

# Behaviours

# framework

## What is our behaviours framework?

The behaviours framework identifies the key behaviours and attitudes expected of Rushmoor employees.

It includes:

- How we do things
- What we say and how we say it
- How we treat others
- Our approach to work

## The council's operating model

Our operating model is central to the delivery of the council's priorities. The behaviours that support this are set out in this document. There are some behaviours that we expect from everyone, and others will be expected as you develop your skills or become more senior.

Following feedback from employees, we have also included some examples of behaviours that don't meet expectations.



# The behaviours

What we expect from everyone

What we expect from those in leadership positions and employees who aspire to those roles

As we increase our skills

## Customer first

You work hard to understand and exceed customer expectations. You take responsibility for your own and others' learning and development.



- You put the customer first, working hard to exceed their expectations
- You celebrate success and have a positive approach
- You take opportunities for learning and development and share skills and knowledge
- You act with integrity, professionalism and respect for others

- You support others in working together, helping them to develop shared purpose
- You give time to colleagues and customers who need help
- You initiate joint approaches to delivering services
- You listen to and involve others, showing that you respect and value their input

- You inspire a 'one team, one council' culture
- You listen to and engage with your customers to evolve service delivery
- You recognise talent within your team and develop potential
- You seek to attract and retain individuals with the right skills, knowledge and approach

## Excellence in service delivery

With enthusiasm, you work to deliver an excellent service which exceeds organisational and customer expectations. You will work productively and efficiently with a commercial and modern mind-set to improve things and make a difference where you can.



- You are flexible in how and where you work
- You take pride in your work
- You are open to feedback and constructive challenge
- You are productive and efficient in your work
- You make good use of technology and digital opportunities
- You deliver what you've committed to on time
- You use your initiative to solve issues and improve the way we do things
- You aspire to get things right first time
- You are open to change
- You appropriately challenge assumptions and unhelpful behaviour

- You adopt a business mindset where appropriate
- You seek feedback on your own performance
- You promote and drive excellence in service delivery
- You enable first point of contact decision making at the level closest to the customer
- You ensure mutual understanding of task responsibility
- You are flexible in providing solutions to drive improvement
- You balance competing priorities to meet expectations

- You think strategically about commercial opportunities
- You focus on long-term outcomes rather than short-sighted initiatives
- You manage poor performance and recognise good performance
- You anticipate change to ensure services are fit for the future
- You stand by difficult decisions and openly acknowledge errors

## Leadership

You lead by example through your behaviours and professional approach to work, inspiring your colleagues to deliver great outcomes.



- You role model the expected behaviours
- You are driven to achieve results
- You are empathetic to colleagues and customers
- You adapt your communication style to meet your audiences' needs

- You are confident in making decisions and set clear expectations
- You delegate appropriately
- You resolve conflicts and disagreements quickly and professionally
- You see failure and issues as an opportunity to learn and improve

- You work collaboratively with colleagues, partners and customers
- You lead by example, inspiring others to excellence
- You are visible and accessible to your team/colleagues
- You articulate vision and clear strategic direction to focus service delivery

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# Behaviours that don't meet expectations

## You do not demonstrate 'Customer first' if you:

- Don't accept that colleagues are internal customers
- Don't say 'thank you' or show appreciation for others work
- Make little or no effort to understand things from your customer's point of view
- Are unwilling to be exposed to change or uncertainty

## You do not demonstrate 'Excellence in service delivery' if you:

- Stick to outdated methods that have become ineffective
- Show a lack of concern in the quality of your work
- Focus on the problems and not the solutions
- Manage your time poorly and do not deliver what is expected of you
- Ignore problems and don't use your initiative
- Do not take responsibility for your actions, admit you are wrong or recognise how your actions affect others

## You do not demonstrate 'Leadership' if you:

- Choose to ignore criticism or take it personally rather than a way to develop yourself or your performance
- Fail to acknowledge colleague and customer perspectives
- Do not question information for a better understanding
- Do not acknowledge or appreciate the work others do