

**Surrey County Council**

**Behaviours  
framework  
guide**

Version 2, July 2016

# Introduction

Welcome to the Surrey County Council behaviours framework. This framework defines 'how' we can all contribute to the success of our organisation and to our own successes as individuals. These behaviours demonstrate the attitude and approach we should bring to our work and encompasses how we do things, how we treat others and how we expect to be treated.

Page 92

Employees from across the organisation identified these behaviours to be those that would help to support us achieve our corporate priorities and continue to make Surrey a great place to work.

### How do the behaviours fit with our values?

Values and behaviours are very much linked. The Surrey County Council values sit at the heart of everything we do.

The behaviours are what people see and are an expression of what we value. The values are brought to life in each of the behaviour clusters.



# The behaviours framework is made up of 6 clusters:

## Be customer focussed

We put the customer at the heart of our work and take responsibility to uphold the customer promise in all that we do.

## Work as one team

We collaborate with and involve our partners, customers and colleagues, building strong and lasting relationships based on listening, trust and mutual respect.

## Make things happen

We plan and deliver our work on time and effectively, making sure we understand needs and priorities and have considered risks and options.

## Communicate with purpose

We communicate clearly for all our stakeholders, making sure that we listen, understand and inform.

## Be the best we can be

We embrace the need for change and innovation, taking responsibility to improve our services and processes in the right way.

## Develop ourselves and others

We learn continually, we seek feedback about our own performance and support others to learn.




# How to use the framework?

The behaviours framework is made up of 6 clusters.

## BE CUSTOMER FOCUSED

We put customers at the heart of our work and take responsibility to uphold our Customer Promise in all that we do



**I am successful when...**

I listen, am helpful, polite and treat customers fairly and with respect	I give clear timescales and keep customers updated where appropriate
I provide clear information and advice in a way customers understand	I take responsibility for resolving customer problems
I am open, give realistic expectations and explain decisions	I seek out customer insight and feedback, and use it to suggest improvements
I do what I say I am going to do, on time and to the right standard	I respect customer confidentiality
I make it easy for customers to contact me	

**As a manager, I also make sure...**

- I create and sustain a customer focused culture by embedding the Customer Promise and role modelling it.
- I proactively use customer feedback, insight and quality measures to inform service improvement across the organisation
- I create regular opportunities for staff and customers to help improve service quality and demonstrate a visible involvement

**I am less successful when...**

I disregard customers circumstances, requirements or needs	I miss opportunities to highlight problems or improve things for customers
I fail to manage customer expectations	I am unaware of the impact of my actions on customers

Within each cluster area there are several statements which outline how we can be successful in roles.

There is a column for any additional responsibilities for managers.

There are a number of indicators which demonstrate the sort of behaviours we would not expect to see in our colleagues.

Page 94

The behaviours framework will continue to form a part of the appraisal cycle and can be used to identify areas to celebrate as well as areas you would like to improve.

It is not a tick box exercise, nor are you meant to remember every statement in every cluster! The best way to use the framework is to work with it when you set your objectives. For each objective, choose the top two or three behaviours clusters that you feel will help support you achieve that objective. This may be different for each objective and can identify any behaviour areas you do not use so frequently in your role. This may be an area you want to give some more focus to.

# BE CUSTOMER FOCUSSED

We put customers at the heart of our work and take responsibility to uphold our Customer Promise in all that we do



## I am successful when...

I listen, am helpful, polite and treat customers fairly and with respect

I provide clear information and advice in a way customers understand

I am open, give realistic expectations and explain decisions

I do what I say I am going to do, on time and to the right standard

I make it easy for customers to contact me

I give clear timescales and keep customers updated where appropriate

I take responsibility for resolving customer problems

I seek out customer insight and feedback, and use it to suggest improvements

I respect customer confidentiality

## As a manager, I also make sure...

I create and sustain a customer focused culture by embedding the Customer Promise and role modelling it.

I proactively use customer feedback, insight and quality measures to inform service improvement across the organisation

I create regular opportunities for staff and customers to help improve service quality and demonstrate a visible involvement

## I am less successful when...

I disregard customers circumstances, requirements or needs

I fail to manage customer expectations

I miss opportunities to highlight problems or improve things for customers

I am unaware of the impact of my actions on customers

# WORK AS ONE TEAM

We collaborate with and involve our partners, customers and colleagues, building strong and lasting relationships based on listening, trust and mutual respect.



## I am successful when...

I look for opportunities and take time to build relationships with colleagues and partners

I am aware of the council's and our partner's responsibilities outside of my own service

I work collaboratively with others to solve problems early on, taking time to listen and understand what is needed

I value my team, and am committed to achieving our goals and celebrating our successes

I show empathy and understanding for different perspectives, working to find common ground

I commit to restoring positive relationships when they have broken down

I put achievement of shared goals in front of personal goals and achievements

## As a manager, I also make sure...

I make it easy for my team to create networks, encouraging cross departmental working

I spend time working with my team, understanding what they do

I am consistent in the way I deal with those in my team

## I am less successful when...

I put my self interest and reputation first and do not share knowledge, information or skills with colleagues that may help them

I work on my own when I should involve my team and colleagues from other areas

I make negative comments that de-motivate those I am working with

I take decisions without involving others who should be involved

# MAKE THINGS HAPPEN

We plan and deliver our work on time and effectively, making sure we understand needs and priorities and have considered risks and options.



## I am successful when...

I set achievable and realistic targets, and use the right tools for delivery

I approach my work in an organised way to make sure my plans are delivered effectively and on time

I want to do a good job, so I am motivated and work at a good pace, dealing with issues as soon as they arise

I follow processes but I am prepared to adapt these when needed

I recognise when work is urgent and I prioritise the right things

I work to my deadlines and if things change I take responsibility and renegotiate them

I assess the situation and balance risk with benefits to make sensible but courageous decisions where needed

## As a manager, I also make sure...

That my team has the right resources to do their job

I set clear expectations and time frames for my team so they are aware of their roles and responsibilities

I take into account individual strengths and areas of improvement to set achievable objectives

## I am less successful when...

I am disorganised and do not often plan the detail of my work or prepare effectively for meetings

I have poor time management and do not meet my deadlines

I let the scale of tasks overwhelm me

I put personal interest before the best decision and do not take evidence and data into account when planning



# COMMUNICATE WITH PURPOSE

We communicate clearly for all our stakeholders, making sure that we listen, understand and inform.

## I am successful when...

I clearly present my expectations, communicate my progress and encourage others to share their progress as well

I am diplomatic, polite and considerate in my conversations with others, taking the time to really listen to what is being said

Page 98 I use positive, accessible and inclusive language in order to motivate and encourage others

I use evidence and real examples to influence and persuade, rather than expecting people to understand my views

I am always respectful of the backgrounds, opinions and differences of others, and maintain necessary confidentiality

I use effective and sensitive communication to achieve the best outcome possible for all parties

I am aware of my approach and adapt it to suit different people and circumstances, according to their preferred style

## As a manager, I also make sure...

I am open and honest with my team, and deliver difficult messages in an appropriate manner

I run productive and constructive team meetings where everyone is given an opportunity to get involved

I communicate my vision to my team/s

I understand in which situations it is right to ask my team and when I need to make decisions

## I am less successful when...

I keep quiet if I am unclear, rather than asking for clarification

I gossip or complain about other people or their work, without confronting the issue

I quickly jump to conclusions and don't give people the time to explain

I prefer to hide the truth if it is challenging



# BE THE BEST WE CAN BE

We embrace the need for change and innovation, taking responsibility to improve our services and processes in the right way.



## I am successful when...

.....  
I challenge constructively 'how we have always done things' and take responsibility to make changes happen  
.....

I stretch myself in my work, always doing the best that I can and aiming to deliver to a high standard  
.....

I ensure that the health and safety of myself, colleagues and customers is considered in everything I do  
.....

I remain calm under pressure and manage my frustrations and behaviour accordingly  
.....

.....  
I approach change positively, taking time to understand the context for the change  
.....

I represent my team, service and the council in a positive way, advocating what we do  
.....

I am careful with public money, data and information  
.....

## As a manager, I also make sure...

.....  
I give my team space for reflection to encourage creative thinking, new ideas and continuous improvement  
.....

I create a positive and trusting culture and am open to constructive challenge from my team about decisions I make  
.....

I work to keep the spirits of my team high, offering hope and support when our work is challenging even if I am anxious myself  
.....

## I am less successful when...

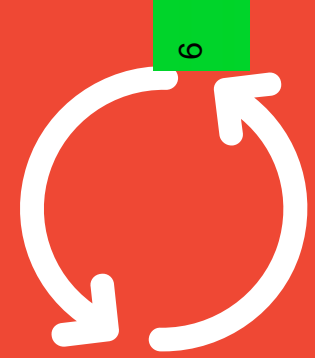
.....  
I fail to embrace the need for change, or try new things; ignoring opportunities for improvement  
.....

I dismiss ideas and contributions from others and challenge unhelpfully  
.....

.....  
I am easily influenced by the negativity of others  
.....

I make decisions based on what is easy for me and do not take considered risks  
.....

# DEVELOP OURSELVES AND OTHERS



We learn continually, we seek feedback about our own performance and support others to learn.

## I am successful when...

.....  
I take responsibility for my own development, seeking feedback in order to make positive changes to my approach  
.....

.....  
I learn from past experiences and look for opportunities to learn from others  
.....

.....  
I give positive and constructive feedback to others, in a respectful way avoiding blame  
.....

.....  
I share my knowledge and skills and help others to learn through coaching  
.....

.....  
I take responsibility for my wellbeing and care for the wellbeing of others  
.....

.....  
I challenge below standard behaviours when I see this happen  
.....

.....  
I trust others to do their best and help them if needed  
.....

## As a manager, I also make sure...

.....  
I am open and trusting of my team so they feel safe to feedback to me and each other  
.....

.....  
I support my team to develop and promote opportunities available  
.....

.....  
I invest time in developing my management skills and have regular one to ones with my team  
.....

.....  
I challenge below standard performance when it arises, aiming to resolve issues together  
.....

## I am less successful when...

.....  
I ignore suggestions about my work and opportunities to improve my approach  
.....

.....  
I fail to ask for help or support from others  
.....

.....  
I miss opportunities to support others to develop  
.....

.....  
I get defensive or confrontational when challenged by others  
.....