



Merton's Behaviour Framework....its about *how* we work

Why do we have a behaviours framework?

Our behaviours framework forms part of our overall strategy for achieving our internal vision of becoming London's Best Council as well as our Community Plan vision that Merton is "a great place to live and call home".

The behaviours framework is a set of core behaviours which define **how** we are expected to approach our day to day work as we contribute to the Council's vision. This sits alongside **what** we deliver, as outlined in our job descriptions and objectives.

How will the behaviours framework be used?

The behaviours framework will help us to:

- **Enhance employee and organisation effectiveness** – If we understand what is expected of us - both in terms of *what* we deliver and in *how* we approaching our work – then we can assess how well we are doing against those expectations. Once we know how well we are doing we can focus our development on where we need to improve. This will help us to be more effective both as individuals and as a whole organisation. The behaviour framework is being rolled out to the organisation in stages. Once it has been rolled out to the whole organisation it will inform everyone's full-year and half-year performance and development appraisals as well as their regular 1:1 meetings with their line manager.
- **Recognise talent** – from 2017, the behaviour framework will also form part of our annual staff awards so we can recognise those individual who act as "role models" within the organisation.
- **Recruit the right people** – once we have rolled out the behaviour framework to the whole organisation, we will also use it as part of our recruitment process so we can attract and recruit the right individuals for Merton.

Why do managers have additional behaviour requirements?

The behaviours framework includes five behaviours that are applicable to all roles within the council; For Leaders and Managers there are an additional two behaviours which take into account the additional expectations that we have of Leaders and Managers to lead and empower their teams.

Merton's Behaviour Framework...a summary

Professional

We take pride in and responsibility for our performance, actions and decisions and learn from our mistakes.

Collaborative

We work well together and build and maintain effective and positive relationships with internal and external partners.

Respectful

We value diversity of thought, experience and expertise, treat others fairly and listen carefully to understand the views of others.

Responsive

We have a "can do" attitude and respond to the needs of others in a positive, appropriate and timely way.

Resourceful

We embrace change and constantly seek to improve the way we work in order to improve outcomes whilst ensuring value for money.

Empowering

We lead high performing teams by empowering, engaging, supporting and developing our teams.

Leading

We provide clear direction and drive for results; leading by example through our behaviours and our professional approach.

Behaviours for our Leaders and Managers

Professional

We take pride in and responsibility for our performance, actions and decisions and learn from our mistakes.

I do:

- take actions and decisions which are informed, balanced, reasonable, consistent and transparent
- take responsibility for my actions and decisions
- learn from mistakes
- make sure I am aware of the impact I have on others and on resources
- have a positive attitude
- act professionally when under pressure

I don't:

- fail to follow through on promises
- blame others when things don't go well
- cover mistakes up

Responsive

We have a "can do" attitude and respond to the needs of others in a positive, appropriate and timely way.

I do:

- listen, acknowledge what is needed and respond promptly and appropriately
- have a "can do" attitude and do what I say I will do
- anticipate and plan to meet future needs
- actively seek and value feedback and make improvements where they are needed
- respond quickly and flexibly to changing requirements or priorities

I don't:

- apply the same solution to all
- put off resolving problems or pass them onto someone else

Resourceful

We embrace change and constantly seek to improve the way we work in order to improve outcomes whilst ensuring value for money.

I do:

- make sure I am open to new ideas and new ways of doing things
- actively seek better ways of working to improve outcomes for Merton's people and the place and achieve value for money
- support my colleagues through change
- embrace innovation but taking advantage of new technologies, good practice and opportunities for improvement

I don't:

- undermine / sabotage change
- just accept outdated or overcomplicated approaches to service delivery

Collaborative

We work well together and build and maintain effective and positive relationships with internal and external partners.

I do:

- build positive working relationships with customers, my team, other colleagues in Merton, and, where relevant, external partners
- recognise and value other people's contributions
- share my knowledge and skills and seek the help and knowledge of others
- act with honesty and integrity to develop mutual trust

I don't:

- dismiss or fail to build on the ideas of others
- avoid working with others
- work in a silo

Respectful

We value diversity of thought, experience and expertise, treat others fairly and listen carefully to understand the views of others.

I do:

- treat others with courtesy, equity, fairness and transparency
- use appropriate language, gestures and tone when talking to others
- take time to listen to and understand others' perspectives and challenge my own thinking as a result
- make sure I am patient with others
- provide fair and timely feedback on decisions

I don't:

- make stereotypical assumptions about others
- act in a way that others may perceive as rude or dismissive

Leading

We provide clear direction and drive for results; leading by example through our behaviours and our professional approach.

I do:

- have strong professional drive and will whilst also maintaining humility. I am driven by a desire for the organisation to succeed.
- articulate the future shape of our service(s), engaging my team(s) in what this means for them and building a shared sense of purpose and pride
- provide my team with clear direction on our priorities and how this fits into and supports wider objectives
- face challenges head on, responding positively and proactively and supporting my team to do the same
- listen to my team and make sure I am approachable and visible
- support and champion change and help my team(s) to engage with change and understand the reasons for it
- encourage my team to look outwards and learn from other teams and other organisations
- strive to develop and apply emotional intelligence
- take prompt and fair action to rectify poor performance
- monitor workloads in my team
- say what I mean and mean what I say

I don't:

- expect my team(s) to “do what I say and not what I do”
- hide away in my office because I am “too busy”
- pull rank

Empowering

We lead high performing teams by empowering, engaging, supporting and developing our teams.

I do:

- invest time in meeting and communicating with my team(s), including through 1:1s, team meetings and performance and development appraisals
- inspire and energise my team(s), empowering them to be creative and challenge “the way we have always done things around here”, propose and test alternatives
- make time to understand the individuals within my team including their past work experience, skill set, strengths, aspirations and what motivates them
- coach and mentor my direct reports
- clearly explain what is required and work with individuals to build their personal effectiveness and their ability to be self-disciplined and self-regulating
- provide balanced feedback, give praise where praise is due and actively support appropriate learning, development and performance management
- challenge negativity and resolve conflict
- support my staff to develop the necessary skills and attitudes
- ensure I have the right people in the right roles

I don't:

- ignore concerns raised by my team
- avoid difficult conversations with individuals about their performance and development needs
- forget to cascade relevant information to my team(s)