

Our behaviours and standards describe the expectations we have of all employees to help the organisation grow and succeed. They identify what each of the behaviours and standards might look like for the following groups of staff:

Operational Leaders – roles that are responsible for the delivery of strategy and day to day management of operations.

Personal Qualities

Developing Self Awareness

Evidence by showing, a well-developed sense of their own behaviour and through their presentation influence the way others behave.

Managing Yourself

Challenge themselves to try new ways of thinking and working whilst supporting others to perform. Take responsibility for their working area and understand the impact of their areas performance on the organisation.

Acting with Integrity

Demonstrate and role model respectful and honest behaviour, encouraging a culture conducive to harmony and effective working. Dependably put their values into practice that also align with those of the organisation. Stimulates the same behaviours in others. Is faithful, trustworthy, honest, reliable and dependable in all their activities and underpin this culture within the organisation. Stimulates equality and diversity and ensures their working area is sensitive to the diverse needs of others. Treats everyone with dignity and respect using a situational leadership style.



Working with Others

Effective Relationships

Create a working area that values and promotes successful and respectful relationships between people at work. Preserve a link to, and understanding of relationships between non-management colleagues and customers. Communicate in a candid and factual way and model effective communication skills in order to promote the needs of their customers and the organisation. Has the ability to wield influence appropriately, using suitable language, both verbal and non-verbal and responding effectively to cues. Translates policy and guidance into understandable information according to our customer's needs.

Encouraging Others

Engage with and encourage environments that enable both staff and customers to work symbiotically. Creating trusting and engaging working environments, they identify strengths and developments that engages with colleagues in their working area and use this understanding to raise levels of engagement and performance.

People and Performance

Leading People

Model a leadership style that gets the best out of others across the working area. They guide, direct and support others, ensuring that quality service is delivered constantly, to meet customer satisfaction levels. Models a leadership style which fosters trust and profiles the way in which the working area will exist. Creates a climate of learning that ensures that the MPD review process is consistently reinforced whilst maintaining a continuous improvement philosophy.

Leading Performance

Take responsibility for their actions to ensure that high levels of service are provided and foster a culture in which people are confident in taking responsibility. Works across the directorate to recognise good performance, taking positive action to improve performance where necessary.

Direction and Strategy

Leading Change

Pro-actively seeks to understand the potential impact of change in the sector within which we work and its impact on our organisation. Translates the implications of change into strategies and actions. Provides support, direction and strategy for guiding through change.

Decision Making

Engage with and encourage advocacy working within the working area. Co-creates decision-making processes that set out clear roles and responsibilities to expedite effective performance improvement to encourage discretionary effort.

