our behaviours

- Supportive
- Communicative
- Respectful
- Flexible
- Positive
- Honest
our
behaviours

I know that many of you will agree with me when I say that it’s great to work for Kirklees. We are a passionate team who care about what we do and what we achieve for local people.

There is no hiding the fact that there are still further huge challenges to come, and I think it is important that we face these head on.

Recently we started on a journey to new Council looking at everything we do. We did this to make sure we get the best outcomes we can for local people. We need to change what we do to meet the challenges.

What we have to achieve is so tough that it cannot be just what we do that changes - it has to also be the way that we do it.

As I have said before, we need to become an emotionally intelligent organisation. In short, this means understanding ourselves and each other as interesting, complex and amazing human beings, and not simply cogs in the machinery of work. This intelligence will unlock the hidden potential I know we have.

This is why your work on ‘our behaviours’ comes at exactly the right time.

It is such important work, so a huge thank you to the hundreds of you who took part in the many valuable conversations - in all over one thousand two hundred of you got involved.

Together we have set out what we should expect from each other when we are at work. We want to be effective communicators who are respectful and value honesty; we want to support each other to achieve excellence and provide a positive service to all of our customers. And we want to be flexible, whilst providing leadership and developing our people. This is not surprising, we want to be respected and treated with dignity.

What we’re asking of each other is no mean feat. I think we all know that we can do it and by doing so we will become the brilliant organisation we aspire to be and we will be able to truly change the communities we care so much about.

Adrian Lythgo
Chief Executive
We want you to enjoy working here and provide the best possible services to our communities. We know that kind, positive employees, who work well with their colleagues in a flexible way are those who are most productive and therefore will help us achieve our goals. By demonstrating the behaviours we have said we would like to see in our colleagues, we can create a great place to work.

Our behaviours have been developed by our employees and managers through a series of workshops, interviews and focus groups where we looked at how we behave at work. The most popular now make up the six core behaviours. They will feature in our job profiles, which outline ‘what’ we do and they support the delivery of our corporate mission, culture and values which are:

• We will work together with a common sense of purpose.
• We will be passionate about the difference that we make, confident in our abilities to get things done and flexible in doing what we can, as well as we can.

Behaviours demonstrate the attitudes and approach we take to our work. They are:

• How we do things
• How we treat each other
• What we say and how we say it

It’s basically treating others as they would wish to be treated - with dignity.

We have six behaviours for every member of staff, no matter where you work in the Council. Each behaviour is divided into three levels with scripts describing them. The six core behaviours are:

Honesty    Respect
Positive    Communicative
Flexible    Supportive

Everyone will discuss with their manager the level of behaviours that goes with their job. This will be done during your Appraisal discussion, when you will be asked to show how you’ve met the behaviours in your work. There will be opportunities to improve levels of behaviour and to look at the next level, for those that aspire to further their career.

These behaviours apply to everyone but there may also be a few other behaviours that are specific to certain jobs. We want to change our culture to one where how we do things is as important as what we do, we take these behaviours very seriously.

Levels of Behaviours:

**Level 1** for all employees in any role

**Level 2** for supervisors, first line managers and those who are on Grades 8 to 12. It includes Level 1

**Level 3** for middle and senior managers and those on Grade 13 and above, it includes Levels 1 & 2
I am sincere and genuine towards my colleagues, dependable, reliable and consistent in approach. I work in an open way with integrity, trusting colleagues and being non-judgemental.

All Employees

✓ I am a genuine person and work in an open way so that others can see that I am honest
✓ I trust other people and share useful information with them
✓ I am consistent and reliable at work so that colleagues and customers know where they stand with me
✓ I don’t judge and I respond to others as humans and without prejudice

Supervisor & First Line Manager (plus G8-G12)

✓ My team trust me to do the right thing
✓ I demonstrate integrity and work to high professional standards
✓ I react calmly to situations
✓ I answer questions honestly
✓ I trust my team to do the best they can
✓ I know when I can’t tell my team things, but I am honest with them about that

Middle & Senior Manager (plus G13 & above)

✓ I show appreciation for my team and trust them to do the right thing
✓ I encourage my team members to recognise and trust individual contributions
✓ I am known as a role model for being honest and trustworthy
✓ I encourage others to develop their own integrity and standards
✓ I engage with colleagues and communities in an open and forthright manner, but I am sensitive to others needs
✓ I am aware of emotional intelligence and use it in my dealings with colleagues

“When honesty is not demonstrated

✗ I am distrustful and suspicious of others and look for the hidden meaning in their actions
✗ I am inconsistent in my behaviour
✗ Others cannot depend on me
✗ I sometimes say things that are untrue
✗ I work in a closed manner and don’t share information or knowledge
✗ I keep myself to myself and divulge little about anything
✗ I judge others quickly based on assumptions or prejudice rather than the truth
✗ I micro manage my team as I can’t trust them to do a good job

“Honesty is the first chapter of the book of wisdom”

Thomas Jefferson
I am courteous to customers and colleagues and considerate of others’ feelings. I respect those I work with as well as being respectful to my environment, the information and the equipment I work with. I take pride in my work and in my Council, treating people with dignity.

### All Employees
- I am customer focused and polite
- I look after the clothes and equipment that work provides for me
- I am careful with information, thinking carefully about who can see what and how I secure it
- I treat people according to their needs
- I think carefully about protecting the environment I work in

### Supervisor & First Line Manager (plus G8-G12)
- With customers and colleagues, I go the extra mile to help
- I respect the feelings of my colleagues and treat them accordingly
- I adhere to data protection rules and ensure my team does the same
- I recycle and car share whenever possible
- I encourage my team to have a clean and tidy work area

### Middle & Senior Manager (plus G13 & above)
- I respect the culture and needs of those I work with
- I promote ways of working that protect our environment
- I promote pride in our work for the Council both internally and externally
- I believe in equality of opportunity and encourage others to embrace this in all aspects of their work
- I promote customer focused ways of working throughout my teams
- I am aware and considerate of others’ feelings

### Don’t ever underestimate the importance of treating others with respect and kindness

Alison Levine

### When respect is not demonstrated

- ✗ If someone is angry with me I am angry back at them
- ✗ I share data with everyone, but do not think of the consequences
- ✗ I am untidy in a way that causes problems for others
- ✗ I don’t really think too much about my colleagues’ feelings
- ✗ I treat everyone in exactly the same way
- ✗ I only promote and support those I like
- ✗ I don’t believe in doing any more than I have to
I work in a professional way with energy and commitment. I am confident and passionate about my work and I am motivated to do my best. I inspire and motivate others and act as a good role model to those around me.

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**When positivity is not demonstrated**

- I tend to see things as half empty and people often tell me to cheer up
- This is just a job any one can do, it’s nothing special
- I do not volunteer to do anything other than my specific job
- I keep my head down and just get on with my work
- I find positive people really hard work
- I don’t know what’s going to happen in the future, but I know it won’t be any better
- If people are negative I join in with their feelings and enjoy a good moan
- I find it hard to encourage others

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"Keep your thoughts positive because your thoughts become your words. Keep your words positive because your words become your behaviour."

Mahatma Gandhi
I communicate simply, clearly and concisely to make sure I am understood. When delegating to and empowering others I am clear with my expectations and I still assume the responsibility. I listen carefully and actively. I am engaging and visionary as a communicator to large groups.

**All Employees**
- I use fully the media available to me that’s appropriate to my work
- I communicate relevant information regularly and effectively
- I change my communication style to meet the needs of my audience and check they understand me
- I use language that is accessible and non-judgemental
- I listen carefully

**Supervisor & First Line Manager (plus G8-G12)**
- I summarise complex information to make it understandable
- I delegate work appropriately, ensuring that I am clear with timescales and what I expect
- I update my team regularly
- I break down barriers to communication whenever I can
- I encourage feedback
- I prepare well when speaking to groups and I’m clear and positive

**Middle & Senior Manager (plus G13 & above)**
- I encourage my team to feedback and provide challenge
- I actively listen and check my understanding
- I evaluate the effectiveness of my communication
- I am confident in speaking to large groups
- I am politically sensitive when speaking
- I can describe a vision and carry people with me with confidence

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"To effectively communicate, we must realise that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others."

Tony Robbins

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**When good communication is not demonstrated**
- I over complicate my work, creating bureaucracy and causing frustration
- I communicate in a way that confuses the message
- I do not think about the audience before I send or present my message
- I am not careful or sensitive with information
- I overload others with written communication
- I confuse people when I explain things
- I do not think of the wider picture when I write or present reports
- I do not ask for feedback
- I do not fully use or understand the technology available to me to communicate
I am resourceful and versatile, able to adapt to changes in work and in my surroundings. I can compromise as necessary and I am willing to be flexible when needed. I am resilient and self-aware.

<table>
<thead>
<tr>
<th>All Employees</th>
<th>Supervisor &amp; First Line Manager (plus G8-G12)</th>
<th>Middle &amp; Senior Manager (plus G13 &amp; above)</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ I look for ways to do my job better</td>
<td>✓ I can resolve problems in a creative way</td>
<td>✓ I persuade others to embrace and understand change</td>
</tr>
<tr>
<td>✓ I adapt quickly if I have to work elsewhere or on something different</td>
<td>✓ I embrace change and look for the positives in new ways of working</td>
<td>✓ I resolve complex problems in a creative but practical way</td>
</tr>
<tr>
<td>✓ I can appreciate both sides of an argument</td>
<td>✓ I have my own opinions but I can compromise on many things</td>
<td>✓ I am known as a role model for being resilient</td>
</tr>
<tr>
<td>✓ I know what I am good at and what I am not so good at</td>
<td>✓ I bounce back quite easily if I am knocked back</td>
<td>✓ I am confident and versatile when negotiating</td>
</tr>
<tr>
<td>✓ I am happy to fit in where necessary</td>
<td>✓ I encourage my team to think of different ways to problem solve</td>
<td>✓ I know my strengths and I am working on my developmental areas</td>
</tr>
</tbody>
</table>

When flexibility is not demonstrated

✗ I want to do my job in the way I have always done it
✗ I want things and people to stay the same
✗ I get annoyed if I don’t get my own way
✗ When things go wrong for me I am down for a long time
✗ I find it hard to see other’s points of view
✗ I find it difficult to see other ways of doing something or solving a problem
✗ I don’t really know what I am good at, or not so good at
✗ I don’t like it when people in my team challenge me

“...high intention, matched with a flexible, patient heart and proficient action gets best quality and value”

Angelica Hopes
I support and help my colleagues by being a team player and listening to them. I make people feel valued by showing compassion, kindness and empathy. I give recognition when it is due and have good working relationships so that people know I am approachable.

### All Employees
- I am kind to my colleagues
- People approach me and I will listen
- I help others when they are struggling
- I am willing to work with my team to make sure we all do a good job
- I try to understand other people’s point of view

### Supervisor & First Line Manager (plus G8-G12)
- I work with my peers and share best practice
- I recognise those in the team who put in the effort and I praise them
- I build and foster good working relationships with my team
- I encourage my team to help each other out
- I show empathy and compassion towards colleagues
- I empower others whilst providing the support they need

### Middle & Senior Manager (plus G13 & above)
- I am supportive of my manager as well as those who report to me
- I am quick to praise those who do well
- I know when to coach and when to advise
- I delegate and provide the proper support along with it
- I foster inter-departmental working and idea sharing
- I am willing to mentor others across the Council

“A person who feels appreciated will also do more than what is expected”

When supportiveness is not demonstrated
- I look the other way if someone has a problem at work
- I jump in and tell people what to do rather than help them find their own solution
- I only want to work on my own and on my own work
- I do not think people should share their problems with others
- If my team is failing I want to prove it’s not down to me
- I don’t believe in praising people, they are only doing their job
- Having to develop others is not a part of my job that I enjoy
### Our Behaviours - Other Places You’ll See Them at Work

#### Ideal Manager and Leader

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. The ideal manager and leader programme has been developed for all managers to get the support and development they need to take us to new council.

#### Recruitment and Deployment

All applicants are selected following interviews which include behaviour based questions to ensure culture fit as well as job fit.

#### Job Profiles

All Job Profiles will describe both the job and the behaviours needed for that job. These are used for selection as well as your Appraisal conversations with your manager.

#### Performance Management

During Appraisal conversations you will discuss your behaviour with your manager as well as your performance tasks, delivery and day to day work.

#### Learning & Development

Personal development planning takes place as part of your Appraisal conversations with your manager.

Corporate learning materials and training is available through MiPod to support you in developing behaviours. The Ideal Manager and Leader Programme is available for all managers.

Remember: Learning and development applies to everyone, no matter where you work in the council.

#### Wellbeing Initiatives

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

#### Where to Find More Information

More information is available on the intranet, through MiPod or from your Manager.