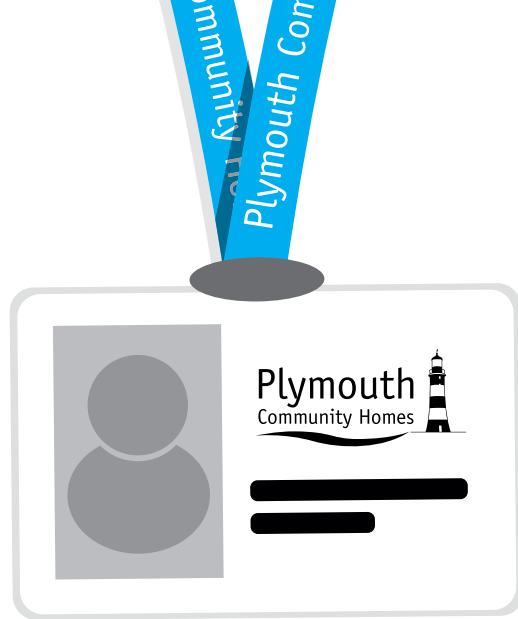


# BEHAVIOURAL FRAMEWORK

**WORKING TOGETHER**  
**CUSTOMER FOCUSED**  
**INSPIRING AND LEADING**  
**LOOKS FOR IMPROVEMENTS**



## INTRODUCTION

We all have a role to play in contributing to the success of Plymouth Community Homes. Our core values are Care, Listen, Respect and Do the Right Thing and we hope to live our values every day through our behaviours – to enable and support us to fulfil our roles to the best of our ability and to provide great services to our customers and communities.

PCH has a behavioural framework to:

- provide a shared vision
- provide a framework of expectations which include the PCH values
- aid recruitment processes
- support and maintain future progression and development.

## WHAT ARE BEHAVIOURAL FRAMEWORKS AND HOW ARE THEY BENEFICIAL?

Our behaviours are how we do things, how we treat others and how we expect to be treated and they have an important part to play in helping shape the culture of PCH.

Behaviours are also the actions and activities that people do which result in effective performance in a job and the new and defined set of behaviours, when demonstrated, are also associated with job success.

A behavioural framework provides a simple tool which identifies and defines the effective behaviours we need to reflect in our day-to-day working practices. Being clear on the how we expect employees to behave is fundamental to an organisation that works collaboratively and achieves its business aims. Job descriptions focus on what we do (i.e. tasks, activities, responsibilities etc.).

The behavioural framework:

- Reflects and endorses our PCH Core Values of Care, Respect, Listen and Do the right thing translating them into behaviours.
- Underpins and supports delivery of our strategic business aims, plans and objectives.
- Enables employees and their managers to be clear on how they perform their roles, how they can be expected to be treated and how they should treat other.
- Emphasis is not only what we want to achieve - but how we go about achieving those objectives.

Achieving the behavioural competencies will have a demonstrable impact on organisational performance and business objectives.

## THE BEHAVIOURAL FRAMEWORK CAN BE USED IN MANY WAYS

- To encourage meaningful discussions during 121s, probation reviews, recruitment and appraisals
- Supporting any performance management discussions
- To support learning and career development for all employees
- As part of our approach to employee recognition

## THE BEHAVIOURAL FRAMEWORK / DEFINITIONS OF BEHAVIOURS

The framework definitions provide a simplified and easy to use tool that is linked to our strategic business plan and is relatable for all roles across all levels at PCH. The behaviour headings are:

**WORKING TOGETHER**

**CUSTOMER FOCUSED**

**INSPIRING AND LEADING**

**LOOKS FOR IMPROVEMENTS**



\*Details of each behavioural competency and how they relate to expected practices can be found in the next pages





## **WORKING TOGETHER**

- Focusses on employees working collaboratively with others within their own team and also with colleagues in other teams across PCH – one team approach.
- Reflects the reactive need to work well with each other (because the job requires working with others) but also encourages employees to pro-actively get involved where new opportunities present themselves.



## EMPLOYEE / INDIVIDUAL LEVEL

- ✔ Listens, values and respects individual opinions and differences, treating others fairly
- ✔ Communicates effectively, adapting style and message as needed
- ✔ Contributes to team discussions and activities, within the team or across PCH
- ✔ Shares information and best practice
- ✔ Friendly, reliable, caring and considerate

## MANAGER LEVEL

- ✔ Takes into account a full range of views and needs
- ✔ Pro-actively encourages the participation and contribution of others across PCH
- ✔ Shares good practice wider than immediate team
- ✔ Pro-actively participates and contributes to the work of the broader PCH

## SENIOR / EXEC LEVEL

- ✔ Works as a collaborative team colleague with EMT, the Board and managers
- ✔ Is at ease working with colleagues at all levels of the organisation and forms strong and effective relationships with them





# **CUSTOMER** **FOCUSSED**

- Focusses on the service we provide to customers, clients and users of our services.
- Behaviours should reflect our core values (care, respect, listen and do the right thing), and employees should also understand customers' needs and do what they can within the scope of their roles to proactively adapt their communication styles and the services we provide.



## EMPLOYEE / INDIVIDUAL LEVEL

- ✔ Values and respects individual opinions and differences
- ✔ Listens to customers, considers and acts on feedback. Reliable and punctual
- ✔ Does the right thing and does what they say they will do
- ✔ Friendly, compassionate, empathetic, caring and considerate
- ✔ Responds to complaints in a timely and effective way
- ✔ Manages customer expectations
- ✔ Incorporates feedback into service decisions and/or delivery

## MANAGER LEVEL

- ✔ Takes into account full range of views and needs
- ✔ Thinks creatively or innovatively when responding or adapting services for customers. Adapts, or recommends changes to services by working with others across PCH

## SENIOR / EXEC LEVEL

- ✔ Builds sustainable structures and strategies to embed
- ✔ Deliver high quality customer focussed services
- ✔ Creates a culture of customer service excellence throughout the organisation



# INSPIRING AND LEADING

- Focusses on inspiring others either as a colleague or as a manager of teams.
- The word inspiring is placed first to ensure employees do not interpret that this is purely for managers – employees can inspire and lead each other too.



## EMPLOYEE / INDIVIDUAL LEVEL

- ✔ Communicates effectively and builds effective relationships
- ✔ Encouraging of others, seeks and respects opinions
- ✔ Leads by example. Supports others through change
- ✔ Has a professional yet approachable style and is an ambassador for PCH
- ✔ Thinks of impact on others. Shows courage when things don't go to plan. Participates in organisational activities (training, networks, events etc)

## MANAGER LEVEL

- ✔ Plans ahead for longer-term goals
- ✔ Plans and communicates work, resourcing and projects effectively
- ✔ Takes ownership. Leads others as part of a team or as a manager
- ✔ Coaches, develops and mentors others to succeed

## SENIOR / EXEC LEVEL

- ✔ Uses strategical thinking to articulate a clear vision for PCH
- ✔ Can communicate and plan with commitment and clarity
- ✔ Takes ownership
- ✔ Inspires and leads others
- ✔ Coaches, develops and mentors, empowering others to succeed





## **LOOKS FOR** **IMPROVEMENTS**

- Focusses on employees seeking opportunities to improve their own performance through learning, developing and performance in the role.
- Also contributing to improving the services, approaches, processes and systems we provide which in turn results in overall business achievements.



## EMPLOYEE / INDIVIDUAL LEVEL

- ✔ Keeps up to date with knowledge, techniques and best practice
- ✔ Uses initiative and creativity when resolving problems or challenges
- ✔ Supports and contributes to change
- ✔ Organised, plans ahead and monitors progress
- ✔ Takes pride in work and services
- ✔ Creative and innovative suggestions for improvements in line with business aims

## MANAGER LEVEL

- ✔ Suggests improvements that support more efficient, effective, and higher quality performance. Brings insights back into organisation. Suggests or achieves cost-saving or value for money improvements
- ✔ Being an advocate and contributor of change
- ✔ Proactively develops self and others beyond mandatory training needs

## SENIOR / EXEC LEVEL

- ✔ Can identify and champion the need for change. Creates a culture of high-quality performance and empowers managers to maintain this
- ✔ Brings insights back into organisation. Suggests or achieves cost-saving or value for money improvements
- ✔ Proactively develops self and others beyond mandatory training needs

