

ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance Committee
DATE	18 March 2019
REPORT TITLE	Update on Behavioural Framework
REPORT NUMBER	RES/19/212
DIRECTOR	Steve Whyte
CHIEF OFFICER	Isla Newcombe
REPORT AUTHOR	Dorothy Morrison / Dr Martin Wyllie
TERMS OF REFERENCE	6.1, 6.2

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide Committee with the proposed Principles which will guide our behaviours and our relationships with colleagues and customers going forwards.

2. RECOMMENDATIONS

That Committee:

- 2.1 approve the proposed Guiding Principles;
- 2.2 agree that these build on, and should therefore replace, the organisation's current core behaviours; and
- 2.3 approve the proposals to embed these Principles across the organisation.

3. BACKGROUND

3.1 Context

- 3.1.1 On 28 January 2019, the Chief Officer (Organisational Development) presented the Staff Governance Committee with a Service Update. This Update reviewed where the organisation is in the current context of transformation and existing financial challenges. It further noted that to deliver our purpose in this challenging context we need to change what we do and how we are as an organisation.

3.1.2 The Update outlined the 7 **organisational capabilities** which are being developed as part of phases 2 to 4 of transformation in order to ensure that we can meet these challenges:

- Managing demand through prevention and early intervention;
- Being flexible and adaptable;
- Ensuring accountability, transparency and openness;
- Becoming intelligence led;
- Encouraging inclusiveness, engagement and collaboration;
- Achieving consolidation and consistency; and
- Focussing on outcomes that make a difference.

3.1.3 These organisational capabilities flow from the design principles of the Target Operating Model. To fully realise these, we need to embed them in what we do as an organisation, as well as in our **skills, knowledge** and how we **behave** – both individually and collectively - (our **culture**).

3.1.4 In terms of **what** we do, the organisational capabilities represent 7 **programmes of work**, each containing a series of projects, to be delivered during phases 2 to 4 of transformation.

3.1.5 However, it is people who deliver for our customers and it is our culture and behaviours that can help or hinder the work that people are able to deliver. So, it will not be enough to deliver programmes of work if our **culture**, our **knowledge** and our **skills** do not also support these organisational capabilities.

3.1.6 To develop a culture where everyone feels connected to our purpose, and to each other, and feels able to challenge and support those around them if they are struggling to connect, a set of Guiding Principles have been co-created with colleagues across the organisation.

3.1.7 These Principles will:

- Bind us in a common understanding of what it means to work at and with Aberdeen City Council;
- Guide the way we interact with our customers, partners and each other;
- Guide our approach to decision making, processes and policies; and
- Ensure, at every level, we can challenge and support the way things are done.

3.1.8 To further support the Principles, examples are provided of what these look like and, conversely, what they don't look like in practice (behaviours). In this way we will ensure we have the flexibility and adaptability to respond to customer needs and be innovative in our approach, while at the same time providing sufficient structure to ensure clear expectations and accountability for everyone.

3.1.9 Once agreed the Guiding Principles and associated behaviours will not only underpin the way we all work on a day to day basis but will also sit within a wider capability framework to align individual capability with the 7 areas of organisational capability. This framework will be central to the 2019/20 re-launch of performance review and will include the knowledge, skills and behaviours we all need to be demonstrating and developing to deliver the outcomes of our roles and therefore the organisational capabilities.

3.2 Method

3.2.1 Over the last three months we have been working with staff from across the Council to co-create the Guiding Principles. This engagement took place in two phases.

3.2.2 **Phase 1** looked at defining what our culture needs to be in order to deliver the organisational capabilities. Over 800 people took part in this exercise including face to face workshops with 70 managers at the Leadership Forum, around 450 colleagues in Building Services and sessions with a range of teams including Governance, Facilities Management and Environmental Services. At the same time 120 employees from across the organisation took part on-line – either individually or with their teams. Trade Union colleagues also assisted by helping develop and support these activities as well as playing the role of critical friend.

3.2.3 A wide variety of responses were generated. From these the following common themes clearly emerged as being needed if we are to be a successful and capable organisation:

- We care about our **purpose**;
- So, we take **pride** in doing a good job;
- To do that, we work as one **team**;
- This means we **trust** each other and take **responsibility**; and
- We **value** each other and **recognise** a job well done.

3.2.4 In addition to the above, examples of behaviours also emerged describing what each Principle could look like in practice. These examples came from colleagues themselves, rather than being created separately to the staff who will experience them every day.

3.2.5 In **Phase 2** of the engagement staff were asked to help finalise what the Guiding Principles and behavioural descriptions should be. To achieve this a set of options for Principles and behaviours were developed. These were based on what seemed to matter most to staff and reflected the language actually used by those who participated in Phase 1.

3.2.6 Using an online survey, and paper-based versions where needed, staff were asked to vote on their preferred options using the following criteria:

- Which best support the organisational capabilities;
- Which would be meaningful and applicable to all staff;
- Which resonate with and inspire staff most;
- Which do staff not like at all; and
- What additional options, comments or changes would staff like to add.

3.2.7 A variety of methods were used to promote the survey and encourage uptake. These included the Transformation Zone, posters, direct emails to the Leadership Forum and to all staff, visits to locations such as Kittybrewster and Altens and offers of twilight sessions for teachers.

3.3 The Results

3.3.1 The survey was open from 25 January to 8 February. 1060 people responded. **Appendix A** shows the range of people who contributed. The outcomes of the voting, ranked in order of preference, can be found in **Appendix B** along with an explanation of any changes that were made as a result of feedback.

3.3.2 Once the voting closed, a further discussion was held with senior managers in order to ensure that the principles and associated behaviours were fully aligned to the 7 organisational capabilities essential to our transformation goals.

3.3.3 The final version of the 5 Guiding Principles and example behaviours can be found below. This takes into account all the voting as well as the feedback from staff and from senior management.



We care about our purpose, our city and our people

What this looks like when we're at our best	What this looks like when we're at our worst
<ul style="list-style-type: none"> ▪ We value people's voices which means we listen, seek to understand and then act ▪ We look at the bigger picture - we focus on what matters for the city of Aberdeen ▪ We step back and ask 'why' - we don't keep doing the same things and expecting a different outcome ▪ We look for how technology can take us forward but we also know when the human touch is needed ▪ We act with integrity - we show moral courage – we do the decent thing ▪ Customers are not a number – we care and show empathy – we support the most vulnerable and encourage the most able 	<ul style="list-style-type: none"> ▪ Knowing something is rubbish or wasteful but doing it anyway ▪ Not listening or ignoring people's needs ▪ We know best 'ivory tower' thinking ▪ Being careless with data, resources, time or people ▪ Acting on personal preference or assumptions rather than facts



We take pride in what we do and work to make things better

What this looks like when we're at our best	What this looks like when we're at our worst
<ul style="list-style-type: none"> ▪ We look at the evidence – then focus on making things better ▪ We encourage new thinking and build on each other's ideas ▪ Every interaction counts – we leave things better than we found them ▪ We embrace the new - we are creative and find ways to make things better ▪ We are positive and 'can-do' ▪ We <i>are</i> the organisation – we promote the good things we do 	<ul style="list-style-type: none"> ▪ Not willing to do things differently or move with the times ▪ Ignoring issues ▪ Being careless with council resources ▪ Having a negative attitude ▪ Dumping work on others ▪ Receiving and accepting poor standards of work ▪ Talking the organisation down



One team, one council, one city

What this looks like when we're at our best	What this looks like when we're at our worst
<ul style="list-style-type: none"> ▪ We are open, honest and transparent ▪ We find ways to work together rather than reasons not to ▪ We pull our weight – we rely on each other and can be relied on ▪ We look carefully at what already exists – we don't 'reinvent the wheel' ▪ Everyone belongs - we create a good team spirit - no-one's left behind - we include everyone ▪ If we see an opportunity to help someone, we do so 	<ul style="list-style-type: none"> ▪ Lack of communication - not passing information on ▪ Creating division through hierarchy, cliques and silos ▪ Poor collaborative work between teams ▪ Passing the buck or playing the blame game ▪ Ignoring each other's needs, safety and wellbeing



We trust each other and take responsibility

What this looks like when we're at our best	What this looks like when we're at our worst
<ul style="list-style-type: none"> ▪ We face up to things - we learn from mistakes and move on ▪ Every day's a school day – we look for ways to improve, we're open to feedback to help us develop ▪ We step up, take ownership and deliver a great job ▪ We're open about what we're doing and encourage input from others ▪ We make every penny count – we spend public money wisely ▪ If we see something that needs changed, we do something to change it ▪ We do what we say we'll do 	<ul style="list-style-type: none"> ▪ That's not my job ▪ Moaning but not doing anything about it ▪ Hiding things or sweeping them under the carpet ▪ Micro-managing ▪ Slopey shoulders ▪ Being hypocritical ▪ Saying one thing and doing another



We value each other and recognise a job well done

What this looks like when we're at our best	What this looks like when we're at our worst
<ul style="list-style-type: none"> We treat people with dignity and respect - we're all equal - we're all people We act and speak in a way which is positive, motivating and encouraging Thank you goes a long way - we appreciate each other We notice, recognise and celebrate good work We value everyone but call out poor performance when we see it 	<ul style="list-style-type: none"> Plenty negative feedback but not so much positive Deliberately putting someone else down The more you do, the less thanks Being spoken to like a child Getting defensive Using jargon

3.3.4 As noted above, the Principles must support and enable the organisational capabilities. The colour-coded table below illustrates how the behaviours, and therefore the Principles, link to each of the capabilities.

Organisational capability	Behaviours
Managing demand through prevention and early intervention	<ul style="list-style-type: none"> We look for how technology can take us forward but we also know when the human touch is needed We step back and ask 'why' - we don't keep doing the same things and expecting a different outcome Customers are not a number – we care and show empathy – we support the most vulnerable and encourage the most able
Being flexible and adaptable	<ul style="list-style-type: none"> We embrace the new - we are creative and find ways to make things better We are positive and 'can-do' We encourage new thinking and build on each other's ideas
Ensuring accountability, transparency and openness	<ul style="list-style-type: none"> We step up, take ownership and deliver a great job We're open about what we're doing and encourage input from others Every day's a school day – we look for ways to improve – we're open to feedback which will help us develop We make every penny count – we spend public money wisely We face up to things - we learn from mistakes and move on If we see something that needs changed we do something to change it We do what we say we'll do We pull our weight – we rely on each other and can be relied on We are open, honest and transparent We value everyone but call out poor performance when we see it
Becoming intelligence led	<ul style="list-style-type: none"> We value people's voices which means we listen, seek to understand and then act We look at the bigger picture - we focus on what matters for the people of Aberdeen We look at the evidence then focus on making things better
Encouraging inclusiveness, engagement and collaboration	<ul style="list-style-type: none"> We treat people with dignity and respect – we're all equal – we're all people Thank you goes a long way - we appreciate each other We act and speak in a way which is positive, motivating and encouraging We notice, recognise and celebrate good work Everyone belongs - we create a good team spirit - no-one's left behind - we include everyone If we see an opportunity to help someone, we do so
Achieving consolidation and consistency	<ul style="list-style-type: none"> We find ways to work together rather than reasons not to We look carefully at what already exists – we don't 'reinvent the wheel'

	<ul style="list-style-type: none"> ▪ Every interaction counts – we leave things better than we found them
Focussing on outcomes that make a difference	<ul style="list-style-type: none"> ▪ We act with integrity - we show moral courage – we do the decent thing ▪ We are the organisation – we promote the good things we do

3.4 In summary

3.4.1 The Guiding Principles form part of a major piece of work to develop our **culture** and our **capabilities**. If approved by Committee, they will start to influence how we work and interact with each other and move us towards a **culture** which will achieve our organisational capabilities. They will also provide a platform to develop individual capability at all levels once they are added to the skills and knowledge identified in the capability frameworks.

3.4.2 This will provide real **clarity** across the organisation about what is expected. It will also create a robust and transparent means of **accountability** through the revised performance review process, as well as a basis for focused and targeted **support** and development programmes.

3.4.3 The Guiding Principles are likely to remain relevant for the next 2-5 years. There will, however, be a need to review the behaviours on approximately an annual basis to ensure they continue to reflect the key drivers of change in any specific year.

4. Next Steps

4.4.1 A Workforce Development Plan which clearly sets out how we will further develop our culture and capabilities will be brought back to the Staff Governance Committee in June. This will include an organisational capability framework, skills development plan, organisational workforce plan and revised performance review proposals.

4.4.2 The outcomes of all this work should have a significant impact on the way we operate in future. It will therefore be important to ensure that we are able to demonstrate that impact. As such, measurements of culture and capability are being developed which will allow us to assess this and work collaboratively to identify any changes needed where there are gaps or adaptations required to our approach.

4.4.3 In terms of practical steps, if the Guiding Principles and behaviours are approved, we will continue to engage with staff across the organisation to co-create and deliver:

- A culture programme to support colleagues to learn and change ways of working in line with the Principles. This will be led by ECMT in order to demonstrate visible leadership but will equally involve distributed leadership through the Leadership Forum and through the active involvement of champions within services and teams;

- A revised performance review process which brings the Principles and behaviours to life as part of regular conversations between line managers and teams;
- A review of our policies, processes and ways of working to ensure alignment to the Guiding Principles;
- Means and methods to improve communication in areas where engagement round the Principles was low;
- A means to continue to involve and engage staff in the regular review of the behaviours to ensure they continue to reflect the key drivers of change.

5. FINANCIAL IMPLICATIONS

5.1 There are no direct financial implications arising from the recommendations of this report. There will be a need for a programme of support for managers and employees in applying the Guiding Principles, however, this will be led internally and any costs can be accommodated within the Corporate Training Budget.

6. LEGAL IMPLICATIONS

6.1 There are no direct legal implications arising from the recommendations of this report.

7. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	None		
Legal	None		
Employee	The Principles are intended to promote a culture which focuses on performance, improvement, staff morale, well-being and confidence. As such they should have a positive impact on productivity, absence and employee relations. There is a risk that if not sufficiently well communicated and embedded this intended impact is not realised.	M	A culture programme led by ECMT will follow the introduction of the Principles. This will involve all staff and will consist of a range of methods including identifying cultural champions/ influencers in services. The Principles will also form part of the revised performance review process and as such will be part of regular discussions with employees. Base-line measures are being gathered so that we can assess the impact of the

			change in culture and develop appropriate interventions where necessary.
Customer	The Principles are intended to promote a culture which encourages self-sufficiency while at the same time protecting our more vulnerable customers. As such they should impact positively on customer satisfaction. There is a risk that if not sufficiently well communicated and embedded this intended impact is not realised.	M	The Principles will link closely to the customer standards which are being developed and which will form part of the culture programme.
Environment	None		
Technology	The Principles are intended to promote a culture which supports a digital and improvement mind-set. There is a risk that if not sufficiently well communicated this intended impact is not realised.	M	As part of the skills development programme a digital skills strand is being developed which will not only look at technical skills but also at the behaviour and culture which supports a digital mind-set. This will form part of the culture programme roll-out.
Reputational	Implementing a set of cultural Principles which support our capabilities and our workforce should impact positively on our reputation as an employer and therefore on our ability to recruit and retain staff.	M	Once agreed the Principles will be published on our website as part of our employer brand and promoted through onboarding and induction.

8. IMPACT

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous People	The impact of this proposal is primarily internal and intended to make employees more confident and resilient. This should, in turn, impact on their ability to carry out their roles

	and therefore improve the services delivered to our customers.
Design Principles of Target Operating Model	
	Impact of Report
Workforce	The proposal is intended to align the culture of the organisation with our organisational capabilities and therefore to improve employee confidence, productivity, morale and well-being.

9. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Required
Data Protection Impact Assessment	Not required
Duty of Due Regard / Fairer Scotland Duty	Not applicable

10. BACKGROUND PAPERS

None

11. REPORT AUTHOR DETAILS

Dorothy Morrison
 People Development Lead
 E-mail dmorrison@aberdeencity.gov.uk
 Tel: (01224) 523079

Dr Martin Wyllie
 People Development Adviser
 E-mail mwyllie@aberdeencity.gov.uk
 Tel: (01224) 523536

Appendix A

Participation on online vote on 'Our Guiding Principles' - breakdown by Cluster:

Function	Cluster	No of voters
Adult Health and Social Care	Combined	12
Customer	Customer Experience	75
	Early Intervention and Community Empowerment	61
	Digital and Technology	33
	External Communications	12
Commissioning	Commercial and Procurement	12
	Business Intelligence and Performance Management	23
Operations	Integrated Children's and Family Services	118
	Operations and Protective Services	178
Resources	Capital	15
	Corporate Landlord	9
	Finance	25
	People and Organisation	30
Governance	Governance	37
Place	City Growth	55
	Strategic Planning	48
Not disclosed		317
Total		1060

The word cloud below gives a flavour of the teams which took part:



Appendix B: Outcomes of final staff vote on Guiding Principles

The vote was open from Friday 25 January to Friday 8 February. 1060 people participated. The outcomes can be found in the tables below.

Table 1 shows the five themes identified in Phase 1 and the optional **Principles** presented to staff under each theme. Staff were asked to indicate which expression of the Principle resonated most with them and – conversely - which did not. The top voted Principle is in green, red indicates the Principle with the highest number of ‘no – definitely not this’ votes.

Table 2 shows each top voted Guiding Principle along with the **behavioural indicators** for what that Principle looks like – and doesn’t look like – in practice. Again, these are ranked in order based on the staff vote. In some cases changes were made to the original wording or additional indicators were added based on feedback from staff and senior management, where this is the case the explanation for the change or addition is given below each Principle.

Table 1: Guiding Principles






Theme	Top voted expression of this theme as a principle	YES!! THIS!!	Definitely not this	
 PURPOSE	We care about our purpose, our city and our people	We care about our purpose, our city and our people	608	69
		We care about our purpose - we are here to make a difference	436	121
		We care about our purpose	295	207
		We care about our purpose - we build communities with communities and shape the future of the city together	294	349
		We care about our purpose - we make Aberdeen shine	160	535
 PRIDE	We take pride in what we do and work to make things better	We take pride in what we do and work to make things better	449	65
		We take pride in our city – and work to make things better	415	67
		We take pride in doing a good job	359	148
		Take pride in the city - take responsibility for making it better	307	167
		We take pride - we create a sense of place, a sense of community and a sense of belonging	293	267
 ONE TEAM	One City, One Council, One Team	One City, One Council, One Team	426	168
		We are one team	265	147
		We work as one team	258	141
		None of us are as clever as all of us – we are one team, we share and collaborate	231	397
 TRUST AND RESPONSIBILITY	We trust each other and take responsibility	We trust each other and take responsibility	427	73
		We are accountable	312	123
		We take responsibility, we give responsibility	322	200
		We hold ourselves and each other to account	305	149
		We trust each other	255	173
 VALUE AND RECOGNITION	We value each other and recognise a job well done	We value each other and recognise a job well done	514	51
		We treat everyone equally and appreciate everyone individually	420	122
		Everyone has value. No Exceptions. No Excuses	257	138
		We value everyone	263	241
		We care about relationships	174	247

Table 2: Behaviours



We care about our purpose, our city and our people

At our best ...		At our worst, this looks like ...	
We value people’s voices which means we listen, seek to understand and then act	598	Knowing something is rubbish or wasteful but doing it anyway	695
We look at the bigger picture - we focus on what matters for the city of Aberdeen	472	Not listening or ignoring people’s needs	645
We step back and ask ‘why’ - we don’t keep doing the same things and expect a different outcome	437	‘We know best’ – ivory tower thinking	567
We look for how technology can take us forward but we also know when the human touch is needed	404	Being careless with data, resources, time or people	432
We act with integrity - we show moral courage – we do the decent thing	386	Hiding behind emails instead of having a conversation	413
Customers are not a number - we wear our customers’ shoes - we care and show empathy	323	Getting into arguments or conflict with customers	224
Language matters - It’s ‘our council’ not ‘the council’, it’s ‘us’ not ‘them’. Its ‘we’ not ‘me’	229		
We promote choice	104		

Changes made as a result of feedback:

- The 6 top voted behaviours were selected for the final version of example behaviours
- The organisational capability ‘Managing demand through early intervention and prevention’ seeks to promote self-service and self-sufficiency, at the same time, staff expressed concerns, through the feedback, about focussing too much on technology and digital solutions at the expense of our more vulnerable customers; one suggestion was to include an additional indicator ‘*We support the most vulnerable and encourage the most able*’. This has been combined with ‘*Customers are not a number*’ to read ‘*Customers are not a number – we care and show empathy – we support the most vulnerable and encourage the most able*’
- The 4 top voted ‘at our worst’ were selected for the final version of example behaviours
- ‘*Hiding behind emails instead of having a conversation*’ was removed on the basis that it focuses on staff with ready access to technology and therefore doesn’t meet the criteria of being applicable to all employees
- ‘*Acting on personal preference or assumptions rather than facts*’ was added based on a range of feedback around the need for decisions to be transparent and evidence-based; this supports the organisational capability ‘Becoming Intelligence-Led’.



We take pride in what we do and work to make things better

At our best ...		At our worst, this looks like ...	
We look at the evidence – then focus on making things better	413	Not willing to do things differently or move with the times	541
We encourage new thinking and build on each other's ideas	386	Ignoring issues	452
Every interaction counts – we leave things better than we found them	357	Being careless with council resources	397
We embrace the new - we are creative and find ways to make things better	341	Having a bad attitude	369
We are positive and 'can-do'	310	Dumping work on others	316
We stay ahead of the game - we are forward looking - we plan ahead	250	Poor workmanship	256
We are all leaders in what we do - we motivate and inspire	188	Not giving a monkey's	251
We go the extra mile to make Aberdeen shine, even when times are tough	185	Slagging off the council	227
We're not afraid to be different – quirky is good!	153	Acting politically, eg leaking things to the press	145
We are the organisation - we don't talk ourselves down	114		
People first, digital always	72		

Changes made as a result of feedback:

- The 5 top voted behaviours were selected for the final version of the example behaviours
- Talking positively about the organisation was felt to be important to our first Principle '*We care about our purpose, our city and our people*'. However, '*We are the organisation – we don't talk ourselves down*' was among the lower voted behaviours. There was a view that this may have been because the existing wording was seen as negative. This has been re-worded to '*We are the organisation - we promote the good things we do*' with an 'at our worst' indicator of '*Talking the organisation down*'
- The 6 top voted 'at our worst' were selected for the final version of the example behaviours with the following amendments:
 - Feedback was that '*Having a bad attitude*' is subjective and could therefore be interpreted in different ways by different people; this has been re-worded to '*Having a negative attitude*'
 - There was a range of feedback around tolerating poor work from others '*Poor workmanship*' has therefore been expanded to '*Receiving and accepting poor standards of work*'.



One City, One Council, One Team

At our best ...		At our worst, this looks like ...	
We are open, honest and transparent	509	Lack of communication - not passing information on	547
We find ways to work together rather than reasons not to	464	Hierarchy – having an upstairs/ downstairs attitude or a ‘them and us’ mentality	490
We pull our weight – we rely on each other and can be relied on	314	Poor collaborative work between interacting services	472
We look carefully at what already exists – we don’t ‘reinvent the wheel’	298	Passing the buck or playing the blame game	433
Everyone belongs - we create a good team spirit - no-one’s left behind - we include everyone	274	Ignoring each other’s needs and wellbeing	239
We act with good intent and assume good intent	252	Creating or maintaining silos	209
We are a community – we are connected - we look after each other – we are kind to each other and care about each other's and wellbeing	244	Having 'groupies' or 'cliques'	201
We trust each other	197	One-up-man ship	137
We are invested in each other’s success	160	Excluding others	125
		Being a mood-hoover	78

Changes made as a result of feedback:

- A suggestion was made to change the wording of the Principle ‘*One city, one council, one team*’ - to ‘*One team, one council, one city*’ to give a feel of moving forward and broadening out rather than narrowing down; this change was agreed by senior management
- The 5 top voted behaviours were selected for the final version of the example behaviours
- Feedback indicated a potential gap around simply helping and supporting others; ‘*If we see an opportunity to help someone, we do so*’ was therefore added
- The top 5 voted ‘at our worst’ were selected for the final version of the example behaviours with the following amendments:
 - It was noted that ‘*Hierarchy*’ is not the only way in which divisions are created at work so this has been combined with the indicators ‘*Having groupies or cliques*’ and ‘*Creating and maintaining silos*’ to read ‘*Creating division through hierarchy, cliques and silos*’
 - ‘*Poor collaborative work between interacting services*’ – the term ‘*interacting services*’ was seen as too ‘corporate’ – this has been changed to ‘*Poor collaborative work between teams*’
 - ‘*Ignoring each other’s needs and wellbeing*’ - the word ‘*safety*’ was added on the basis that this is not referenced anywhere else despite its importance; it now reads ‘*Ignoring each other’s needs, safety and wellbeing*’.



We trust each other and take responsibility

At our best ...		At our worst, this looks like ...	
We face up to things - we learn from mistakes and move on	429	That's not my job	540
Every day's a school day – we look for ways to improve, we're open to feedback to help us develop	352	Moaning but not doing anything about it	533
I step up, I take ownership and deliver a great job	321	Hiding things or sweeping them under the carpet	402
I'm open about what I'm doing and encourage input from others	318	Micro-managing	363
We make every penny count – we know it's public money	270	Slopy shoulders	346
If I see something that needs changed, I do something to change it	260	Being hypocritical	187
If my name's against something, you can rely on me.	219	Walking into a dump and leaving it a dump	154
We live up to the principles – and call it out when it isn't happening	191	Ignoring a ringing phone	151
We all have a voice – we get involved	168	Victim-mentality	123
We don't make a meal of a job – we just do it	129		
I'm not just an (insert job title here) – I am a public servant.	105		

Changes made as a result of feedback:

- The 6 top voted behaviours were selected for the final version of the example behaviours
- All reference to 'I' was changed to 'we' to keep things consistent
- 'We make every penny count – we know it's public money' was changed to 'We make every penny count – we spend public money wisely' in order to combine two of the original suggestions by staff
- Trust was seen as key – this has been highlighted in the last two Employee Opinion Surveys; the twin concepts of 'reliability' and 'consistency' form part of the foundations of trust so, in order to capture this, 'we do what we say we'll do' was added as to 'at our best' and 'saying one thing and doing another' to 'at our worst'
- The 6 top voted 'at our worst' behaviours were selected for the final version of the example behaviours



We value each other and recognise a job well done.

At our best ...		At our worst, this looks like ...	
We treat people with dignity and respect - we're all equal - we're all adults	637	Plenty negative feedback but not so much positive	473
We act and speak in a way which is positive, motivating and encouraging	613	Bullying	388
Thank you goes a long way - we appreciate each other	603	Constantly criticising	362
We notice, recognise and celebrate a job well done	523	The more you do, the less thanks	319
We respect the past and know our roots - we recognise progress that has already been made	184	Being spoken to like a child	303
		Getting defensive	259
		Using jargon	259
		Treating people like mushrooms	199
		Presumed guilt	130

Changes made as a result of feedback:

- The 4 top voted behaviours were selected for the final version of the example behaviours
- *'We notice, recognise and celebrate a job well done'* was changed to *'We notice, recognise and celebrate good work'* in order to avoid duplicating the wording in the Principle itself
- *'We value everyone but call out poor performance when we see it'* was added based on the strength of feedback about the need to challenge and address poor performance and behaviour
- The 6 top voted 'at our worst' were selected for the final version of the example behaviours with the following amendments:
 - *'Constantly criticising'* was removed on the basis that this is already captured in *'plenty negative feedback but not so much positive'*
 - The term *'Bullying'* was questioned on the basis that this takes many different forms and so an overall term was not seen as specific enough; in the descriptions of this behaviour given in the feedback the themes seemed to be about deliberately putting others down or making them feel small – this has therefore been changed to *'deliberately putting someone else down'*.