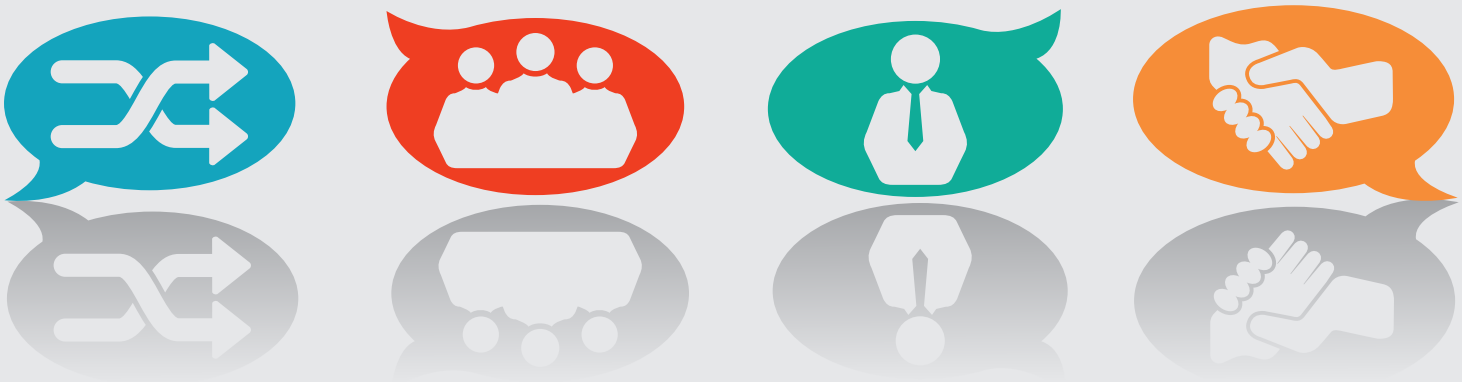
Behavioural Framework



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Welcome to Nottinghamshire Fire and Rescue Service's Behavioural Framework. This document has been developed as part of wider piece of work to improve the way in which performance is managed and people are developed across Nottinghamshire Fire and Rescue Service and to establish a common set of behaviours across the organisation.

We have developed this to be used in conjunction with the Seven Principles of Public Life referenced below. This framework contains elements of the Nottingham City Council, National Fire Chiefs Council and Staffordshire FRS competency and leadership frameworks. Thank you to those three organisations who have influenced the direction of this work.

This document replaces the NFRS Values Toolkit which was launched in 2016 but it does not replace existing role maps, person specifications or job descriptions.

The framework has three levels which are:

- **All employees**
- **Managers and Supervisors**
- **Strategic Leaders**

It should be used to frame conversations and establish expectations to improve performance of individuals/teams and should be used in the following situations:

- **1:1 meetings and PDRs**
- **Coaching & mentoring conversations**
- **Development, talent and career conversations and Personal Development Plans** (PDP)
- **When addressing under-performance with an individual** (or team) **– Personal Performance Improvement Plans** (PPIPs)
- **Self-assessment**
- **Recruitment and selection**
- **360-degree feedback**

7 Principles of Public Life

Everyone in public office at all levels – Ministers, civil servants, NHS staff, the police, council officers – all who serve the public or deliver public services should uphold the Seven Principles of Public Life, also known as the Nolan Principles.

Nottinghamshire Fire and Rescue Service's behavioural framework should be read and adhered to in conjunction with the Nolan Principles.

They are as follows:

1

Selflessness

Holders of public office should act solely in terms of the public interest.

2

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6

Honesty

Holders of public office should be truthful.

7

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Employees show this when they do the following…

WE ARE PROFESSIONAL

+ Demonstrates pride in appearance and standards of dress
+ Lets manager know when under time pressure or work accuracy is at risk
+ Manages routine tasks effectively and anticipates busy periods,prepares accordingly
+ Uses basic diary management and planning tools to plan in advance to ensure deadlines are met
+ Finishes work to a high standard, not satisfied with simply finishing something
+ Demonstrates a responsible approach to confidentiality and can be trusted with sensitive information
+ Shows attention to detail
+ Commit to developing self and others – seeking out development opportunities, knowledge and new work experiences
+ Is proactive in seeking and achieving work tasks and activities
+ Take responsibility for your own health and wellbeing
+ Communicate in a respectful and timely way

Employees don't show this when…

- Fails to act as a positive role model
- Belittles those who are acting professionally and in line with Service expectations
- Is constantly negative and lacks enthusiasm
- Tends to present problems rather than solutions
- Tends to apportion blame to others when things go wrong
- Lack of enthusiasm and motivation to improve
- Fails to take personal responsibility for actions
- Lacks pride in their work
- Fails to finish work to a high standard and on time
- Fails to take responsibility for personal development
- Fails to engage positively and politely with members of the public and service users

ONE TEAM

+ Supports team members/colleagues under pressure or stress
+ Works collaboratively with others - is a good 'team player'
+ Builds positive relationships across the team, organisation and community
+ Listens to and gets input, ideas and views from a diverse range of colleagues and teams
+ Proactively involved in cross-functional team working
+ Works proactively to understand others' challenges and experiences to reduce a 'them and us' culture

Employees don't show this when…

- Fails to understand or appreciate impact on others. Does not consider situations from others' viewpoint
- Is preoccupied with own agenda rather than the needs of team and organisation
- Fails to build contact with people beyond own work area
- Maintains old stereotypes about 'other' groups in the organisation

Employees show this when they do the following . . . (continued)

OPEN TO CHANGE

+ Looks for opportunities to improve working practices
+ Engages with staff engagement initiatives and offer suggestions for change (Little Acorns, staff survey)
+ Anticipates and prepares ahead for work-related problems and issues
+ Embraces new processes/equipment etc and provides feedback
+ Has flexible and adaptable approach to work

Employees don't show this when…

- Is obstructive towards learning or progress
- Does not take responsibility for keeping up to date with local or organisational news/changes
- Unwilling to try different methods of working

WE VALUE AND RESPECT OTHERS

+ Listens carefully to manager, colleagues and service users
+ Respects the right for colleagues to hold different views
+ Manages own reaction and emotions when provoked
+ Challenges inappropriate behaviour
+ Invites a positive response from colleagues and customers through a respectful approach
+ Understands and respects the value of diversity
+ Interprets and reacts to others' body language, feelings and emotions, taking time to consider own response
+ Encourages and seeks out different perspectives to build on own ideas
+ Is aware of own interpersonal style, adapting behaviour for different audiences accordingly

Employees don't show this when…

- Shows little consideration or respect for other colleagues
- Challenges others in a way that intimidates or undermines
- Fails to allow others to voice different views in meetings
- Exhibits aggressive, overpowering or bullying behaviour
- Fails to recognise and respect others' values and beliefs
- Challenges inappropriately
- Exhibits rude or dismissive behaviour
- Applies preconceptions or stereotyping inappropriately
- Fails to recognise the value of diversity

Managers show this when they do the following…

WE ARE PROFESSIONAL

+ Undertakes regular supervisory/1:1 meetings and PDRs
+ Is proactive in tackling situations that may have a negative impact on the reputation of the team or Service
+ Measures own and team/service performance against SMART objectives, financial and operational targets
+ Sets clear performance measures and structures to track team performance, tackling any issues that arise
+ Encourages and persuades others to improve performance and raise standards
+ Considers and balances Service risks when managing work priorities and activities
+ Aware of wider organisational priorities and communicates these via team meetings and other methods
+ Drives self and colleagues towards key objectives and outcomes, accepting personal accountability for missed deadlines or errors
+ Promotes and upholds our values and professional standards
+ Demonstrates a responsible approach to confidentiality and can be trusted with sensitive information

Managers don't show this when…

- Fails to act as a role model and inspire others
- Promotes silo mentality rather than collective responsibility for others' problems
- Allows personality clashes or history to cloud judgement or decision-making
- Tends to apportion blame to others when things go wrong
- Unwilling to recognise, or deal with, capability or performance issues in self or others; avoids difficult conversations and confrontation
- Gives up in the face of obstacles and does not demonstrate a sense of personal responsibility for delivery
- Shows a lack of understanding or respect for established governance arrangements and processes

ONE TEAM

+ Works with teams to adopt a unified approach to working practices
+ Willingly shares team's resources, knowledge and information with others
+ Breaks down 'them and us' mentalities and silos through honesty, transparency and wider engagement inside and outside NFRS
+ Does not let relationship problems develop which adversely impact on morale, wellbeing or performance
+ Creates a culture where individual and team wellbeing is a priority
+ Ensure systems and processes are in place to support teams

Managers don't show this when…

- Fails to understand or appreciate their impact on others
- Does not consider situation from others' viewpoint
- Is preoccupied with own or hidden agenda rather than the needs of staff, customers or partner agencies
- Fails to build contact with people beyond own work area
- Consistently works in isolation, pursuing own solution without the involvement of appropriate stakeholders
- Gives little time to the development of peers and colleagues

Managers show this when they do the following . . . (continued)

OPEN TO CHANGE

+ Is open-minded about new ideas and suggestions and empowers others to innovate
+ Seeks opportunities to collaborate and build effective networks for change
+ Seeks feedback from line managers, peers and team about own performance in order to keep learning and developing
+ Takes ownership of managerial messages and the change process
+ Avoids being overly-cautious, or too traditional when solving existing or emerging issues
+ Evaluates impact of changes to service delivery to learn lessons and implement that learning

Managers don't show this when…

- Does not focus on a drive to improve service delivery
- Fails to prioritise, keep track of progress, or adapt approach when deadlines, targets or standards are threatened or changed
- Obstructive towards learning or progress
- Fails to see relevance of wider organisation issues, sector trends or contextual developments to organisation or role; fails to communicate these
- Shows a lack of willingness to take an alternative approach irrespective of its merits

WE VALUE AND RESPECT OTHERS

+ Listens to, and gets input on, ideas and views from a diverse range of perspectives, regardless of seniority or position
+ Retains a sense of perspective and emotional control throughout difficult situations
+ Is pro-active in considering how to deliver better services for individual customers and communities
+ Addresses intimidating/bullying/discriminatory behaviour, retaining emotional control and perspective
+ Is proactive in employing, recruiting and retaining a diverse workforce and supports the Service's approach to positive action
+ Looks for opportunities to support others through 1:1s and coaching/mentoring, developing own skills where necessary
+ Actively seeks to understand where others are coming from during meetings and discussions with others to meet their needs
+ Avoids jumping to conclusions by taking steps to understand underlying causes behind people's behaviour or views
+ Tackles relationship breakdowns swiftly, isolating key issues and taking appropriate courses of action
+ Is aware of unconscious bias and the impact on the workplace and managing people and public

Managers don't show this when…

- Shows little consideration or respect for other colleagues
- Challenges others in a way that intimidates or undermines
- Fails to appreciate the need to engage the support of stakeholders
- Fails to allow others to voice different views in meetings
- Overlooks inappropriate behaviour
- Fails to recognise the value of diversity

Strategic Leaders show this when they do the following…

WE ARE PROFESSIONAL

+ Acts as a role model in everything they do and at all times
+ Behaves selflessly and with integrity and delivers on promises made to staff, elected members and the public
+ Encourages a coaching culture and puts in place mechanisms which give people access to coaching and mentoring
+ Demonstrates a drive for efficiency, improvement and value for money, benchmarking performance against wider sector and service standards
+ Develops and builds effective relationships with senior colleagues, elected members and collaborative partners
+ Demonstrates strong awareness, understanding and compliance with NFRS corporate, financial and project governance arrangements
+ Prioritises the development of talent and drives a culture of aspiration and success
+ Tackles, and takes accountability for under-performance, sickness absence, or mediocrity within the team and wider service

Strategic leaders don't show this when…

- Fails to act as a role model and inspire others
- Promotes silo mentality rather than collective responsibility for others' problems
- Tends to apportion blame to others when things go wrong
- Allows personality clashes or history to cloud judgement or decision-making
- Makes unrealistic promises about what can be delivered
- Unwilling to recognise, or deal with, capability or performance issues in self or others
- Avoids difficult conversations and confrontation
- Gives up in the face of obstacles and does not demonstrate a sense of personal responsibility for delivery
- Shows a lack of understanding or respect for established governance arrangements and processes

OPEN TO CHANGE

+ Assess the wider operational and political environment to manage the impact of changes, sharing knowledge with colleagues
+ Drive through transformational change to achieve excellence at NFRS
+ Articulate a clear vision for the future of NFRS
+ Encourages innovation, including new technology, to improve service delivery
+ Seeks feedback about own performance in order to keep learning and developing
+ Admits and learns from mistakes and encourage others to do the same
+ Is willing to adapt and modify behaviour in order to meet emerging needs
+ Fosters and embeds the principles of a learning organisation

Strategic leaders don't show this when…

- Does not focus on a drive to improve service delivery
- Fails to prioritise, keep track of progress, or adapt approach when deadlines, targets or standards are threatened or changed
- Obstructive towards learning or progress
- Fails to see relevance of wider organisation issues, sector trends or contextual developments to organisation or role; fails to communicate these
- Rejects ideas quickly or spontaneously without reflection or adequate insights
- Shows stubbornness in the face of opposition, even when proved wrong

Strategic Leaders show this when they do the following . . . (continued)

ONE TEAM

+ Proactively maintains team/stakeholder cohesion, trust, wellbeing and productivity
+ Mindful of diversity (of thought as well as identity) affecting decision-making and approach to problems
+ Proactively addresses relationship breakdown at organisational level and with key stakeholders
+ Demonstrates collective responsibility at a strategic level through clear action and messaging
+ Is aware of their personal impact on the people around them and always seek to improve how they work with others
+ Creates a culture where individual and team wellbeing is a priority and has systems and processes in place to make sure teams are coping
+ Looks after personal health and wellbeing of self and others and seeks help if it is needed

Strategic leaders don't show this when…

- Fails to understand or appreciate impact on others; does not consider situation from others' viewpoint
- Is preoccupied with own or hidden agenda rather than the needs of staff, customers or partner agencies
- Fails to build contact with people beyond own work area
- Consistently works in isolation, pursuing own solution without involvement of appropriate stakeholders
- Gives little time to the development of peers and colleagues

WE VALUE AND RESPECT OTHERS

+ Helps colleagues/the team understand different organisational politics, personalities and suitable tactics for tackling different situations
+ Works hard to build and keep trust by listening to others' views and adapting to change
+ Understands, interprets and effectively manages complex group dynamics
+ Provides strategic leadership and decision-making in promoting diversity and inclusion
+ Promotes two-way dialogue and seeks mutually beneficial solutions
+ Is committed to developing an organisational culture which is progressive, inclusive and values-led
+ Diffuses conflict situations, focusing on outcomes and issues without isolating individuals and/or diverse perspectives
+ Reflects on the extent of the impact of own behaviour on colleagues and partners, adjusting behaviour appropriately
+ Considers the impact on people in the short and long-term (on both colleagues and public) associated with key strategic decisions
+ Fosters a culture of mutual respect - swiftly tackles bullying, discriminatory, aggressive or inappropriate behaviour
+ Ensures that senior colleagues, elected members and partners who display inappropriate or insensitive behaviour are challenged appropriately

Strategic leaders don't show this when…

- Shows little consideration or respect for other colleagues
- Challenges others in a way that intimidates or undermines
- Fails to appreciate the need to engage the support of stakeholders
- Fails to allow others to put in different views in meetings
- Overlooks inappropriate behaviour with regard to the organisation's processes, values and expected behaviours
- Fails to recognise the value of diversity
- Fails to understand impact of own identity, gender and culture on behaviour and decision-making

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