



# Management and Employee Core Expected Behavioural Standards

Behavioural Standards demonstrate the attitudes and approach we take to work. They say how we do things, how we treat others, what we say and how we say it and how we expect to be treated. The Behavioural Standards will help us to celebrate our achievements, talk about our aspirations and express how we would like to develop.

# What is expected of a West Lancashire Borough Council Employee?

All employees of the Council are expected to display the Employee Core Expected Behavioural Standards whilst they are undertaking their duties.

Employees who are appointed as supervisors and managers are expected to display certain Manager Expected Behavioural Standards as well as the Employee Core Expected Behavioural Standards.

A clear mandate about their behavioural expectations will be provided to employees in 121 discussions with their Line Manager. This may also be done on a team basis where team 121 sessions take place. The position will be reviewed regularly and, at a minimum, annually by Managers during annual Staff Development Appraisal discussions.

The Behavioural Standards are taken seriously, compliance with these guidelines will form part of regular 121 discussions with your manager going forward and continued disregard of behavioural requirements will be resolved quickly and efficiently through appropriate corrective procedures e.g. performance improvement or disciplinary procedures.

# Where Else will an Employee see the Expected Behavioural Standards used?

## Recruitment and Redeployment

The Behavioural Standards set clearly defined expectations of the required behaviours for all roles providing criteria which will be used for assessing candidates during the recruitment process. This helps us to assess an individual's strengths and development areas and suitability for a particular role. All applicants are selected following interviews which include behaviour based questions to ensure culture fit as well as job fit.

## Performance Development

The Behavioural Standards clearly set out our expectations in terms of HOW staff go about their work (while our Job Descriptions and Person Specification describe WHAT we do).

The Behavioural Standards have been developed for the whole organisation and therefore provide a benchmark that we can use when we talk about people's behavioural performance. It helps us manage and improve performance and build a better, more effective organisation.

## Learning and Career Development

Expected Behavioural Standards are a feature of the annual Staff Development Appraisal process. The expected Behavioural Standards which should be demonstrated, will be clearly articulated during Staff Development Appraisals discussions. This helps staff and managers have a more focused discussion about development in the current role and also in terms of development to help meet future aspirations.

## Wellbeing Initiatives

We recognise that staff wellbeing can be affected by negative behaviour and we will ensure support is available and easy to access.

# The Employee Core Expected

## Behavioural Standards

These ECEBS have been developed in accordance with the Council's staff survey results, general good practice and following staff and trade union consultation.

The examples set out below are not an exhaustive list but provide more detail on how we expect staff to act in carrying out their duties for the Council.

<b>ECEBS Key Themes</b>	<b>Organisational Statement of Intent</b>
Putting Customers first	Understanding customers and putting customers at the heart of everything we do.
We do what we say we will do when we say we will do it	We will keep our promises and it's as simple as that.
Being Positive and Adaptable	Responding positively to change, being optimistic in finding solutions to challenges and operating with honesty and integrity.
Taking Responsibility and Achieving Results	The ability and willingness to focus on achieving individual and organisational goals.
Working Together	Working together across teams, services and with partners to achieve the objectives of the Council.

### Putting Customers first

Understanding customers and putting customers at the heart of everything we do.

### Who are Our Customers?

In the context of the Council a customer is a person with whom an employee has dealings with in carrying out their duties. This can mean citizens, colleagues, Councillors, external agencies. It is not confined to the traditional view of an external customer being seen as a client.

### An effective employee will commit to:

- Undertaking their duties in a customer focused way by ensuring that, within Council policy, they put customers' needs and customers' satisfaction first.
- Acting as an ambassador for the Council, by being positive about the Council and endorsing the Council's services to customers.
- Consistently represent the Council, their service and themselves in a professional and positive manner.
- Being able to respond with respect and to remain calm and professional at all times when dealing with complaints or difficult situations.
- Being professional polite, helpful and approachable when dealing with customers.
- Treating everyone with dignity and respect through their actions in the workplace.
- Being open and receptive to feedback from customers.
- Providing clear, timely and accurate responses to queries, questions and correspondence, as appropriate, using plain English.
- Keeping customers informed throughout the process, not just at the end.
- Continually striving to improve.
- Keep to the promises we said we would do.

## Being Positive and Adaptable

Responding positively to change, being optimistic in finding solutions to challenges and operating with honesty and integrity.

### An effective employee will commit to:

- Being receptive to new ideas and be open to new ways of working.
- Being solution focused, about looking for improvements in the way the team and/or the Council does things.
- Feeling empowered and confident to actively contributing to discussions and able to offer your ideas.
- Being respectful and receptive to others' contributions to discussions, respecting individual viewpoints, knowledge and expertise and not being dismissive, negative and join in with pessimism.
- Keeping up-to-date with developments in their area of work both in terms of their team, the Council, but also in terms of any regulatory/statutory requirements.
- Being honest and acting with integrity in everything that they do.
- Valuing diversity and treating everyone fairly and challenging the unfair treatment of others.
- Always striving to find a solution, even in the face of setbacks.

## Taking Responsibility and Achieving Results

The ability and willingness to focus on achieving individual and organisational goals.

### An effective employee will commit to:

- Taking ownership and responsibility for their own tasks and for those of their team and complete them accurately and thoroughly.
- Embracing technology and encouraging and enable others to do the same.
- Being well organised and planning time effectively to deliver required outcomes.
- Being empowered to take the initiative to find solutions to problems and consider how they can do things better.
- Being accountable for their own development and, seeking constructive feedback and support.
- Acknowledging errors and see them as an opportunity to learn.
- Undertaking work in a safe way for themselves and for others at all times, in line with Health and Safety requirements.

## Working Together

Working together across teams, services and with partners to achieve the objectives of the Council as a whole.

### An effective employee will commit to:

- Acting as a team player within their own team and other teams across the Council.
- A 'one team one Council' approach – working in the interests of the whole Council not just their own job or service.
- Being approachable and willingly share knowledge and experience to help others learn alternative ways to do things.
- Managing their own workload effectively, and being willing to lend a hand within the team.

## We do what we say we will do when we say we will do it

### An effective employee will commit to:

- Keeping the promises they say they will do.

Creating a high performing organisation needs leaders, and managers who inspire and empower their teams to be brilliant. Leadership is all about demonstrating and leading by example. In addition to the ECEBS managers are also expected to display the Manager Expected Behavioural Standards.

## Manager Expected Behavioural Standards (MEBS)

These MEBS have been developed in accordance with the Council's staff survey results, general good practice and following staff and trade union consultation.

The Manager Expected Behavioural Standards (MEBS) detailed below are not an exhaustive list.

MEBS Key Themes	Organisational Statement of Intent
Service delivery and change management	The ability to achieve results and identify/promote Council and Service change to continuously improve.
Financial and resource management	Demonstrating effective finance and resource management skills.
Leading, motivating and developing	The ability to lead a team effectively in an area of work in accordance with the Council's vision, priorities and values and promote continuous improvement.

## Service Delivery and Change Management

The ability to achieve results and identify/promote Council and Service change to continuously improve.

### An effective manager will commit to:

- Promoting the Council's vision by communicating a compelling vision.
- A 'one team one Council' approach – working in the interests of the whole Council not just their own service/ directorate.
- Positively contributing to the Council's change agenda by constructively promoting change with employees.
- Considering every employee's comments equally and provide appropriate feedback.
- Ensuring that all changes that significantly affect employees are carried out in accordance with the Council's procedures in a sensitive manner appropriate to individual needs.
- Ensuring all stakeholders, customers and employees are able to contribute to and influence the change throughout change processes.
- Embracing new ways of working and enable others to work in a SMARTer (Specific, Measurable, Achievable Realistic Timely) way contributing to driving digitalisation forward.
- Ensuring employees have adequate and appropriate skills to engage in new ways of working through the provision of appropriate training.
- Organising team workloads to deliver to time, budget and high standard.
- Continually reviewing progress, adapting or changing direction of management of tasks and projects, as appropriate.
- Operating appropriately in accordance with rules and procedures of the Council.
- Actively supporting an agreed change and take responsibility for the implementation of the change within their area of control, even if the decisions are unpopular.
- Considering problems and feedback in a timely manner, to ensure plans are able to be amended, if necessary to ensure effective service delivery.

## Financial and Resource Management

### Demonstrating effective finance and resource management skills.

#### An effective manager will commit to:

- Ensuring that all Council and Service goals and objectives they are responsible for are met.
- Actively engaging, monitoring, managing and reviewing progress with the team to ensure objectives, timescales, financial constraints and standards are met.
- Giving constructive feedback, deal with poor performance and address any unacceptable behaviour and actions that may be perceived as bullying.
- Ensuring any harassment, bullying and discrimination is dealt with immediately and appropriately, in accordance with Council procedures.
- Promoting individual positive mental health, wellbeing and health and safety of employees.
- Recruiting employees in line with Council employee and/or manager expected behavioural standards, as well as personal specification requirements.
- Exploring opportunities to achieve efficiencies within service budgets and value for money.
- Regularly reviewing and effectively managing budgets, ensuring issues are identified in a timely manner.
- Being commercially aware and considering wherever possible opportunities for income generation, partnership working and shared services.
- Ensuring their budget is not overspent without prior approval.
- Ensuring that long term financial goals are not inappropriately sacrificed for short term gains.
- Ensuring that it is possible to anticipate and monitor the resources that are required or build in contingency.

## Leading, Motivating and Developing

The ability to lead a team effectively in an area of work in accordance with the Council's vision, priorities and values and promote continuous improvement.

#### An effective manager will commit to:

- Setting the highest examples of professionalism in the way they behave and champion the Council's vision, priorities, values and decisions.
- Treating employees fairly and never show favouritism or inconsistency in the application of the Council's HR policies.
- Being accountable and take responsibility, along with ensuring that the team understands the Council's approach to delivering excellent customer service and continuous improvement.
- Providing clear direction and guidance to ensure the team and individuals know what is expected of them.
- Identifying individual employee's strength, motivations and passions and supporting them to reach their goals and aspirations within budgetary provision.
- Inspiring a 'one team one Council' culture encouraging the team to look for opportunities to work collaboratively across the service and Council to improve outcomes and ways of working.
- Performing consistently under pressure and appear calm, in control and focused when things go wrong.
- Adopting a coaching approach and champion a culture of learning via e- learning and other mechanisms, providing guidance to employees about their development beyond their current role.
- Listening to ideas, opinions and concerns of others and trust and empower employees to take the initiative and make decisions, without micro managing them.
- Supporting individuals in taking appropriate risks, and allowing employees to be supported and encouraged to learn from mistakes, without undermining them.
- Taking personal ownership and positively communicating information in an open, honest and timely way and encourage others to do the same.
- Displaying high levels of emotional intelligence, such as self-awareness, empathy, fairness, influence and negotiation skills.
- Celebrating achievement and a job well done by providing individual and group recognition.
- Willingness to pursue external awards and celebrate successes appropriately.
- Exercising excellent time management and prioritisation skills.
- Being accessibility, attentive and engaged.
- Sharing information in a timely and appropriate way without giving conflicting messages.
- Encouraging others to take ownership and actively discourage a blame culture.



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