrating trust is key to ensuring fairness and equality of access. It improves relationships with all stakeholders and helps us to understand the needs of our carers and staff in order to tailor services effectively and efficiently.

When trust and respect is not demonstrated:

- * You are disrespectful, insensitive or unhelpful to colleagues, carers or other stakeholders, causing upset to others
- * You operate a "blame culture" which impacts negatively on trust or confidence
- * You deliberately exclude others or are dismissive of their viewpoints when you know they could benefit from being involved
- * You have a lack of self-awareness and understanding of how your behaviour impacts on others and you are reluctant to accept constructive feedback
- * You are accepting of poor standards and don't say thank you

Communication

You communicate clearly and concisely, changing your style to best meet the needs of those you are working with, and ensure the message is understood by all. You actively seek methods to prevent over-complication or confusion, by a simple, non-bureaucratic approach to work. You design, innovate and influence solutions to address challenges.

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
<ul style="list-style-type: none"> ✓ You communicate relevant information regularly and effectively ✓ You are open to new ideas and suggestions, speak up when you see a better way and are adaptable to changing circumstances ✓ You use, to your full advantage, the available information and computer systems and procedures when working to achieve and improve outcomes and ensure value for money ✓ You change your style to best meet the needs of the audience and regularly check there is a mutual understanding 	<ul style="list-style-type: none"> ✓ You look to streamline and interlink processes for a simple approach ✓ You summarise complex information to make it understandable ✓ You actively encourage opinions from others and are open and honest (even when communicating messages others may not want to hear) ✓ You constructively challenge existing practices in order to seek improvements in quality, services or more effective use of resources ✓ You clearly explain the rationale for change, in order to improve practice 	<ul style="list-style-type: none"> ✓ You ensure your team is regularly updated with relevant internal/external information ✓ You design, innovate and influence solutions to address inefficiencies and improve outcomes for carers and staff ✓ You listen to the views of your team, checking approaches are united and encouraging them to challenge and provide feedback ✓ You evaluate the effectiveness of communication and take steps to improve; leading and encouraging open communication at all levels of the organisation ✓ You create a working environment where good communication and creativity is rewarded and supported, bringing energy and enthusiasm to the introduction of new ideas ✓ You keep focused on the bigger picture, creating clear strategic direction

How these behaviours create a community where carers are recognised, valued and supported:

Effective communication improves access and removes barriers to service delivery. Encouraging and evaluating feedback develops the quality of our service. Being inclusive and designing processes around carers focuses us on things that have an impact, make a difference and create more value.

When communication is not demonstrated:

- * You over-complicate your approach to work, create bureaucracy and cause frustration to colleagues and carers
- * You purposely put up barriers to stop working differently, and discourage change from happening
- * You choose methods of communicating that confuse the message or are not appropriate for the audience
- * You approach tasks in a disorganised manner
- * You fail to keep carers and colleagues informed
- * You overload others with only written communication
- * You are willing or able to only operate in your "comfort zone"

Responsibility

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

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
<ul style="list-style-type: none"> ✓ You accept responsibility for your own actions and well-being and acknowledge mistakes ✓ You seek to learn from your colleagues ✓ You review your own performance and ask for feedback to learn and improve ✓ You are responsible for your own contribution towards the delivery of objectives and outcomes, using time and resources as efficiently as possible ✓ You provide clear direction and support to others ✓ You use initiative to solve problems and inform others of potential issues 	<ul style="list-style-type: none"> ✓ You take personal responsibility for delivering services ✓ You are flexible in providing solutions to deliver improvements and resolve issues ✓ You are accountable for your development needs ✓ You plan your time and workload effectively to meet objectives ✓ You ensure there is mutual understanding of task responsibility ✓ You balance competing priorities to meet standards and expectations ✓ You encourage learning from mistakes in order to improve practice ✓ You seek opportunities for responsibilities 	<ul style="list-style-type: none"> ✓ You make informed decisions and take accountability for their impact ✓ You challenge and confront poor performance ✓ You enable a blameless culture, supporting the team to initiate improvements to services ✓ You champion personal and professional development and support the development of others ✓ You provide the opportunity for ownership and delivery of objectives by others, within a supportive framework ✓ You facilitate shared learning in order to initiate and drive improvements ✓ You publicly role model expected, desirable and aspirational behaviours ✓ You stand by difficult decisions and openly acknowledge errors ✓ You build trust through open and honest and consistent communication

How these behaviours create a community where carers are recognised, valued and supported:

Responsibility generates confidence and provides carers and staff with service reassurance and reduces doubt and confusion. When this is applied to partnership working, confidence and direction is shared, embracing best practice and improved outcomes.

When responsibility is not demonstrated:

- * You blame the system or others, demonstrating an unwillingness to take reasonable risks to do things differently
- * You do not take responsibility for your actions, admit you are wrong, or recognise how your actions affect others
- * You ignore problems, withhold information, don't use your initiative or hide behind your role profile
- * You dismiss alternative ideas, and discourage colleagues from suggesting new ways of doing things
- * You manage your time poorly and do not deliver what is expected
- * You behave in a way that may put others at risk
- * You avoid communicating if the messages are difficult or unpopular

Collaboration

You work with others, internally and externally, to reach a common goal; sharing information and best practice, supporting colleagues and searching out expertise and solutions from relevant colleagues or partners to improve outcomes for carers.

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<ul style="list-style-type: none"> ✓ You work together with colleagues, carers and all stakeholders to build effective working relationships ✓ You celebrate team successes and create a positive team spirit ✓ You work well with people who have different ideas or perspectives ✓ You share skills and knowledge for the benefit of colleagues and carers ✓ You contribute positive to team meetings and discussions ✓ You work effectively with others to identify carers' needs and signpost to relevant services and support 	<ul style="list-style-type: none"> ✓ You embrace working together, across and outside typical groups, initiating joint approaches to delivering services ✓ You maximize the value of working together by building support, providing focus and giving direction to deliver joint outcomes ✓ You listen to and involve colleagues, carers and external partners and respond positively to suggestions before making decisions ✓ You recognise and praise individual and team contributions ✓ You identify barriers to success and suggest solutions 	<ul style="list-style-type: none"> ✓ You facilitate stakeholder involvement and consult with representative groups when formulating strategy ✓ You inspire a "one-team" culture by building trust, respect and support across the organisation and promote collaboration between people with differing ideas or opinions ✓ You build networks, locally, regionally and nationally, to help provide support and expertise to carers by shaping and driving forward agendas and addressing concerns ✓ You manage conflict proactively ✓ You are creative and innovative in identifying new strategies and areas of working with others to reach the aspirational outcomes for carers

How these behaviours create a community where carers are recognised, valued and supported:

Working together with carers, partners, commissioners and funders will allow solutions to be tailored and resources aligned more effectively. Staff need to embrace this inclusive approach to deliver effective and efficient services in the future.

When collaboration is not demonstrated:

- * You show little sign of co-operating within your team or working in partnership with others internally or externally
- * You do not accept colleagues as "internal customers"
- * You close down others by being judgemental, interrupting or talking over them
- * You have a tick-box approach to engagement and do not value the views received
- * You don't ask for opinions, views or feedback
- * You choose not to work as a team by pursuing your own agenda
- * You use status to disrupt collaborative working

Excellence

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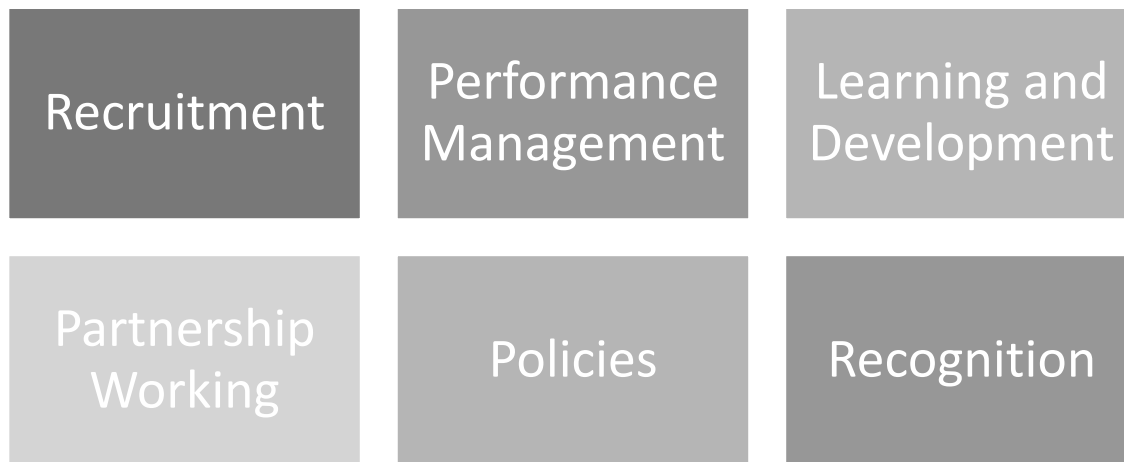
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Where and how are the behaviours supported?



Recruitment - Any new role will be reviewed before it is advertised with relevant expectations on behaviours clearly outlined. The Behaviours Framework will be explicitly referred to in role profiles and a copy given to every successful candidate as part of their induction pack.

Performance Management - Expectations around behaviours will form part of ongoing performance management, through supervision and appraisal. Poor behaviours will be picked up and challenged promptly. Excellent behaviours will be noted and appreciated.

Learning and Development - As part of our aspiration to be a learning organisation we will encourage and embrace opportunities for learning and development and the Behaviours Framework will be integral to this.

Partnership Working - We have high expectations of our staff and expect them to role model the expected (and desirable/aspirational) behaviours when working with internal and external colleagues, partners and other stakeholders.

Policies - All expectations around behaviours are clearly underpinned by robust policies and procedures which we expect staff to adhere to at all times.

Recognition - Staff demonstrating aspirational behaviours will be recognised and rewarded in a way appropriate to them.