



Putting People 1st

## Behaviours Framework – June 2018

### Version Control

Version No	Completed by	Date	Comments
<b>1/18</b>	T Kennedy	12/3/18	For initial scrutiny and presentation
<b>2/18</b>	T Kennedy	11/4/18	Updates
<b>3/18</b>	J Orr	31/05/18	Updated values

## Contents

<b>Why are values and behaviours important?</b>	<b>3</b>
<b>Living our values</b>	<b>4</b>
<b>The Behaviours Framework</b>	<b>5</b>
<i>1. Communicating in an honest, open and transparent way</i>	<i>6</i>
<i>2. Embracing Change</i>	<i>7</i>
<i>3. Building great relationships</i>	<i>8</i>
<i>4. Acting with courtesy and consideration</i>	<i>9</i>
<i>5. Valuing Everyone's Contribution</i>	<i>10</i>
<i>6. Delivering excellent service</i>	<i>11</i>
<i>7. Engaging with customers</i>	<i>12</i>

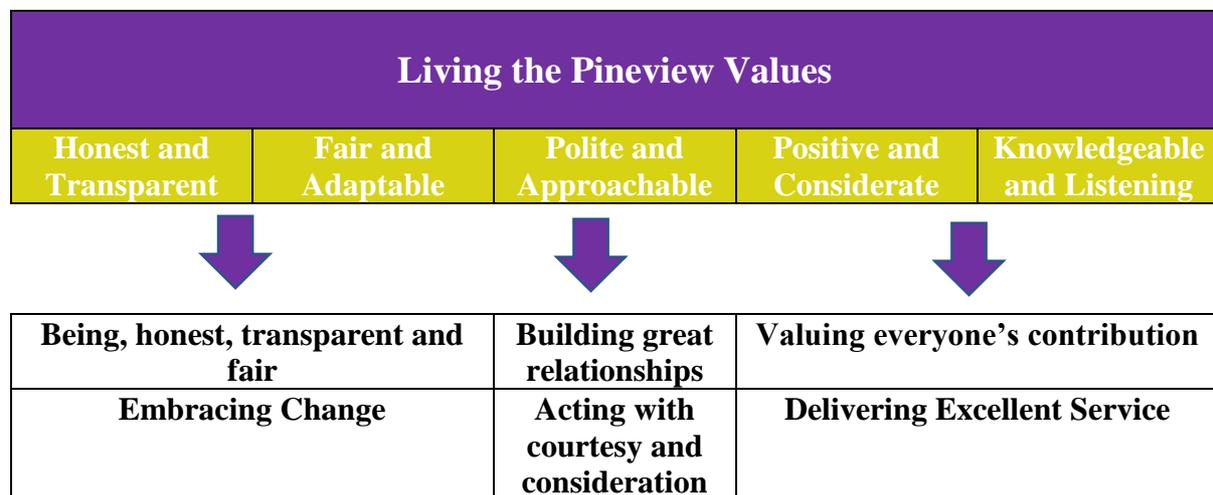
## Why are values and behaviours important?

Behaviour statements are a way of explaining how we, as individuals, live the Pineview values

- Honest and Transparent
- Fair and Adaptable
- Polite and Approachable
- Positive and Considerate
- Knowledgeable and Listening

The behaviour statements describe how Pineview, as an organisation, delivers service to customers, committee, colleagues and stakeholders that is underpinned by values and outline how we, as individuals, will live our values.

This Behaviours Framework has been developed in partnership with staff across the organisation.



**Everyone:** describes the behaviours that we all aspire to, whatever our role.

**Manager:** describes the behaviours aspired to by those with middle management responsibilities within Pineview (officers).

**Executive:** describes the behaviours aspired to by those with senior, executive and non-executive responsibilities (senior managers, director and management committee).

These are the behaviours we'd like to be recognised for, and the ones we will use to evaluate and improve our current practices.

The statements that describe the behaviours have been designed to be both realistic and aspirational, describing how we live our values on our best days; some we may achieve easily, whilst others might be better with some focus, training, or support so that we can be consistent in how we go about our daily business. They are offered as a positive tool for self-assessment and reflection.

## Living our values

You can use the Pineview values and behaviours to help you, your colleagues and your team to achieve our aim to provide quality, affordable homes and deliver excellent service through listening and engaging with our customers.

One of the greatest benefits to the behavioural-based approach is the control that it gives us over our own development.

## We can use the Pineview Values and Behaviours for:

### How values and behaviours can work for us



**Attraction and Recruitment:** to attract and select people with the right attitude and behaviours, as well as the technical competence.

**Induction and orientation:** so that people know what behaviours are expected right from the start.

**Self-assessment and personal development:** to help you monitor your own performance and identify areas that you might benefit from additional training or support.

**Managing Performance:** to make sure there is a balanced focus between objectives and behaviours in the discussions around Performance & Development Reviews.

**Developing Teams:** to focus on specific behaviours within your team as part of on-going service improvement.

**Managing Change:** using the values and behaviour statements to help identify current good practice, how best practice might look and to develop plans for change.

## **The Behaviours Framework**

## 1. Communicating in an honest, open and transparent way

Imparts accurate information (both verbal and written) and is receptive to other peoples' opinions. Shares information with colleagues, tenants and stakeholders

Everyone	Managers	Executive
<ul style="list-style-type: none"> <li>• <b>I communicate clearly, accurately, consistently and concisely using the most appropriate means</b></li> <li>• <b>I show a genuine interest in other people's views</b></li> <li>• <b>I am always approachable and receptive</b></li> <li>• <b>I share information appropriately</b></li> <li>• <b>I adapt my communication style to the person/people receiving</b></li> <li>• <b>I listen actively, without interrupting</b></li> <li>• <b>I take on board the views of others, being aware of the impact of my behaviour</b></li> <li>• <b>I am enthusiastic, open and reliable in order to build trust</b></li> <li>• <b>I challenge individuals or groups constructively, am assertive where necessary and ask questions to seek clarity</b></li> <li>• <b>I create a positive impression of self and Pineview at all times</b></li> <li>• <b>If I am concerned with the behaviour of an individual, I address this appropriately and in confidence</b></li> </ul>	<ul style="list-style-type: none"> <li>• I remove barriers to good communication and create an environment where people feel able to communicate freely.</li> <li>• I communicate tough messages and sensitive issues well.</li> <li>• I anticipate likely objections and respond in a way that achieves positive outcomes</li> <li>• I influence across levels to accomplish results</li> <li>• I appear confident in person</li> <li>• I am receptive to suggestions from others</li> <li>• I relay policy and information with conviction and authority</li> </ul>	<ul style="list-style-type: none"> <li>• I clearly articulate big picture thinking to appropriate audience.</li> <li>• I build empathy and support, internally and externally, to ensure buy-in and ownership of ideas</li> <li>• I express opinions on all aspects of Pineview with confidence and conviction</li> <li>• I sell ideas by linking them to others' values, needs and goals.</li> <li>• I use a variety of influencing approaches for strategic impact</li> <li>• I hold genuinely open discussions, listen to others' views, and show a willingness to compromise for the good of Pineview</li> </ul>

### Examples of unacceptable behaviours that may indicate a need for further development

- Withholds or provides inaccurate or misleading information
- Is unapproachable
- Tends not to listen to others
- Avoids communicating if the messages are difficult or perceived to be unpopular
- Uses inappropriate language or tone in communication
- Tends to over-dramatise information
- Tends to present information in a negative way
- Uses inappropriate communication methods (e.g. email to give negative feedback)
- Shares information inappropriately with others
- Does not uphold personal confidentiality

## 2. Embracing Change

Being open to and engaging with new ideas and ways of working. Responding positively and creatively to changing demands.

Everyone	Managers	Executive
<ul style="list-style-type: none"> <li>• I am open-minded to new ways of working</li> <li>• I make positive suggestions for improvement</li> <li>• I respond positively and flexibly to changing circumstances, demands and requests</li> <li>• I adopt a ‘can do’ attitude in periods of change</li> <li>• I embrace new technologies, techniques and working methods</li> <li>• I am not resistant to change and adapt to a variety of situations</li> <li>• I endeavour to seek solutions/actions for change</li> <li>• I am constructive in raising issues with colleagues, take an active role in team meetings and make suggestions to make things better</li> <li>• I review working practices and give ideas to improve</li> </ul>	<ul style="list-style-type: none"> <li>• I seek opportunity for change to improve services/efficiency</li> <li>• I communicate change in a clear and helpful way</li> <li>• I work positively and effectively in an uncertain environment of shifting priorities</li> <li>• I help others to understand the reasons for the change</li> <li>• I anticipate others' resistance to change and am proactive in reducing this</li> <li>• I involve others early in the change implementation process to increase commitment and reduce defensiveness</li> <li>• I provide input on a regular basis to keep people informed and up-to-date</li> <li>• I encourage others to seek solutions/actions for change</li> <li>• I challenge and support peers to develop ideas and improve service</li> <li>• I invite, welcome and respond to feedback from teams and peers.</li> <li>• I build networks in other Associations and bring best practice into Pineview and use this to suggest new ideas to improve the way things are done</li> <li>• I benchmark and positively develop service in response</li> </ul>	<ul style="list-style-type: none"> <li>• I anticipate and prepare for the future by scanning for ideas, best practice and emerging trends that will have an impact on outcomes</li> <li>• I adapt departmental plans to reflect change</li> <li>• I drive change through inspiring confidence, support and sponsorship with stakeholders, by demonstrating the quality and conviction of my vision, a compelling narrative, relentless intent and courage</li> <li>• I ensure deep rooted connections with the Scottish Housing Regulator, OSCR and other similar bodies to shape change</li> <li>• I approach difficult or challenging conversations positively.</li> <li>• I always look outside the Association when investigating an issue or developing new ideas.</li> <li>• I use my professional membership to bring best practice to Pineview.</li> </ul>

### Examples of unacceptable behaviours that may indicate a need for further development

- Determination to maintain current ways of working
- Dismissing new ideas
- Continually opting for the easy solution
- Failing to acknowledge others' ideas for change
- Becoming agitated and stressed when asked to respond differently
- Becoming very de-motivated
- Constantly negative attitude to change
- Finding problems rather than solutions
- Not striving to improve

### 3. Building great relationships

Working co-operatively with colleagues, tenants and the communities that we serve

Everyone	Managers	Executive
<ul style="list-style-type: none"> <li>• <b>I work co-operatively with others to get things done</b></li> <li>• <b>I willingly giving help and support to learners, colleagues and partners</b></li> <li>• <b>I take the time to get to know others and their perspective in order to build rapport and establish strong connections</b></li> <li>• <b>I treat people with respect as individuals and address their specific needs and concerns</b></li> <li>• <b>I am open and transparent in my relationships with others</b></li> <li>• <b>I ensure processes and procedures are consistently followed</b></li> <li>• <b>I contribute to the development of effective policies, processes and procedures.</b></li> <li>• <b>I contribute to the development of the association’s performance management framework and culture.</b></li> <li>• <b>I hold colleagues and team members to account</b></li> <li>• <b>I ensure my team(s) achieve targets and deadlines</b></li> <li>• <b>I always speak positively about Pineview</b></li> <li>• <b>I strive to develop positive and constructive relationships</b></li> <li>• <b>I always follow processes and procedures and advise if these need revisited</b></li> <li>• <b>I work positively to achieve targets and deadlines</b></li> </ul>	<ul style="list-style-type: none"> <li>• I am approachable, and explain things well so that I generate a common understanding</li> <li>• I build and maintain strong relationships with colleagues, tenants and stakeholders</li> <li>• I proactively engage with colleagues, share relevant information and promote co-operation</li> <li>• I work across boundaries to develop relationships with other teams</li> <li>• I build commitment from others to work together to deliver agreed outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• I manage relationships and partnerships for the long term, sharing information and building trust to find the best solutions.</li> <li>• I understand formal and informal politics and what this means for partnerships.</li> <li>• I create long-term links and work effectively within decision-making structures.</li> <li>• I remove practical barriers to collaboration</li> <li>• I take the lead in partnerships when appropriate</li> <li>• I create relationships with key local government, political, policy, business and community partners.</li> <li>• I ensure that the Association has a challenging performance management framework and culture.</li> </ul>

**Examples of unacceptable behaviours that may indicate a need for further development**

- Failing to see others’ points of view
- Interrupting
- Preferring to work alone
- Failing to share information
- Making minimal contribution to achievement of goals and objectives
- Co-operating selectively
- Allowing individual differences to adversely affect working with learners, colleagues and partners
- Failing to work to approved processes and procedures

**4. Acting with courtesy and consideration**  
 Promotes equality and a culture of inclusiveness. Does not discriminate against others.

Everyone	Managers	Executive
<ul style="list-style-type: none"> <li>• <b>I treat everyone with dignity and respect, and am never offensive to others</b></li> <li>• <b>I respect others' knowledge and/or experience and listens to their concerns/issues</b></li> <li>• <b>I seek to understand other people's views and opinions</b></li> <li>• <b>I respect the right of colleagues and customers to express preferences and choices</b></li> <li>• <b>I do not discriminate or treat anyone inappropriately</b></li> <li>• <b>I understand what bullying and harassment are and do not demonstrate or tolerate either in any form</b></li> </ul>	<ul style="list-style-type: none"> <li>• I promote equality, values and inclusion</li> <li>• I relate well to people from all cultural backgrounds</li> <li>• I do not compromise on matters of ethics</li> <li>• I treat all members of the team in a fair and consistent manner</li> <li>• I develop a culture that promotes equality and diversity</li> <li>• I consistently draw on the available diversity of skills, knowledge and experience of others</li> <li>• I address any unethical actions of others</li> </ul>	<ul style="list-style-type: none"> <li>• I promote equality and diversity across Pineview</li> <li>• I understand and keep up to date with legal developments and other initiatives</li> <li>• I encourage others to value each other and challenge those who don't - even if they are more senior</li> <li>• I actively work in partnership with diverse groups</li> <li>• I publicly demonstrate respect for other organisations or cultures</li> </ul>

**Examples of unacceptable behaviours that may indicate a need for further development**

- Is disrespectful about colleagues and customers
- Allows people to be treated badly
- Treats staff of a particular gender, race, role, belief and personality unfairly
- Uses inappropriate language e.g. sexist or racist jokes or jokes about an individual's sexual orientation, disability, religion or belief or age
- Withholds important work-related information from others
- Deliberately excludes others from everyday social interactions or activities
- Ignores others' inappropriate behaviour (e.g. bullying)

## 5. Valuing Everyone's Contribution

Building collaborative teams that focus on collective aims. Developing individual capability through effective learning and development.

Everyone	Managers	Executive
<ul style="list-style-type: none"> <li>• <b>I work cooperatively with others to get things done,</b></li> <li>• <b>I willingly give help and support to colleagues.</b></li> <li>• <b>I offer constructive feedback to colleagues at all levels</b></li> <li>• <b>I understand different roles and how they relate to each other</b></li> <li>• <b>I use all situations as potential learning opportunities</b></li> <li>• <b>I devote time to my own development</b></li> <li>• <b>I keep up to date with what is happening in my own work area and across the organisation</b></li> <li>• <b>I consciously apply learning</b></li> <li>• <b>I engage in formal and informal learning and development activities</b></li> <li>• <b>I reflect to identify my development needs</b></li> <li>• <b>I volunteer for new or different tasks</b></li> <li>• <b>I engage positively with appraisal processes and seek feedback</b></li> <li>• <b>I take time to get to know my colleagues from across the organisation.</b></li> <li>• <b>I have face to face discussions with my colleagues rather than relying on emails.</b></li> <li>• <b>I help and assist colleagues</b></li> </ul>	<ul style="list-style-type: none"> <li>• I am willing to lead a team, involving the right people at the right time</li> <li>• I encourage and empower team members</li> <li>• I adopt a team approach, acknowledging and appreciating efforts, contributions and compromises</li> <li>• I recognise the common purpose of the team and respect team decisions</li> <li>• I ensure equal access to development opportunities for all</li> <li>• I provide creative work opportunities for colleagues</li> <li>• I encourage others to learn from mistakes without blame</li> <li>• I coach and mentor others</li> <li>• I encourage the best from others</li> <li>• I volunteer my own time to further my professional development.</li> <li>• I encourage and support team members to challenge themselves and pursue their development</li> <li>• I actively seek opportunities for myself and team members to stretch, learn and develop.</li> </ul>	<ul style="list-style-type: none"> <li>• I keep up to date with what is happening in the wider Housing Association environment and communicates this to teams</li> <li>• I empower others by placing decision making at the lowest possible appropriate level</li> <li>• I provide constructive feedback to aid the development of Pineview as a whole</li> <li>• I demonstrate the value of learning by being involved in development activities</li> <li>• I ensure that projects and incidents are evaluated and learning from mistakes and success is optimised</li> </ul>

### Examples of unacceptable behaviours that may indicate a need for further development

- Focuses solely on own role and tasks
- Believing that nothing can be learned from those less qualified
- Failing to invest in own and others' development
- Blocking the progress of high potential colleagues
- Not engaging with informal development opportunities
- Being intolerant of mistakes and apportioning blame
- Focusing on others' weaknesses rather than their strengths

## 6. Delivering excellent service

Delivering excellent service consistently and taking personal responsibility for getting things done.

Everyone	Managers	Executives
<ul style="list-style-type: none"> <li>• I work towards Pineview goals enthusiastically, with energy and pride</li> <li>• I proactively seek to understand expectations</li> <li>• I take personal responsibility for getting things done</li> <li>• I monitor my own progress and deliver to deadlines</li> <li>• I prioritise tasks by necessity rather than personal preference</li> <li>• I learn from experience</li> <li>• I learn from new procedures, take advantage of new technologies and help colleagues to do the same.</li> </ul>	<ul style="list-style-type: none"> <li>• I understand how my work contributes to ensuring effective and flexible delivery</li> <li>• I help others to understand how their work operates in the wider context.</li> <li>• I take on challenging tasks to help to deliver consistent high-quality service to customers and to support my colleagues.</li> <li>• I keep up to date with internal and external changes</li> <li>• I am a role model for the behaviours I expect to see in others.</li>   <li>• I motivate and inspire others to deliver challenging goals.</li> <li>• I actively manage my own and the team's workload, prioritising between tasks.</li> <li>• I plan effectively to meet deadlines.</li> <li>• I take an active role in proposing annual priorities and shaping longer term plans</li> </ul>	<ul style="list-style-type: none"> <li>• I ensure that everyone understands their role in helping Pineview to achieve our aim and objectives.</li> <li>• I engage colleagues, customers and external stakeholders in the development of values, goals and strategies</li> <li>• I demonstrate long-term strategic thinking that focusses on positively impacting people's lives</li> <li>• I am energetic and dynamic, driving results and moving the business forward</li> <li>• I delegate effectively</li> <li>• I ensure annual priorities and longer term plans are established</li> </ul>

### Examples of unacceptable behaviours that may indicate a need for further development

- Talking about progress and changes, but not following through
- Relying on management direction to carry out role effectively
- Lacking enthusiasm and motivation
- Focussing just on process rather than outcomes and getting results
- Accepting mediocrity in own and others work
- Doing the least needed to get by
- Assuming service and delivery is OK
- Driving for results that are too high, resulting in ignoring rules or showing insensitivity to others
- Taking risk without understanding the impact

## 7. Engaging with customers

Willing and able to understand and meet the needs of all our customers and stakeholders and provide the best quality service to them.

Everyone	Managers	Executives
<ul style="list-style-type: none"> <li>• <b>I understand who the customer is and what their needs are</b></li> <li>• <b>I treat customers with respect and explain any rationale for action</b></li> <li>• <b>I smile and I am cheerful, friendly and professional at all times when dealing with customers, even when challenged</b></li> <li>• <b>I deliver my promises</b></li> <li>• <b>I correct problems promptly and non-defensively</b></li> <li>• <b>I take ownership of problems/matters within my remit to resolve on behalf of the Association</b></li> <li>• <b>I welcome customer feedback</b></li> <li>• <b>I deal with conflict situations positively</b></li> <li>• <b>I ensure systems and processes are kept up to date</b></li> <li>• <b>I am proactive and 'go the extra mile' to help meet a customer's needs</b></li> <li>• <b>I actively get to know customers and take time to form genuine relationships</b></li> <li>• <b>I proactively manage customer expectations</b></li> </ul>	<ul style="list-style-type: none"> <li>• I act as a Customer Champion</li> <li>• I proactively seek feedback on customer satisfaction levels</li> <li>• I develop an understanding of customer needs in order to anticipate the service required</li> <li>• I take responsibility for solving customer problems</li> <li>• I see things from a customers' viewpoint</li> <li>• I use feedback to drive improvements</li> <li>• I look for ways to make systems/procedures more customer-friendly and challenge Pineview to embrace changes</li> <li>• I influence colleagues to see things from the customers' perspective</li> <li>• I design services around the needs of customers</li> <li>• I actively seek to learn about customers and seek feedback to better meet their needs</li> <li>• I ensure teams always fulfil promises to customers.</li> </ul>	<ul style="list-style-type: none"> <li>• I act as a trusted adviser engaging customers, where possible, in decision making</li> <li>• I establish challenging standards to develop services and advance the reputation of Pineview</li> <li>• I use knowledge of wider developments and emerging trends to drive strategy</li> <li>• I make decisions based on maintaining long-term relationships with customers.</li> <li>• I analyse feedback from customers, developing plans for, and creating, a culture of outstanding customer service</li> </ul>

Examples of **unacceptable** behaviours that may indicate a need for further development

- **Is poor at handling conflict/angry customer**
- **Doesn't listen and talks over the customer, is rude or impatient**
- **Has a 'that's not my job' mentality**
- **Doesn't adapt behaviour appropriately for different people**
- **Shrugs off customer needs**
- **Finds reasons that prevents acting for the customer without explaining why**
- **Doesn't own customer issues and passes problems on without following up**
- **Apportions blame**
- **Allows personal mood to impact the level of customer service**
- **Is unwilling to change current procedures to improve/respond to feedback**