

Integrity - Respect

POSITIVE BEHAVIOURS WE WOULD LIKE TO SEE FROM ALL	ADDITIONAL BEHAVIOURS FOR OUR SUPERVISORS AND MANAGERS	ADDITIONAL BEHAVIOURS FOR OUR SENIOR MANAGEMENT TEAM	BEHAVIOURS WE DO NOT WISH TO SEE
<ul style="list-style-type: none"> ✓ One Team ✓ Great team spirit ✓ Promotes a positive working environment – good atmosphere 	<ul style="list-style-type: none"> ✓ Encourages team spirit ✓ Motivates the team 	<ul style="list-style-type: none"> ✓ Demonstrates these behaviours across teams and departments ✓ Works with other services to create a one team approach 	<ul style="list-style-type: none"> × Not working together × Creating a negative or unhappy working environment × Inconsistency in treatment of individuals in different teams
<ul style="list-style-type: none"> ✓ Approachable ✓ Supportive ✓ Respectful of others ✓ Understanding 	<ul style="list-style-type: none"> ✓ Positive, courteous and compassionate ✓ Respectful and appropriate ✓ Visible ✓ Understands trust and confidentiality 	<ul style="list-style-type: none"> ✓ Visible to all 	<ul style="list-style-type: none"> × Unapproachable, unsupportive, Unfriendly, aggressive × Showing disregard, not listening × Breaks/ does not respect confidentiality or trust
<ul style="list-style-type: none"> ✓ Communicates well at all levels 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> × Lack of communication, × Individuals not being listened to
<ul style="list-style-type: none"> ✓ Maintains positive working relationships with colleagues, customers, Councillors and stakeholders 	<ul style="list-style-type: none"> ✓ A positive figure who leads by example ✓ Unacceptable behaviour is challenged, (including colleagues, Managers, customers or Councillors). 	<ul style="list-style-type: none"> ✓ Proactive in maintaining relationships on behalf of the Council 	<ul style="list-style-type: none"> × Shows disrespect or dis-interest for others × Actions of Manager do not encourage faith

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<ul style="list-style-type: none"> ✓ Self-aware (aware of the impact of our actions and behaviour upon others) 	<ul style="list-style-type: none"> ✓ Grounded (Management not being seen as a symbol of status) 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> × Continues to act in a manner that is not appropriate × Does not accept feedback or constructive criticism × A belief of being superior, or looking down at others not in the same position or status.
<ul style="list-style-type: none"> ✓ Treats all individuals with dignity and respect ✓ Positive, polite and welcoming to others ✓ We treat others how we wish to be treated ourselves ✓ Poor behaviour is challenged ✓ Negativity is challenged 	<ul style="list-style-type: none"> ✓ Promotes fairness ✓ All individuals treated fairly, equally and with consistency ✓ Inappropriate behaviour is addressed as it happens 	<ul style="list-style-type: none"> ✓ Ensure consistency throughout ✓ Processes are in place to ensure that poor behaviour does not go unchallenged at any level 	<ul style="list-style-type: none"> × Unkindness –including all forms of dis-respect/ rudeness/ shouting or swearing × Isolating, ignoring or not involving individuals × Making people feel inferior × Not treating others how we wish to be treated ourselves × Poor behaviour is not challenged × Reluctance to challenge for fear of upsetting
<ul style="list-style-type: none"> ✓ Employees feel happy to be at work ✓ Sense of enjoyment and satisfaction in what we do 	<ul style="list-style-type: none"> ✓ Promotes a positive working environment 	<ul style="list-style-type: none"> ✓ Inspires loyalty and commitment through their management style 	<ul style="list-style-type: none"> × An environment is created which individuals do not feel happy to be a part of
<ul style="list-style-type: none"> ✓ Employees engaged and demonstrate commitment to their role and the NDC 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓ An integral part of the Council 	<ul style="list-style-type: none"> × Disregard is demonstrated

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<ul style="list-style-type: none"> ✓ Praise is given ✓ We celebrate positive outcomes and our successes 	<ul style="list-style-type: none"> ✓ Ensures that team members know their worth and their importance to the team and the Council ✓ Gives thanks when the team achieves well ✓ Celebrate our successes 	<ul style="list-style-type: none"> ✓ Celebrates the success of NDC ✓ Shares positive outcomes across the authority ✓ Uses our success to drive our future 	<ul style="list-style-type: none"> × Achievements not being recognised, praise not given, or not given to all members of the team. × Feedback is not provided × Success is not celebrated × Trust is not demonstrated
<ul style="list-style-type: none"> ✓ We admit when things haven't worked well, take responsibility for our actions and move forward to improve things ✓ Are able to put the past behind us learn lessons and move on 	<ul style="list-style-type: none"> ✓ Demonstrates interest, support and dedication to all areas within their remit ✓ Encourages positive change 		<ul style="list-style-type: none"> × Passing the buck, blaming others, not taking responsibility for our own actions. × Not willing to put things behind us for the good of the team/ organisation × Unwilling to make improvements × Holding grudges
<ul style="list-style-type: none"> ✓ We are kind and do not take others for granted 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> × Assuming tasks can be carried out by others × Not playing our part
<ul style="list-style-type: none"> ✓ Open and honest 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> × Not being honest × Intentions are not communicated × Lack of trust
<ul style="list-style-type: none"> ✓ Demonstrate trust in others 	<ul style="list-style-type: none"> ✓ Gives teams/ individuals the confidence and self-belief they need to perform effectively ✓ Provides trust in their team (but helps where appropriate) ✓ Employees are empowered and trusted to make informed decisions ✓ Encourages independent working and decision making ✓ Individuals feel motivated and encouraged to do well 		<ul style="list-style-type: none"> × Micro-managing tasks × Not involving people in tasks, or sharing information × Over-checking work unnecessarily × Not delegating, or stretching teams – allowing growth and development × Not demonstrating confidence and belief in team

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✓ We are hardworking – we take ownership and get the job done to the best of our ability	✓	✓ Goes over and above	× Complacency × Disregard for the role
✓ Make NDC an organisation we are proud to work for	✓	✓	× Behaviours not representing organisational values and behaviour framework

Collaborative – Working Together

POSITIVE BEHAVIOURS WE WOULD LIKE TO SEE	ADDITIONAL BEHAVIOURS FOR OUR SUPERVISORS AND MANAGERS	ADDITIONAL BEHAVIOURS FOR OUR SENIOR MANAGEMENT TEAM	BEHAVIOURS WE DO NOT WISH TO SEE
<ul style="list-style-type: none"> ✓ We work well together across, teams, departments and across the Council ✓ Teams support each other ✓ We have a collective vision 	<ul style="list-style-type: none"> ✓ Encourages and supports good communication and positive relationships between teams 	<ul style="list-style-type: none"> ✓ Encourages proactive communication ✓ Looks for ways in which Services can work together ✓ Provides the right structure, resources and direction for teams to be effective 	<ul style="list-style-type: none"> × Teams not communicating and working together in a positive way × Teams not sharing information and working efficiently together × Unsupportive of each other × Working independently and not for the wider good × Unappreciative of the skills of others and how we can complement each other
<ul style="list-style-type: none"> ✓ We are timely and attend scheduled meetings and events ✓ Reply to messages, phone calls and emails in a timely manner, because we recognise the importance of working together 	<ul style="list-style-type: none"> ✓ Ensures team meetings take place regularly ✓ Ensures their attendance at team meetings ✓ Corporate messages are communicated clearly to teams ✓ Issues are tackled in a timely manner for the benefit of the team and the service 	<ul style="list-style-type: none"> ✓ Staff briefings and corporate messages are cascaded 	<ul style="list-style-type: none"> × Turning up late to meetings or not attending × Showing dis-regard or dis-interest × Not replying to individuals × Delaying responses

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<ul style="list-style-type: none"> ✓ Listen to other people's views, involve and learn from others ✓ Value the time and opinion of others ✓ Encourage feedback 	<ul style="list-style-type: none"> ✓ Feedback and ideas are listened to considered and acted upon ✓ Individuals are able to give feedback and make suggestions or challenge without fear ✓ Always ready to listen and talk ideas through 	<ul style="list-style-type: none"> ✓ All voices are heard ✓ Encourages ideas and innovation 	<ul style="list-style-type: none"> × Individuals, ideas or opinions are not listened to or considered × Ungrateful for the time and advice that has been shared × Treating individuals less favourably because they have provided feedback. Seeing someone as a trouble maker who is unhappy
<ul style="list-style-type: none"> ✓ Individuals are willing to share, pool knowledge, skills and expertise to assist colleagues 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> × Withholding or not sharing information or skills, 'knowledge is power'. × Unwilling to assist others
<ul style="list-style-type: none"> ✓ We draw upon our skills to offer the best possible service 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> × Not utilising skill sets available. × Micro-managing tasks and not empowering others
<ul style="list-style-type: none"> ✓ Maintain a resilient, nimble and flexible workforce 	<ul style="list-style-type: none"> ✓ Provide skills ✓ Allow flexibility in the workforce 	<ul style="list-style-type: none"> ✓ Allow for and encourage transferable skills within the workplace 	<ul style="list-style-type: none"> × Lack of flexibility × Unwillingness to try something new or to accept change

Achieve Results – Progressive/Adaptable/Flexible/Progressive

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<ul style="list-style-type: none"> ✓ Aim High! ✓ Are driven to achieve positive results/improvements 	✓	✓	× Unwillingness
<ul style="list-style-type: none"> ✓ We are proactive- we have a clear understanding of our aims & objectives and how to achieve them ✓ Teams understand the role they play in delivering the corporate objectives 	<ul style="list-style-type: none"> ✓ Provides the right structure, resources and direction for teams to be effective ✓ Provides guidance where necessary so teams understand where their role fits into the corporate objectives ✓ Performance focussed 	<ul style="list-style-type: none"> ✓ Communicates Corporate plan ✓ Sets direction – Strategic thinking/courage 	<ul style="list-style-type: none"> × Employees are unaware of what they can do to contribute to Corporate aims × Communication is not cascaded
<ul style="list-style-type: none"> ✓ We are professional ✓ We take ownership of our role ✓ We commit to plans and deliver what we say we will do 	<ul style="list-style-type: none"> ✓ Represents the department and maintains responsibility ✓ Capable ✓ Knowledgeable 	✓	<ul style="list-style-type: none"> × Not taking responsibility for our actions × Not maintaining the requirements of the role

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<ul style="list-style-type: none"> ✓ We are Customer centric ✓ Provide the best service we can for our teams, customers and residents of North Devon ✓ Understands the importance of good customer service and keeping customers up dated 	✓	✓	<ul style="list-style-type: none"> × Service provision is not prioritised × Customers are not prioritised
<ul style="list-style-type: none"> ✓ We are decisive, decisions are consistent and made for the best possible outcome ✓ We actively seek information to help us make better decisions ✓ Able to accept challenge and utilise constructive feedback to make positive changes 	✓	✓	<ul style="list-style-type: none"> × Decisions are not put off or swept under the carpet. × Decisions not based on the relevant knowledge to aid decision making. × Inconsistency × Bias/ Unfairness

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✓ Thorough and organised	✓	✓	× Disorganised × Slap-dash
✓ Open to and positive about change ✓ Adapt to new changes and challenges ✓ Keen to learn and look for new ideas, or different approaches to seek improvements /solutions	✓ Has a conscientious desire to improve things ✓ Is positive about change ✓ Changes take place in a timely manner, where people and resources are managed effectively ✓ Challenge the 'but we have always done it this way'	✓ Leads people through change in an effective way ✓ Constantly review processes to establish ways to improve	× Unwilling to accept change × Do not encourage change or see its benefits × Dis-interest × Unable to influence positive change × Change takes place slowly, teams are not provided with the resources they need to run an efficiently
✓ We understand what is expected of us	✓ Realism and understanding about what can be achieved ✓ Understanding when teams are under pressure and offer support ✓ Keeps their team informed and engaged, and that they understand what is required of them	✓	× Lack of acknowledgement or regard × Delaying or shying away from issues.

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✓ Projects and plans are followed through	✓	✓	× Uncompleted work × Promises are not followed through
✓ We take ownership of an issue and try to resolve at first point of contact, to offer the best service we can	✓	✓	× Passing the buck × Unwilling to promote excellent customer service
✓ We recognise corporate risk and mitigate against this	✓ Established business continuity plans and plans are in place for emergencies to ensure we maintain our services ✓ Complete and maintain up-to-date risk assessments	✓ Ensure H&S remains a high priority ✓ Ensure H&S risk assessments and audits are completed in good time	× No action or untimely action being taken to reduce risk × Business continuity not maintained × Employees or managers not undertaking / understanding their responsibilities in relation to H&S × Risk assessments are not completed, updated, followed

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✓ Manage Health, Safety and risk	✓	✓	<ul style="list-style-type: none"> × No action taken × Lack of awareness of health and safety issues × Employees/ Managers not understanding their H&S responsibility × Health and Safety training is not undertaken
✓ Provide a safe working environment	✓	✓	<ul style="list-style-type: none"> × Actions that may result in an unsafe working environment, accident, injury or stress
✓ Health and Wellbeing is prioritised	✓	✓	<ul style="list-style-type: none"> × The well-being of individuals is not taken into consideration × Action not being taken to ensure the well-being of individuals

Nurturing - Developing

POSITIVE BEHAVIOURS WE WOULD LIKE TO SEE	ADDITIONAL BEHAVIOURS FOR OUR SUPERVISORS AND MANAGERS	ADDITIONAL BEHAVIOURS FOR OUR SENIOR MANAGEMENT TEAM	BEHAVIOURS WE DO NOT WISH TO SEE
<p>✓ Keen to learn new things</p>	<p>✓ Learning and Development is supported and encouraged</p> <p>✓ Opportunities to learn are provided</p> <p>✓ Time is provided to allow for development</p>	<p>✓ NDC is provided with Learning Opportunities</p>	<p>× Learning and development is not considered / encouraged</p> <p>× Officers are not provided with learning or development opportunities</p> <p>× Officers not given time to develop / workload prevents development</p>
<p>✓ Actively participates in learning and development opportunities</p>	<p>✓ Encourages active learning, from experience, (both good and bad)</p>	<p>✓ Creates a culture that encourages development</p>	<p>× Not learning from our experiences</p> <p>× Does not look at learning to make positive changes</p>
<p>✓ Ideas and best practice are shared to support development</p>	<p>✓ Encourages team members to use and share their learning</p>	<p>✓</p>	<p>× Unwilling to share what we know or have learned / Learning is not cascaded</p>
<p>✓ Feel supported, and believe that you can achieve whatever you put your mind to</p>	<p>✓ Regular encouragement and positive feedback is given to aid development</p>	<p>✓ Creates a culture where teams are supported to achieve their highest potential</p>	<p>× Individuals are not receiving feedback, support or encouragement on what they are doing well and how they can develop</p> <p>× Teams are not developed</p> <p>× Only certain members of teams being developed or provided with opportunities - favouritism.</p>
<p>✓ Active participation in performance review</p>	<p>✓ Performance reviews take place and feedback is given to aid performance and development</p>	<p>✓ Support is provided to managers where required</p>	<p>× Performance reviews are not provided / discussed regularly</p> <p>× Performance objectives are not being set and reviewed</p>

Curious

WHAT WE EXPECT	ADDITIONAL BEHAVIOURS FOR OUR SUPERVISORS AND MANAGERS	ADDITIONAL BEHAVIOURS FOR OUR SENIOR MANAGEMENT TEAM	BEHAVIOURS WE DO NOT WISH TO SEE
<ul style="list-style-type: none"> ✓ Innovative ✓ Inquisitive ✓ Forward thinking ✓ Be brave, challenge and think outside the box 	<ul style="list-style-type: none"> ✓ Has vision and promotes innovation ✓ Embraces growth and creativity ✓ Gives individuals the confidence to try new things, without fear 	<ul style="list-style-type: none"> ✓ Able to meet the needs of our changing environment 	<ul style="list-style-type: none"> × Ideas not being listened to × Not motivated to improve × Unable to stimulate confidence or encourage/ motivate individuals × Does not promote change, innovation
<ul style="list-style-type: none"> ✓ We look for any opportunities to develop and grow individually and as an organisation 	<ul style="list-style-type: none"> ✓ Are able to identify opportunities for growth, development commercialisation 	<ul style="list-style-type: none"> ✓ Progress opportunities for growth 	<ul style="list-style-type: none"> × Unable to evolve
<ul style="list-style-type: none"> ✓ Work smart, save money 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ×
<ul style="list-style-type: none"> ✓ We take pride in what we do in order to make North Devon a great place to live and work ✓ Take responsibility for action, in an environment which encourages us to do so 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> × Growth is not encouraged
<ul style="list-style-type: none"> ✓ We are forward thinking in with technology 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ×