

Behavioural Spotlight



Focus On...PEOPLE MANAGEMENT

1. Always demonstrates the negative behaviour 2. Usually demonstrates the negative behaviour 3. Sometimes demonstrates the negative : sometimes the positive 4. Usually demonstrates the positive behaviour 5. Always demonstrates the positive behaviour

MID LEVEL INDICATORS:		1	2	3	4	5	
	Negative Indicators						Positive Indicators
E12	Makes little effort to encourage or consider new ideas for improving quality, efficiency and Health and Safety						Pro-actively requests new ideas for improving quality, efficiency and Health and Safety
E11	Is averse to trying new methods which could improve quality, efficiency of team productivity						Supports others in putting new methods that improve quality, efficiency or team productivity into action
E10	Allows poor practice to continue without checks and doesn't drive good practice						Identifies, communicates and drives good practice in terms of quality and efficiency to their team, and encourages other team members to follow suit
E9	Focuses more on quantity of others work than the quality and efficiency of the work						Checks others work to check efficiency and ensure quality standards are being consistently met and processes are efficient
G12	Treats 1:1s and or appraisals and competencies as a hindrance rather than supportive of performance and development						Uses Employee Review in conjunction with 1:1s and the Bury Behaviours or another required professional competency framework to provide direction to others development
G11	Does not monitor the team's qualifications and training						Ensures their team has the necessary professional knowledge and training and delegates appropriately to develop staff
G10	Fails to provide constructive feedback regarding behaviour and competencies						Provides constructive feedback on behavioural performance and performance against SMART objectives to help the team understand their development needs
G9	De-prioritises coaching, people management activities and promotion of health and wellbeing						Prioritises people management activities and supports staff development through coaching and support of health and wellbeing
G8	Fails to provide stretching or appropriate development opportunities for team members						Provides development opportunities for team members which are stretching and empowering whilst also being appropriate in terms of the overall goals of the Council
G7	Ignores mistakes or uses them to blame others rather than develop them, and doesn't encourage a culture of openness about development needs						Uses mistakes as an opportunity for improving skills and knowledge, promotes a culture of solutions and support rather than blame, and encourages openness about development needs
H12	Takes decisions without involving the team or asking their views						Involves the team in decision making, inviting suggestions and promoting the contribution of ideas
H11	Avoids and ignores conflict, or manages it in a way which discourages the contribution and discussion of ideas by the team						Proactively deals effectively with inappropriate behaviours within the team while also maintaining a climate where employees proactively contribute ideas
H10	Manages people as individuals rather than a team or tolerates behaviours which damage the team						Encourages staff to think of themselves as a team by promoting behaviours which will build team performance
H9	Keeps tasks to themselves or delegates to people who are less effective						Delegates work effectively, empowering staff to take control and providing the right levels of authority and responsibility for them to succeed
H8	Keeps a small circle of contacts within their own service and doesn't promote the benefits of networks to their team						Engages in collaborative projects/procurement when value can be added, builds a strong network of contacts and promotes the value of both internal and AGMA-wide networking and collaboration to their team (H8)
H7	Doesn't try to develop team members who have improvement needs relating to communication, co-operation and teamwork						Encourages team members to co-operate when delivering tasks, fostering an environment of open and supportive communication
I10	Fails to motivate the team when times are challenging						Keeps the team motivated and productive to deliver in changing circumstances
I9	Defers difficult decisions to others when circumstances change						Is willing to make difficult or unpopular decisions in times of change
UPPER LEVEL INDICATORS:							
G16	Sees development and learning as a hindrance to progressing tasks and						Encourages a culture of continuous development and learning by conveying knowledge, enthusiasm and energy about it and

	doesn't recognise how it can support the Council's plan.						articulating how it can support the Council's plan.
H18	Sticks to the same mode of communication regardless of the audience and doesn't proactively communicate about the right issues at the right time						Promotes and role models effective communication by adapting their style for different audiences and communicating proactively with the workforce about the right issues at the right time
H16	Keeps a tight rein on the control and responsibilities of their staff						Pushes empowerment and authority down the organisation, shaping an environment of trust and engagement
H15	Fails to inspire enthusiasm and a positive attitude or to role model approachability, enthusiasm and energy						Inspires enthusiasm and a positive attitude from staff by adopting approaches to motivate and engage people and role modelling approachability, enthusiasm and energy
H14	Focuses largely on output rather than monitoring how well their staff are managing their people						Monitors the effectiveness of team managers to ensure they are getting the best from their teams and promotes a strong focus on people-management competence
D18	Doesn't proactively combat unwanted behaviours, accepting an environment where managers and employees are inconsiderate of each others' wellbeing						Shapes a culture of wellbeing, tolerance and consideration in the council, actively developing an environment in which managers and employees challenge inappropriate behaviours and bullying
D14	Doesn't promotes a culture of honesty, transparency and objectivity or personally present informed, accurate accounts of situations and events						Promotes a culture of honesty, transparency and objectivity and personally presents informed, accurate and fact based accounts of situations and events
HIGH LEVEL INDICATORS:							
D20	Designs a strategy that will have a negative impact on the environment, is unsustainable or fails to use effective Equality Analysis						Ensures the strategy of the council is sustainable and environmentally sound and uses effective Equality Analysis before making decisions
D19	Places little emphasis on the ethics of suppliers and partners focussing more on getting a good deal						Promotes ethical decision making with external partners and ensures they uphold the values of the council
D24	Is not pro-active in promoting the behavioural and ethical values of the council						Proactively champions and promotes the council's behavioural and ethical values inside and outside the council, including a zero-tolerance approach to bullying at work
D23	Builds teams with people who are similar and fails to use personal differences for the benefit of the council						Draws on the diverse backgrounds, skills and knowledge of employees, partners and community, using personal difference for the benefit of the council
C21	Does not establish clear criteria with which to measure progress						Identifies key deliverables to ensure the Council makes good progress towards achieving the strategy and vision
C20	Sits back whilst others deliver results						Works hard to deliver results
C19	Accepts the poor efficiency of strategic partners and doesn't balance regional objectives with borough objectives						Challenges partners to drive delivery of shared strategic goals and balances GMCA objectives with borough objectives
E23	Does not account for existing quality standards or successes in minimising waste when deciding on the strategy						Ensures the strategy is informed by existing quality solutions and successes in minimising waste (asset-based management principles)
B22	Does not shape a culture of customer service which aims to change community behaviours where appropriate						Shapes a culture of customer service which strategically aims to change community behaviours where appropriate
E22	Fails to apply current legislation to the strategy						Is aware of current legislation and how it applies to the council
E21	Blames others for poor quality delivery - doesn't role model and nurture a culture of quality and productivity						Takes overall responsibility for quality delivery across the council, promoting a strong focus on quality and productivity
E20	Dismisses new ideas from inside and outside the council, staying in favour of existing methods without focus on quality or efficiency improvement						Champions new ideas from inside and outside the Council in order to achieve improvement in quality and efficiency, keeping informed about methods used by local and GMCA partner organisations
E19	Accepts strategic alliances without influencing them to positively contribute to quality and safety in the council						Ensures strategic alliances contribute to quality and safety in the council
I20	Keeps to the same way of communicating and presenting regardless of the audience						Is highly skilled in adapting their personal communication and presenting style to deal with council, Government and external stakeholders
I19	Focuses on the here and now taking a short term view						Anticipates how the evolving political landscape will drive changes in the Council