

# Interim behaviours framework for Tier 3: Head of Service and Professional Leader

## **Customer focused**

Places the needs of the customer first as we strive to deliver on time and to the highest quality.

For all staff this means ensuring our customers are at the heart of our delivery. For leaders it is ensuring that the strategic direction of a department encompasses a strong customer focus. Doing this well means continuously seeking feedback from our customers to provide exceptional services, whilst balancing the needs of both the Island and the Organisation.

### **Personal attributes include:**

- ensures managers undertake development opportunities to develop leadership skills
- identifies learning opportunities for themselves and their teams which is aligned to wider organisational and strategic needs
- seeks out measures and metrics of customer satisfaction to ensure a data led improvement approach is achieved
- continuously seeks improvement to customer service delivery through active engagement with internal and external stakeholders

## **Always improving**

Continuously developing ourselves and our services to be the best they can be for Jersey.

For all staff this means always seeking opportunities to develop our services for the better of our users. For leaders this is about creating opportunities for innovation, seeking and providing feedback to their staff and allowing time to learn from failures.

### **Personal attributes include:**

- implements the ideas of leaders and provides, and promotes learning opportunities to the team
- seeks new information from other departments on their continuous improvement journey. Seeks opportunities for collaboration on new initiatives or working together more efficiently
- continuously providing learning opportunities for development. Learns from setbacks and failures, embedding a 'lessons learnt' culture
- models ways of working, in a psychologically safe way, to help managers foster improvement within their team

**Better together**

Shares knowledge and expertise, demonstrates valuing the benefits of working together.

For staff this is about working across teams to leverage skills and expertise for delivery. It is recognising when they require input and support from others. For leaders this looks like collaboration both within and across departments and with external stakeholders. Doing this well will see leaders actively seeking opportunities for collaboration and involving others throughout.

**Personal attributes include:**

- takes onboard the information shared and implements where applicable
- ensures team is educated in positive relationships and models behaviour. Holding teams to account when these behaviours are not present
- reviews team efficiency and productivity and intervenes in ineffective teams
- ensure leaders are recognising behaviours that should be celebrated
- ensures the team can effectively recognise conflicting interests and options for how they can be resolved
- ensures employees feel regularly and consistently appreciated for their efforts

**We deliver**

Takes accountability for the delivery of the government plan and common strategic priorities.

For staff, this is about understanding the common strategic plan and delivering projects aligned with it. For leaders, this is about ensuring the projects contribute to the common strategic plan and government plan and that staff are made aware of this and understand the connection between their work and these plans.

**Personal attributes include:**

- sets focused priority work that directly contributes to the Government's strategic plan and Ministerial priorities
- actively manages budget and resources to meet delivery demands whilst being flexible and agile
- flags areas where the team can improve on the standard of their work or the timescale
- ensures current team projects are in line with the Government's purpose and priorities
- models professional practice and understands the impact of failing to meet the required standards

**We are respectful**

Cares about people as individuals and shows respect for their rights, views, and feelings.

For staff, this is about actively listening to all views and being considerate when communicating with colleagues and customers. For leaders, this looks like ensuring team members can recognise undesirable behaviours and can visibly model desirable, inclusive and respectful behaviour.

**Personal attributes include:**

- offers development to the team to manage undesirable behaviour. Shows self-awareness and actively promotes awareness of development opportunities for the team
- ensures team members have a good understanding of key principles and addresses undesirable behaviour by modelling it themselves
- updates and questions training available as to its relevancy and accuracy and promotes it to managers
- maintains open communication with wider organisation departments