



# Behavioural Framework



## What is a Behavioural Framework?

Behavioural Framework defines what behaviours look like in our roles at HCC and provides the benchmark against which our performance will be assessed.

Behaviours can be learned or changed, whereas personality cannot. Behaviours are observable in others, and this is how we all learn from our earliest years. Highly effective behaviours stay with us and create a role model for how we like to be treated and how we treat each other. The same applies to ineffective styles of behaviour – which give us a picture of behaviour we either do not like or to which we are unlikely to respond well.

Our Behavioural Framework document defines our way of doing things. Each behaviour may mean something different to each of us; so practical examples of behaviour are used to help make the definitions clearer. The behaviours have been defined against the HCC Values and described accordingly. This framework will be reviewed regularly and may change as the process develops.



In HCC, it's not  
just about what  
we do, it's  
about how we  
do it.



## How will this work?

The Behavioural Framework is based on HCC Values and Behaviours.

**We improve Resident lives:** We put our residents at the heart of all we do

**We work with Integrity:** We say what we do, and we do what we say

generations

**We act Sustainably:** We consider the impact of our actions on future generations

**We champion Equality and fairness:** We are all equal and treat everyone fairly

Each value has 3 levels which relate to job roles, and which sit within the proposed job families. The behaviours have been designed so that they reflect the different levels that employees would be expected to work at.

- All staff will be expected to demonstrate the deliver behaviour (A).
- Staff who lead or manage will be expected to demonstrate both the deliver and leads/manage behaviours (A+ B).
- Staff working at a strategic level in the organisation will be expected to demonstrate all three levels (A+B+C).

# We improve Resident lives

We put our residents at the heart of all we do.



## A. Deliver (All Staff)

- Communicates clearly, succinctly and openly
- Ability to be empathetic to our residents, maintaining self-control under difficult and demanding circumstances
- Actively listens to the people of Hertfordshire, respecting the diverse communities and acting on their feedback to improve their 'customer journey'
- Responds to all resident enquiries promptly and courteously ensuring they receive the best outcome
- Understands discrimination and inequality experienced by under-represented residents and staff and the impact it has on them

## B. Leads/Manage (A + B)

- Supports and leads teams by using transparent and inclusive communication to ensure high quality results are continuously delivered to our service users
- Demonstrates pride, passion and purpose by setting team objectives keeping our service users in the centre of everything we do
- Networks with others to ensure what we deliver is relevant for our service users
- Receives feedback and reflects on this to continuously improve performance and takes accountability for own actions
- Provides a healthy and safe working environment respecting work/life balance and minimising work-related stress
- Challenges discrimination and inequality experienced by under-represented residents and staff as to reduce the impact on them

## C. Directs (A + B + C)

- Acts as a role model providing recognition to team members and leading the team through times of ambiguity and change to ensure our service users are continuously receiving positive outcomes
- Interacts visibly with staff at all levels, always be open and honest
- Builds strong, internal and external strategic and diverse networks, building trust and confidence to ensure resources are in place to deliver current and future resident needs
- Looks at the bigger picture and engages forward planning to ensure any future issues are planned for, reducing any reputational risk by our service users
- Champions equality, diversity and inclusion throughout the service, using appropriate leadership behaviours engaging different individuals and groups
- Zero tolerance approach to racism and discrimination

# We work with Integrity

We say what we do, and we do what we say.



## A. Deliver (All Staff)

- Seeks and acts on feedback to deliver work to a high standard prioritising own work in line with team objectives
- Is self-motivated, manages time effectively showing pride in delivering high quality work
- Demonstrates a positive can-do attitude and flexible approach, actively supporting change and trying different ways of doing things
- Shares learning, generates new ideas and is receptive to the ideas of others, being mindful of the bigger picture
- Has self-awareness, taking ownership for the impact of their behaviour on others and does what they say they are going to do
- Demonstrates an inclusive attitude to all areas of their work and colleagues

## B. Leads/Manage (A + B)

- Proactively provides constructive feedback to others and seeks knowledge of the strengths of individuals to improve performance
- Takes responsibility for own performance and support others in theirs
- Confronts, challenges and addresses poor performance swiftly
- Sets clear objectives, checks understanding of desirable outcomes to ensure success
- Seeks the views of other key stakeholders before making decisions on how to improve service delivery

## C. Directs (A + B + C)

- Provides feedback and constructively challenges the direction and working practices of others, encouraging ideas for new ways of working
- Creates new opportunities for individuals and teams to work together, across Departments
- Breaks down barriers that get in the way of effective team working and challenges others to do the same
- Develops dynamic ways to introduce new strategies to improve partnership working
- Takes ownership when undertaking problems demonstrating courage and a strong work ethic
- Leads initiatives with a wide range of stakeholders identifying and delivering efficiencies through joint working

# We act Sustainably

We consider the impact of our actions on future generations



## A. Deliver (All Staff)

- Identifies better ways of working to make better use of our available resources
- Identifies, prioritises and plans effectively to achieve the department and business objectives
- Identifies efficiencies in processes to eradicate duplication
- Challenges any gaps between contractual commitments and actual delivery
- Interacts confidently with suppliers and consultants and considers cost effective outcomes

## B. Leads/Manage (A + B)

- Encourages and supports the ways of working strategy within their team
- Demonstrates knowledge and understanding and can implement cost effective solutions by doing things differently
- Effectively utilises available resources and equipment reducing the carbon footprint
- Listens and engages with others to support and improve service delivery, considering cost at all times
- Recognises and encourages those in teams who initiate efficiency ideas
- Utilises resources transparently and equitably to support diversity and inclusion

## C. Directs (A + B + C)

- Acts as a role model providing support to teams to implement and encourage ways of working across the department
- Collaboratively networks with others to ensure best use of resources to deliver the best service
- Sets objectives encouraging ways of working within teams, embedding trust and improving engagement
- Ensures allocation of budget is directed proportionately to meet quality service delivery, business objectives and to promote access, diversity and inclusion
- Identifies, supports and implements change that meets efficiency targets and business strategy

# We champion Equality and fairness

We are all equal and treat everyone fairly



## A. Deliver (All Staff)

- Fosters an environment of inclusiveness, celebrating and recognising difference and promoting dignity and inclusion at work
- Interacts with colleagues and residents at all levels, being consistently open and honest showing trust in them whilst maintaining confidentiality
- Demonstrates a willingness to help others, including colleagues and service users, and develops good working relationships
- Demonstrates honesty, openness and is accountable for own behaviour
- Listens to the views and opinions of others and acts appropriately

## B. Leads/Manage (A + B)

- Achieves results through effective management of self and others
- Demonstrates resilience and understanding when dealing with difficult situations
- Contributes to an open and honest culture by challenging inappropriate behaviour and encourages others to step outside of their comfort zone
- Acts as a role model, always showing professionalism and challenges unprofessional conduct and/or discriminatory conduct
- Plans ahead and is able to spot opportunities to develop new approaches, products and services to meet organisational needs and seeks to readdress disadvantage and lack of access

## C. Directs (A + B + C)

- Works collaboratively with partners displaying commitment to equality, diversity and inclusion
- Sets the direction of organisational development, and the desired cultural shift ensuring effective communication of change initiatives
- Uses a variety of communication and behaviours styles in order to encourage teamwork and efficient use of available resources
- Delivers change considering differing perspectives, promoting cross working practices to avoid silo working
- Demonstrates inclusive decision-making that promotes opportunities and access for under-represented staff and citizens
- Ensures a working environment where all colleagues are treated with respect and are allowed to bring their whole selves to work

“Core values will provide a shared sense of purpose for achieving common goals.”

“Clear values will help us to understand as an organisation, what we stand for.”

“Values will define how we act in service of that purpose.”

“Defined values will improve consistency, team alignment and performance.”

“Clear defined values will help us as an organisation attract the talent that is right for us.”

“Values should also be supported by appropriate mechanisms so they can be easily integrated into.”