

Empowering our future



**The Core Behaviours
that will drive our Employee Charter**

The Employee Charter

As a member of the LSC Community I will:

- Treat all colleagues, clients and providers with dignity and respect
- Recognise, understand and value differences in colleagues, clients and providers
- Work as part of a team to achieve the LSC's goals
- Be open, honest and constructive about any concerns I may have
- Be committed to and take responsibility for my own learning and development
- Seek and accept feedback which helps with my development and act upon it
- Have an open minded attitude to change
- Take responsibility for my actions
- Challenge inappropriate behaviour
- Learn from things that don't go well
- Provide opportunities for me and others to voice ideas, opinions and concerns
- Be clear about what I need to do to be effective in my role
- Keep myself informed about the future plans and the development of the LSC
- Recognise and praise when I see things done well

Giving life to our Employee Charter...

Having clear values is, of course, only part of the challenge. They need to be transformed into commitments that influence what we do and how we do it. That's what the Employee Charter is all about. It sets out the standards we expect of ourselves and that apply equally to the way we deal with each other.

Over time, the Charter will embed itself into the fabric of our organisation and form the unspoken basis for the way we all work together. More immediately, it provides an invaluable set of benchmarks against which each of us can assess our own performance and development needs. How clear am I about what I have to achieve? How well do I work with and support my colleagues in pursuit of objectives? What do I need in order to become more effective in my role? By prompting questions like these, the Charter has already proved to be a useful starting point for change within our organisation.

Bringing our values and commitments to life

We want to be an organisation that is clear, confident, courageous and competent.

What does that mean in practice?

- It means being **clear** about having a single shared vision of where we are going and what we need to achieve.
- It means being **confident** in our ability to reach our goals and overcome the difficulties along the way.
- It means being **courageous** about facing up to difficulties and willing to take them on and make hard decisions.
- And it means being **competent** at identifying and developing the right tools to succeed – and using them as efficiently and effectively as possible.

It all comes down to our behaviours...

To build on this process – and flesh out the Employee Charter in more practical terms – we have now developed a framework of eight Core Behaviours. These will not only allow us to live our values more effectively; they will enhance our operational effectiveness, improve the quality of our working environment and contribute to the development of an even more customer-focused culture. Put simply, the Core Behaviours outline exactly what it means to be doing our jobs correctly and explain in detail what is expected of us. For all these reasons, we will start using them in all our people processes including recruitment, selection and personal development reviews.



The Core Behaviours



Provides the Lead (Courageous)

What it is:

- + Creates or contributes to a compelling vision for the future
- + Consistently articulates where we are going, the reasons for change, and how to get there
- + Takes full account of the wider context, financial constraints, risks and impacts on others when making decisions
- + Identifies the links between different initiatives when making decisions
- + Sets objectives and priorities in the knowledge of major LSC and government initiatives
- + Recognises and develops talent

What it isn't:

- Does not share a vision which engages team members
- Makes decisions based on narrow perspective of own team's needs
- Develops strategy and policy in isolation, not taking into account what is going on in other areas of the business
- Sets team objectives that focus on immediate issues without considering what will be needed in the future
- Relies on 'the chosen few' to get things done
- Fails to delegate appropriately and blames rather than explores reasons when things go wrong

Examples of what providing the lead means –

- Helps others to develop through training, coaching or mentoring
- Proactively helps colleagues when workloads permit
- Looks to get involved in national projects to represent their team
- Provides an inspiring example to engage the "hearts and minds" of the team

Examples of what providing a lead doesn't mean –

- Being unapproachable and uninspiring
- Keeping information to themselves that should be in the public domain
- Lacking direction
- Being reluctant to engage in change
- Holding onto power, information and high profile work without sharing

Gets Things Done (Clear: Competent)

What it is:

- + Consistently delivers on commitments
- + Develops and uses a wide network to get things done
- + Focuses on achieving tangible outcomes that are key to delivering targets and objectives
- + Uses information and analysis to decide on the best course of action
- + Accepts 'good enough' in order to move quickly to action
- + Persistent in the face of obstacles and able to use initiative and understanding to avoid problems and remove obstacles
- + Sticks to key tasks that deliver business objectives
- + Makes timely and effective decisions in order to take action
- + Negotiates and uses resources effectively to deliver the outcomes

What it isn't:

- Fails to do what they say they will
- Only uses own team and formal structures to achieve objectives
- Gets hung up on detail of process and procedures
- Fails to validate information or acts on poorly thought through conclusions
- Strives for perfection at expense of delivery
- Fails to follow things through to completion
- Fails to prioritise and is easily distracted from key tasks
- Over-debates decisions to avoid taking action
- Fails to anticipate and plan resources effectively

Examples of what getting things done means –

- Using the systems and processes provided effectively to achieve the desired results
- Delivering the required goals/targets within the agreed time/budget
- Taking ownership for resolving issues in their team
- Is able to identify problems and provide a workable solution to get things done

Examples of what getting things done doesn't mean –

- Failing to meet targets and deadlines
- Repeating mistakes rather than learning from them
- Failing to volunteer
- Needing excessive supervision and guidance from others
- Spotting problems but then "brushing them under the carpet"
- Relying on others for answers

Holds Themselves Accountable

(Confident: Courageous)

What it is:

- + Expects high performance from and sets challenging standards for self and others
- + Has a 'will do' attitude
- + Agrees accountabilities and responsibilities up front
- + Holds self and others accountable and responsible for agreed outcomes
- + Ensures that where mistakes are made lessons are learned and best practice is shared
- + Demonstrates a commitment to personal learning and self development by changing own behaviour
- + Constantly seeks to develop and improve own contribution to organisation

Examples of what holding yourself accountable means –

- Admitting errors/mistakes and taking action to rectify
- Putting forward ideas and suggestions for improvements to services, processes etc
- Inspiring confidence in staff, stakeholders and providers
- Visibly supporting change within the LSC at all opportunities

What it isn't:

- Lacks confidence in others and micro manages
- Focuses on problems and reasons 'why things can not be done'
- Fails to learn through mistakes and repeats errors
- Fails to agree accountabilities and responsibilities before taking action
- Avoids accountability, blames and accuses others
- Sees no need to develop in role or look for ways of improving productivity

Examples of what holding yourself accountable doesn't mean –

- Behaving in a dishonest way for own gain or self interest
- Having low work standards
- Displaying poor time management
- Giving up at the first obstacle

Has Credibility

(Clear: Confident: Competent: Courageous)

What it is:

- + Actions match words – Leads by example
- + Displays resilience and remains calm under pressure
- + Self aware of impact on others and modifies behaviour accordingly
- + Demonstrates optimism by energetic and positive attitude
- + Maintains self confidence and sense of own worth
- + Consistently professional in behaviour
- + Can be trusted with confidential information

Examples of what having credibility means –

- Using effective time management and juggling priorities
- Not gossiping about others and respecting confidentiality
- Consistently supporting others in the team and being empathetic to their views, even under pressure
- Seeking help when feeling under pressure or uncertain

What it isn't:

- Expects others to 'do as I say, not as I do'
- Lacks resilience, is readily frustrated, gives up easily
- Lacks self-awareness of impact on others and persists with defensive or aggressive behaviours.
- Ignores or justifies feedback and loses opportunities for development
- Pessimistic attitude reflected by negative approach and low energy
- Inconsistent in their behaviour
- Breaks confidentiality

Examples of what having credibility doesn't mean –

- Displaying poor time management
- Not recognising their impact on others
- Breaking trust
- Disregarding the views of others
- Criticising team members behind their backs
- Struggling to recover from setbacks
- Panicking easily/frequently without seeking solutions
- Letting people down and breaking promises

Displays Courage

(Confident: Courageous)

What it is:

- + Takes on difficult tasks and challenges
- + Takes calculated risks and can work with uncertainty
- + Asserts own point of view clearly and deals openly and constructively with conflict
- + Positively challenges the 'way things are done around here'
- + Committed to establishing an equal opportunities culture and valuing diversity
- + Takes difficult decisions
- + Works for the good of the organisation as a whole, even if it has negative consequences for own area
- + Invests time and energy required to achieve change, managing uncertainty and removing obstacles for self and others

Examples of what displaying courage means –

- Being prepared to tackle problems head on to provide solutions for staff and LSC
- Defending tough or controversial decisions, both internally and externally
- Diffusing anger and dealing effectively with conflict
- Being skilled in giving honest and fair feedback to members of your team
- Challenging appropriately the current ways of working

What it isn't:

- Only works inside own comfort zone
- Only takes actions within areas of certainty
- Avoids dealing with conflict and giving constructive feedback
- Accepts the status quo and perceived limitations
- Fails to confront intolerance, bullying, bias and prejudice
- Passes the buck and avoids making difficult decisions
- Silo thinking – protects own area at expense of organisational needs
- 'Lip service to need to change'. Under pressure reverts to old patterns of behaviour and ways of doing things

Examples of what displaying courage doesn't mean –

- Giving up at the first hurdle
- Avoiding tackling conflict or poor performance in the team
- Relying on others for answers
- Not tackling poor behaviour when displayed by others

Communicates Well

(Clear: Competent)

What it is:

- + Clear, honest unambiguous communication style that answers questions directly
- + Written communication is concise and relevant
- + Is able to flex their communication style to meet audience's requirements
- + Keeps all stakeholders up to date with current information
- + Thinks through the impact of their communication on others
- + Uses a wide variety of methods to communicate with, consult and involves diverse interests
- + Looks for opportunities to promote LSC aims and achievement more widely through the media and stakeholders

Examples of what communicating well means –

- Creating and managing your own workload and communicating progress
- Adapting your style to suit your audience
- Listening effectively and making considered responses
- Asking questions to check understanding
- Summarising points/discussions to clarify everyone's understanding

What it isn't:

- Communication is complex and difficult to understand
- Fails to answer questions directly by using a variety of strategies to duck the issue
- Produces long and rambling documents
- Has one style of communication for all audiences
- Fails to keep stakeholders up to date with current information
- Fails to consider the impact of communication on others
- Relies on one or two channels for communication
- Fails to share 'good news' stories

Examples of what communicating well doesn't mean –

- Waiting for others to tell you what to do
- Withholding information
- Talking over others
- Interrupting with inappropriate comments

Encourages & Empowers

(Confident: Courageous)

What it is:

- + Empowers others to deliver by devolving responsibilities and supporting innovation and reasonable risk taking
- + Involves and includes the right people at the right time (colleagues and clients)
- + Recognises and values the different contributions that others can make and encourages them to see their own and others' strengths
- + Demonstrates an interest in colleagues/clients as people
- + Takes people's needs, feelings and work load into consideration when assigning tasks
- + Makes a personal impact and uses influencing strategies that get results
- + Is available, accessible and willing to listen to colleagues and clients
- + Connects with individuals in a way that motivates and enthuses them
- + Encourages others by appreciating, acknowledging and feeding back on what they do well

Examples of what encouraging and empowering means –

- Working with others to encourage some risk and a "have a go" attitude
- Describing the future so that colleagues can see what is in it for them
- Offering to coach and mentor to build self-confidence in others
- Encouraging others to come forward with ideas and suggestions
- Challenging assumptions and stereotypes about people

What it isn't:

- Fails to involve others or involves at the wrong time
- Only interested in interacting with others when there is a task to be done
- Fails to consider workloads, needs and feelings when assigning work
- Lacks 'presence' and credibility needed to influence
- Does not make self accessible to others or always available to others
- Has a negative impact on others
- Fails to acknowledge contribution of others

Examples of what encouraging and empowering doesn't mean –

- Showing that you do not trust the ability of others
- Only delegating menial tasks and keeping "exciting" work for themselves
- Is heard to make negative comments about delegated activities
- Being, or coming across as being, unapproachable
- Blaming others when things go wrong

Operates with Openness & Transparency

(Clear: Confident: Competent: Courageous)

What it is:

- + Displays integrity and takes an ethical approach in dealings
- + Treats people fairly and consistently
- + Asks for and listens to others' views
- + Demonstrates empathy - is able to understand others' perspectives
- + Demonstrates openness about own thoughts, feelings and beliefs and confronts unethical behaviour
- + Promotes a culture of openness where information is freely shared
- + Sets up processes to share knowledge and experience within and beyond own work area.

Examples of what being open and transparent means –

- Networking internally and externally, bringing information to the team
- Building transparency and trust, challenging inappropriate and unethical behaviour
- Saying what you mean

What it isn't:

- Manipulates and works 'behind the scenes' to achieve own agenda
- Is inconsistent in their treatment of others
- Has 'I know best attitude' – not interested in others' ideas/views
- Fails to understand where others are coming from
- Holds on to information that should be shared
- Misses opportunities to share knowledge and experience with a wider audience

Examples of what being open and transparent doesn't mean –

- Being unapproachable
- Saying one thing and doing another
- Holding onto power, information and high profile work
- Operating a hidden agenda
- Jumping to conclusions

This is how the behavioural framework relates to our existing competencies:

	Leadership	Teamwork	Problem Solving	Achievement	Influence	Self Management	Customer Service
Provides the lead	✓						
Gets things done	✓		✓				✓
Holds themselves accountable		✓	✓	✓		✓	
Has credibility					✓	✓	
Displays courage	✓	✓	✓	✓	✓		
Communicates well	✓	✓			✓		✓
Encourages and empowers	✓	✓				✓	✓
Operate with openness and transparency		✓			✓		✓

My behaviours matter

Clear

- Be clear about what I need to do to be effective in my role
- Take responsibility for my actions
- Work as part of a team to achieve the LSC's goals
- Keep myself informed about the future plans and the development of the LSC

Competent

- Seek and accept feedback which helps with my development and act on it
- Be committed to and take responsibility for my own learning and development
- Learn from things that don't go well

Courageous

- Be open, honest and constructive about any concerns I may have
- Have an open-minded attitude to change
- Challenge inappropriate behaviour

Confident

- Treat all colleagues, clients and providers with dignity and respect
- Recognise, understand and value differences in colleagues, clients and providers
- Voice ideas, opinions and concerns and provide opportunities for others to do so
- Recognise and praise when I see things done well

legal services

COMMISSION