

BEHAVIOURAL FRAMEWORK

Driving Success



LIVING OUR VALUES EVERY DAY

Housing
Executive

We all have a role to play in contributing to the success of the Housing Executive and are committed to making a difference through fairness, passion and expertise. These **core values** reflect what we consider to be important, and are at the heart of what we do and how we do it.

We live our values every day through our behaviours - how we do things, how we treat others, and how we expect to be treated. Our behaviours therefore play an important role in helping to shape the culture of the organisation, build our capacity and drive success in terms of individual, team and organisational performance.

The behavioural framework provides a simple tool which defines the effective behaviours we each need to reflect in our daily working practices. The behaviours, based on our core values, have been developed for the whole organisation and therefore provide a common language and benchmark to be used when we talk about behavioural performance. In this context the framework clearly sets out the organisation's expectations in terms of how we go about our work, sitting alongside what we do (our performance objectives).

The framework should be used as a reference point as part of everyday work activity as it describes the behaviours required by all employees and supports the delivery of our business plan, values and culture.



The benefits of the framework:

- Our mission and values are translated in to behaviours that are clearly understood.
- Greater transparency in what we need to do to perform well.
- Emphasis not only on what we achieve but also on how we go about achieving our objectives.
- A tool to help in addressing and prioritising employee development needs for current and future roles.
- A clearer pathway to support career development.
- A sound basis for consistent and objective performance standards by creating shared language about what is needed and expected in our organisation.

We are united by common values and behaviours, working in partnership to ensure that everyone has access to a good affordable home in a safe and healthy community. The framework is designed to provide staff with clear examples of effective behaviours required at different levels in the organisation and will be used as part of the performance management process to discuss and evaluate behavioural performance.

The framework also supports learning and career development, providing clarity as to the types of behavioural expectations associated with leadership and senior leadership roles in the Housing Executive, enabling individuals to focus development needs accordingly.

Each core value is defined by three value statements which explain what the value means in practical terms. Each value is then broken down in to descriptions of the types of effective behaviours required at different organisational levels to live the values through our everyday working practices.

• **Individuals**

(Levels 1 – 4):

staff working at this level are required to demonstrate practical understanding, positively impacting on own performance.

• **Leaders**

(Levels 5 – 6):

staff working at this level are required to demonstrate positive impact on own and other's performance and consistent application of behaviours by role modelling and influencing others.

• **Senior Leaders**

(Level 7 and above):

staff working at this level are required to demonstrate exemplary and consistent application of behaviours, inspiring and developing others.

As you move through the levels, the required behaviours become more challenging. The levels provide clarity and consistency in determining what is required for a given role, allowing employees and line managers to clearly focus performance discussions and development efforts for the greatest improvement in performance. Each level is cumulative, meaning that a leader or senior leader is expected to also demonstrate the behaviours considered effective at an individual level.

Ineffective behaviours are also included, for example where an employee demonstrates types of behaviour which undermine effective performance, or is not currently displaying the required behaviour and therefore requires development in the relevant area(s).

The behavioural indicators for each level are not exhaustive but are designed to indicate what effective performance looks like.

MAKING A DIFFERENCE

We strive to make people's lives better.

We put our customers first and deliver right first time.

We build strong partnerships and share great ideas.



INDIVIDUAL (Levels 1 – 4) – you:

- seek to make a positive difference in own role.
- support team members and others working on the same or related work objectives.
- engage with customers to better understand their needs and expectations and offer appropriate solutions.
- look for ways to do things more efficiently and make best use of resources.
- communicate openly and effectively with others.
- work constructively with others to achieve results, sharing knowledge and offering practical support.

LEADER (Levels 5 – 6) – you:

- are a positive role model, setting an example for others.
- strive to achieve objectives, supporting and enabling others to achieve theirs.
- act as a customer champion, exemplifying positive customer service behaviours and promoting a customer centric culture.
- take responsibility for delivering expected outcomes on time and to the required standard.
- actively engage with others, establishing effective relationships to support delivery of business objectives.
- encourage collaborative working, promoting the sharing of knowledge and expertise within and beyond own team.

SENIOR LEADER (Level 7 and above) – you:

- build a common understanding of shared goals across team and organisation boundaries to deliver effective outcomes.
- play an active role in shaping our mission and strategic goals, translating strategy in to effective operational messages.
- drive customer centric outcomes at a strategic level, shaping services to deliver more effectively.
- strive to eliminate barriers that interfere with providing excellent customer service, working across the organisation to provide an integrated and efficient service.
- develop a strong network of collaborative relationships and partnerships, both internally and externally, to further business objectives.
- promote a culture of engagement by sharing learning, knowledge and expertise to support the delivery of strategic outcomes.

INEFFECTIVE BEHAVIOURS – you:

- display limited interest or positivity for role or purpose.
- maintain the status quo without reviewing or considering alternative options or approaches.
- do not consider customer needs and perspectives, demonstrating little commitment to creating service improvement.
- do not seek input from or share information with others, displaying little appreciation of the value of different contributions.
- support individual or silo ways of working.
- fail to identify opportunities to work collaboratively with others to add value to the business.

FAIRNESS

We treat our customers, staff and partners fairly.

We respect diversity.

We work in an open and transparent way.



INDIVIDUAL (Levels 1 – 4) – you:

- act in a fair, impartial and respectful way in dealing with customers and colleagues.
- are aware and take account of the impact of your own behaviour on others.
- adapt to the needs of a situation or individual, taking in to account others' point of view.
- treat others as valued individuals and contribute to a climate of fairness and equality.
- actively listen to and engage with colleagues.
- are proactive and responsive, sharing information and keeping others informed.

LEADER (Levels 5 – 6) – you:

- encourage everyone to have a voice and value everyone's contribution.
- constructively challenge the views and behaviours of others.
- uphold principles of fairness and equality.
- understand diverse stakeholder needs and tailor team deliverables accordingly.
- support others in working together, helping them to develop a common focus and encouraging open communication.
- work across boundaries to develop effective working relationships.

SENIOR LEADER (Level 7 and above) – you:

- take an holistic view of the organisation, thinking strategically and considering the implications of actions and decisions across the organisation.
- lead from the front, promoting and upholding desired standards of behaviour.
- champion fairness, equality and diversity across the organisation.
- identify and engage with a diverse range of stakeholder groups and partner organisations.
- drive a collaborative working culture which encourages transparency and open communication.
- operate effectively with others as a cohesive senior management team.

INEFFECTIVE BEHAVIOURS – you:

- demonstrate a negative attitude towards colleagues and customers.
- do not treat others fairly, equitably or with respect.
- fail to recognise the impact of your actions or behaviours on others.
- adopt a narrow approach to resolving issues, seeking minimal involvement or input from others.
- provide infrequent, unclear or insufficient updates to others in need of information.
- show a lack of cooperation with others.

PASSION

We are professional in all that we do.

We strive for excellence.

We look for new, better ways of doing things.



INDIVIDUAL (Levels 1 – 4) – you:

- take ownership of relevant issues to deliver effective outcomes.
- understand how decisions are made and where to find the information and support you need to get the job done.
- take responsibility for quality of work, using own knowledge and expertise to deliver on time and to the required standard.
- seek and respond positively to feedback on own performance.
- are flexible, adaptable and open to the possibilities of change.
- suggest ideas and try out new approaches to improve and develop work.

LEADER (Levels 5 – 6) – you:

- clarify business priorities, roles and responsibilities, securing individual and team ownership.
- act with confidence within your role, making informed decisions and initiating action as required.
- take responsibility for managing performance, delivering expected outcomes on time and to the required standard.
- provide regular feedback to develop best working practice.
- encourage and support others to initiate and embrace change, communicating in a positive manner.
- identify opportunities for innovation and develop workable solutions to achieve value-adding improvements and change.

SENIOR LEADER (Level 7 and above) – you:

- set, maintain and ensure a clear direction for the division, with highly focused priorities, objectives and expectations.
- retain accountability for achieving strategic priorities and outcomes, driving excellence and delivering results.
- drive a performance culture within own division, supporting and encouraging a focus on performance and priorities.
- actively seek and provide constructive feedback to colleagues at all levels.
- foster a culture of innovation, continuous improvement and openness to enhance the organisation's performance.
- constructively challenge bureaucratic decision making, resourcing structures and processes across own division to create a lean, flat and effective organisation.



INEFFECTIVE BEHAVIOURS – you:

- show little interest in own work or in getting the job done properly, avoiding responsibility for dealing with problems or issues.
- focus on own objectives or agenda at the expense of supporting colleagues.
- are disinterested in giving or receiving constructive feedback.
- allow performance to drop without challenging quickly and responsively.
- continue to apply ineffective systems or models where new approaches are required.
- approach change and improvement with a negative attitude and are not prepared to try new ways of doing things.

EXPERTISE

We believe in our people.

We are constantly learning and developing.

We provide strong confident housing leadership.



INDIVIDUAL (Levels 1 – 4) – you:

- act as an ambassador for the organisation.
- seek to learn from peers and colleagues.
- show commitment to your own development, taking advantage of learning that will positively impact your performance.
- plan and coordinate work to meet objectives and development plans.
- are driven and motivated to achieve results, understanding how your role fits in to the bigger picture.
- reflect Housing Executive values in every day work practices.

LEADER (Levels 5 – 6) – you:

- seek to get the best out of people, supporting and energising teams to deliver outcomes.
- recognise and share positive outcomes and experiences.
- provide ongoing support and coaching to encourage others to reach their potential.
- are committed to learning and self-development, acting as a role model to others.
- build commitment and engagement by helping others understand how they contribute the bigger picture.
- lead by example, role modelling and promoting a work environment that supports the Housing Executive's values and culture.

SENIOR LEADER (Level 7 and above) – you:

- lead from the front, building high performing teams within your own area aligned around common goals.
- recognise and celebrate success and achievement across the wider team and organisation.
- coach, mentor and challenge others to reach their potential, encouraging an organisational learning approach.
- promote and provide effective, confident and consistent leadership within own area of responsibility and across the organisation.
- articulate vision, meaning and direction, inspiring and enabling others to understand and engage with the bigger picture.
- shape, promote and exemplify the Housing Executive's values and culture, demonstrating ethics, integrity and impartiality.



INEFFECTIVE BEHAVIOURS – you:

- make minimal contribution to the achievement of goals and objectives.
- do not clarify role or performance expectations.
- neglect personal development, overlooking learning needs and opportunities.
- do not provide support or feedback to others.
- focus on own agenda or immediate area of responsibility, displaying a lack of interest in the bigger picture.
- act in ways which are at odds with desired culture, values and behaviour.

