

## Interim behaviours framework for tier 4: Middle Manager and Skilled Specialist

### **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:**

- provides development opportunities to team members through available courses and development reviews and ensures learning is embedded in ways of working
- models, informs and assists with resolving customer issues or complaints promptly
- consolidates methods or approaches for continuous improvement of customer service delivery and communicates them to the team members
- creates and maintains relationships with stakeholders for purposes of gathering and using customer insight. Ensures feedback data is used to identify and track trends

### **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:**

- developing knowledge within the team utilising skills to build up the skills of the team
- promotes innovation and implementation of new processes and efficiency improvements across the team whilst mitigating against the impact on customers and stakeholders
- actively seeks feedback to make improvements or efficiencies
- creates a safe space to receive criticism
- actions feedback and circulates next steps

**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:**

- ensures team leaders and members know the best practice for evaluating information and accessing the full potential of the resources and good financial management
- creates a psychologically safe environment to foster positive working relationships and facilitates introductions within departments to enable team collaboration
- 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:**

- actively promotes the Government's strategic plan, helping colleagues to understand their contribution
- ensures delivery is specific, on time, on budget, to a high quality and relevant to the Department's priorities
- ensures the team understand the extent of their work, how to work effectively and are accountable for their actions
- appropriately manages demand and resources for the team. Accounts for changes and creates contingency plans, when needed, coordinating/cooperating with others, whilst ensuring value for money

**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:**

- monitors professional, polite, and friendly behaviour within the team
- holds individuals to account and administers suitable consequences
- builds understanding of different perspectives within the team. Proactively offering support and development for the team
- relays information to their managers in a timely manner
- models an understanding of their impact of themselves on others, showing self-awareness