



People, Performance and Development Committee
30 November 2017

Embedding the Council's Values and Behaviours

Purpose of the report:

The People, Performance and Development Committee gave its endorsement to a behaviour framework created by the HR & OD Team at its meeting in June 2016. The behaviour framework applies to all staff across Surrey County Council and outlines how they can contribute to the success of the organisation and to their own development. The purpose of this report is to request the Members' approval for updates to the Behaviour Framework update and to advise on progress being made in embedding the Framework across the organisation through the HR&OD strategy.

Recommendations:

It is recommended that People, Performance and Development Committee:

- i. approves the updated behaviour framework guide; and
- ii. notes progress made to embed the behaviours within the organisation.

Introduction:

1. The Behaviour Framework was created in 2016 as part of Surrey County Council's Pay and Reward Strategy. To support the development of a new framework the existing 'set of behaviours' was reviewed, new research was undertaken while the communications design team provided the overall look and feel. The new framework was launched across the Council in June 2016.
2. The Behaviour Framework provides detailed examples of experiential behaviours under six groups that uphold the values and objectives of the organisations. The six behaviour clusters are:

2.1 Be customer focused

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

2.2 Work as one team

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

2.3 Make things happen

We plan and deliver our work on time and effectively, making sure we understand the needs and priorities and considering all our options and risks.

2.4 Communicate with purpose

We communicate clearly to all our stakeholders, making sure that we listen, understand and inform in the process.

2.5 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.

2.6 Develop ourselves and others

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

3. During the creation of the leadership expectations in 2017, new examples of experiential behaviours were identified for inclusions within the Behaviour Framework. These work together to promote positive behaviours across the organisation
4. The purpose of the Framework is to define 'how' we can all contribute to the success of Surrey County Council (SCC) and to our personal development and successes as individuals. They are part of the long term cultural development of the organisation and are linked to SCC's values. The values are brought to life in each of the behaviour clusters.

The proposal for embedding the behaviours

5. The aim of embedding the Behaviour Framework is for people within SCC to be able to recognise and articulate how they demonstrate the behaviours and how they identify them in others.
6. This will be achieved through the HR&OD strategy embedding the behaviours into the processes and projects carried out by this service, and, longer term to widen the scope outside of HR&OD and work with colleagues across the organisation to utilise opportunities to enhance the reach of the Framework.
7. Research suggests that behaviour change is the most difficult challenge for organisations that want to change their culture and often takes several years to fully embed. It is therefore important to establish regular measure that can

provide a benchmark from which positive trends can be tracked. The staff survey can provide trends on themes that are impacted by role modelling these positive behaviours.

Progress to date

8. **Performance management:** There is a new and updated suite of support around appraisals including a new policy and guidance. The behaviours themselves are referenced in the appraisal documentation with substantial guidance and a performance management and appraisal workshop that embeds them further.
9. **Feedback (360):** 360 feedback provides individuals with information on the impact they are having on others which is aligned to the Behaviour Framework and SCC's values. The implementation of the pilot on-line 360 tool for mid-year 2017 for managers has provided HR&OD with benchmark data on which behaviours are considered as strengths amongst leaders and has highlighted areas where more support is needed. This information will inform SCC's learning and development offer as well as other HR support mechanisms.
10. **Management and leadership development:** The new leadership development offer is based on a clear set of leadership expectations. They complement the Behaviour Framework because the leadership expectations are met through role modelling the behaviours as well as engaging with priority development linked to individual needs. The offer is accessed through Jive in a dedicated leadership and management community. This champions the behaviour 'Be the best we can be' by promoting innovative ways to learn.
11. **Learning and development:** Broadly, across the whole of learning and development, the behaviours are part of the procurement process for training providers and the behaviours form part of the quality assessment of training. Participant are made aware of behaviours being developed on courses they wish to attend so they can choose activities that support their personal development plans. All in house and external learning and development providers are required to incorporate the behaviours in their training programmes including our corporate induction programme.
12. **Recruitment:** The Recruitment and Web Ops teams are developing a values based quiz to be hosted on the eternal recruitment web pages. Refreshing SCC's "Thinking Of Joining Surrey" external recruitment page will bring the Council's values and behaviour expectations to the forefront of SCC's site for prospective candidates. Finally the Interview Guidance page will be extended to include examples of values and behaviour questions for managers to use.
13. **OD intervention:** All OD bespoke programmes, interventions, tools and activities make reference to and highlight the Behaviour Framework to support embedding. There is a self-directed behaviour based team discussion to help teams prioritise and consider which behaviours they should develop.

Outcomes and measures

The Staff Survey

15. The staff survey provides key measures of culture development in the organisation. The impact of the behaviour framework is indirectly measured through the responses to the following areas of the survey.

- 15.1 **Leadership.** Measures how staff feel about the head of their organisation, the senior management team and organisational values. (Mapped to: Be the best we can be, Communicate with purpose)
- 15.2 **My Company.** Focuses on how much employees value their organisation, how proud they are to work there and whether they make a difference. (Mapped to: One team, Be customer focussed)
- 15.3 **My Manager.** Measures whether staff feel supported, trusted and cared for by their immediate manager. (Mapped to all behaviours)
- 15.4 **Personal Growth.** Examines whether employees feel challenged by their job, whether their skills are being utilised and there are perceived opportunities for advancement. (Mapped to: Make things happen, Develop ourselves and others)
16. The staff survey data was collected three months after the launch of the Behaviour Framework. With this amount of time it was not expected that the Behaviour Framework would have any influence on the results but rather provide a benchmark for future surveys. Since the 2016 staff survey the results for Leadership, My Company and Personal Growth are unchanged. Results for My Manager increased by 1%. Officers will be comparing this with the 2017 results available in February 2018.
17. From the results of the survey, SCC made use of its MC³ behaviour report. The output is designed for personal use as part of individual managers' performance management. The average results show strength in 'Listening' and 'Informing' (mapped to Communicate with purpose and Be customer focused). The results show there was an opportunity for development in 'Motivating' (Mapped to Be the best we can be, and Develop ourselves and others). This informs priority development in the coming year.

Behaviour Framework 360 tool

18. The second source of data for the Behaviour Framework is an on-line 360 feedback tool piloted with 115 senior leaders. This made use of in house 'Surrey Says' survey tool to provide an interactive questionnaire. The pilot provided 577 pieces of feedback. Individuals were asked to rate a person's behaviour against each of the six clusters between 0 and 5. The average ratings showed strengths in Working as one team and areas for development such as Developing ourselves and others and Be the best we can be. This complements the results of the staff survey and provides a strong position to widen the scope of the feedback tool to more leaders and managers.
19. The information provided by the 360 feedback tool will inform processes such as recruitment, wellbeing and inclusion, training and development, performance management and continuing organisational development interventions. Work is underway with the University of Surrey to refine the tool, incorporate the leadership expectations and improve the reporting function.

Conclusions:

20. Embedding the Behaviour Framework is a long term goal that ensures positive and productive behaviours are part of how staff work. It cannot operate in isolation but will work best when embedded in activities such as leadership development and performance management. The impact of these positive

behaviours will be evident in an upward trend in staff survey results for specific groups of questions and the MC³ behaviour report.

- 21. Additional measures using data from the on-line 360 feedback tool will continue to inform how SCC prioritises and targets support for embedding behaviours.

Financial and value for money implications

- 22. The Behaviour Framework will support everyone to live the values. It will also make it easier to identify behaviours that are not supportive of the Council's values and to target resources to address these.

Equalities and Diversity Implications

- 23. Embedding values and behaviours will create an environment that is supportive of all cultures and difference.

Risk Management Implications

- 24. Risks include lack of role modelling or engagement with the Behaviour Framework. Embedding processes will help to manage these risks. Support from Members to engage in general conversation on the topic of these behaviours with leaders would be welcomed.
- 25. This work relies on high quality audit of staff opinion on the behaviour of others. Measuring the success of the behaviour framework is dependent on a staff survey or similar feedback process. Data from more than one source, such as the 360 feedback tool, will increase the reliability and validity of the recommendations for future culture development.

Next steps:

- 26. Continue to embed the behaviours and develop a forward plan for further embedding. Develop data capture and collection mechanisms for a dynamic and targeted approach to providing support for the organisation.
- 27. Refine and develop a management 360 feedback tool focusing on the customer experience and usability at a local level while leveraging the benefits of collective data to inform our HR&OD strategies.

Report contact: Lavern Dinah, Strategic OPD Manager

Contact details: Lavern.Dinah@surreycc.gov.uk
020 8541 8551

Annexes:

Annex 1 – Behaviours Framework Guide

Sources/background papers:

- Staff Survey Result 2016
- Output from the 360 feedback pilot

This page is intentionally left blank