

YORKSHIRE DALES NATIONAL PARK AUTHORITY  
FINANCE AND RESOURCES COMMITTEE

15<sup>th</sup> May 2006

**MANAGEMENT BEHAVIOURS FRAMEWORK**

**Purpose of report**

To update members on progress towards introducing a 'Management Behaviours Framework' to underpin how the Authority delivers its services to the public.

**Strategic Planning Framework**

The information and recommendation(s) contained in this report are consistent with the Authority's statutory purposes and its approved strategic planning framework:

- ***Best Value Performance Plan***

Corporate and Democratic Core Functions – Our Aim – 'The National Park Authority is a forward-thinking, focussed and influential organisation, which provides its staff, members and volunteers with the necessary skills, knowledge and experience to make the most effective use of its resources to: deliver clear aims and objectives; provide high standards of service; give the public sound understanding of our work; meet public expectations; and continuously review and improve its performance.'

**Background**

At the Authority meeting in September 2005 members considered a report on Core Values and how those values might be put into practice. The report highlighted the work that the Senior Management Team had carried out on re-viewing the authority's core values and the desired behaviours necessary to put these values into practice. Members considered the report and made a number of amendments before endorsing the paper (attached at **Appendix 1**). It was stated that a further report would be brought to the Finance and Resources Committee on the consideration of management competencies for staff that would identify the practical relevance of the core values for staff and how they might be applied and measured.

**A Management Behaviours Framework**

Having a set of 'Core Values' and identifying how they might be put into practice is all very well but in order for them to mean anything they must be translated into a set of definable actions that staff can recognise, aspire to and their performance be measured against. The area of 'management competencies' and 'values' is a minefield of jargon and potentially confusing concepts and it is important to cut through this to produce a framework that is easy to understand, relevant and useable.

To this end the Senior Management Team have produced a 'Management Behaviours Framework' which explains the issues and how they will be applied. Taking into account the recommendations from the Investors in People report of 2004 (considered by this Committee on 16<sup>th</sup> May 2005), workshops for line managers will be held in late summer to clearly define line management roles and responsibilities. It is intended to introduce the framework to line managers at these sessions. It is possible, and indeed may be beneficial, in terms of getting staff buy in to the process, that there may be some minor amendments to the framework, taking into account line managers' comments, following the workshops. After this it will be introduced into the annual staff appraisal system in 2007/08.

**Appendix 2** is the background explanation of the framework, what it means and how it will be applied through the staff appraisal, induction and recruitment processes. **Appendix 3** is the actual framework, demonstrating the links between core values and behaviours and **Appendix 4** is an example of how application of the behaviours might be assessed through the appraisal process.

## **Conclusions**

As stated in Appendix 2:

*'We are very experienced and skilled at defining and carrying out programmes of work and are well regarded both locally and nationally in our professional abilities. We are good at setting our priorities and the definition and achievement of targets.'*

*We are committed as an organisation to a culture of continuous improvement and development. In the services we provide we should therefore be as equally committed to improving **the way** we do things as we are to the actual results that we achieve.'*

The adoption of the Management Behaviours Framework will help us to achieve that improvement in **the way** we do things.

## **RECOMMENDATION**

That members endorse the approach being taken to develop a Management Behaviours Framework.

DAVID BUTTERWORTH  
CHIEF EXECUTIVE

Background documents: none

2<sup>nd</sup> May 2006

**CORE VALUES and BEHAVIOURS**

1. Improvement

We will continually strive to improve our performance in delivering National Park purposes and welcome feedback to help us do this.

2. Accountability

We will explain and take responsibility for our decisions and actions.

3. Commitment

We will do what we say we will do.

4. Integrity

Our relationships with the public, partners and each other are built on honesty, transparency, equality, impartiality and consistency. We welcome and respect diversity and demonstrate equality in working relationships.

5. Involvement

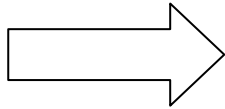
We are open and approachable, and are proactive in encouraging wider and diverse participation in achieving our statutory purposes.

6. Valuing People

We value the people who work for us and will ensure that they are equipped and empowered to provide professional services to the public.

## Putting Values into Practice

### Improvement



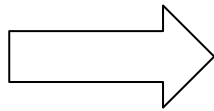
We will promote a vision that generates enthusiasm, excitement and commitment.

We will find practical ways to overcome barriers.

We will constructively challenge the way things are done and generate new and imaginative improvements.

We will prioritise objectives and concentrate resources on the things that are most important to the Authority.

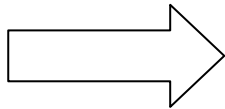
### Accountability



We will provide clear, concise and accurate information and present it in ways that promote understanding.

We will clearly agree with others what is expected of them and hold them to account.

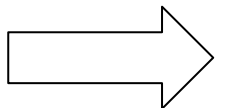
### Commitment



We will take responsibility for making things happen.

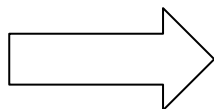
We will have the courage to take and implement difficult or unpopular decisions when necessary.

### Integrity



We will show integrity, fairness and consistency in decision-making and we will ensure decision-making processes are clear and transparent.

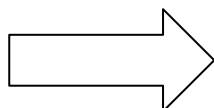
### Involvement



We will co-operate with people and organisations to achieve shared objectives.

We will take responsibility to find out what is going on that may be relevant to you.

### Valuing People



We will empower people to take decisions and solve problems within their areas of responsibility.

We will recognise and celebrate the achievement and success of yourself and others.

### Putting our Core Values into Practice/Management Behaviours

We have recently redefined our Core Values and developed associated statements about how we will put those values into practice (Appendix 1). These were endorsed by members at the Authority meeting in September 2005. The statements were developed by SMT to highlight the types of behaviour that we thought were important in carrying out the activities of the authority and realising our core values.

If these are going to have any impact and not just become glib statements at the front of the BVPP we need to embed them into the management culture of the organisation.

They should give us a steer as to:

- how the organisation should expect us to manage and behave.
- how we should expect each other to manage and behave.
- how our customers should expect us to manage and behave.

We are very experienced and skilled at defining and carrying out programmes of work and are well regarded both locally and nationally in our professional abilities. We are good at setting our priorities and the definition and achievement of targets.

We are committed as an organisation to a culture of continuous improvement and development. In the services we provide we should therefore be as equally committed to improving **the way** we do things as we are to the actual results that we achieve.

That does not necessarily mean to say that we do not do things well at the moment or that that we do not have good managers and staff, we have, but we have identified through the staff climate surveys and feedback from the NPAPA process that the way in which we manage and treat each other and our customers is not always consistent. One element of this consistency is the way we behave towards each other and our customers.

We have therefore set out our core values and behaviours in a framework that helps us to demonstrate whether we achieve the desired behaviours and to recognise development needs that might help us realise our core values.

Desired behaviours, within this context, are often referred to as 'management competencies' and the framework within which they are set out, a 'management competency framework'. It really does not matter how we refer to this process as long as we are all clear what it means. Our starting point was our 'core values' and the behaviours necessary to 'put our values into practice' statements, it therefore makes sense for us to refer to 'management behaviours' and a 'management behaviours framework'.

So to clarify:

- Management 'behaviours' are what all staff should aspire to, within the context of their role, in order to better deliver the services of the organisation.
- Management behaviours define **HOW** we, across the organisation, within teams and as individuals, need to perform rather than **WHAT** we need to deliver
- Management behaviours work in tandem with the technical skills and competencies that we all have in our respective roles.

Whilst we need to understand what management behaviours mean for us, we also need to be very clear what they are not about ...

- they **do not** define our technical roles and accountabilities

- they **do not** include the technical skills necessary to do our jobs

Drawing attention to management behaviours in this way does not mean to say that we no longer value the technical sides of our role. Rather we are saying that as an organisation, within teams and as individuals it is time to start to recognise and give equal value to the management side of our jobs.

### **Management Behaviours Framework**

We have therefore taken our Core Values and associated statements about the behaviours we will demonstrate to put our values into practice and developed a 'Management Behaviours Framework'. This framework provides confirmation of the types of behaviour necessary to demonstrate how our values will be achieved and a consistent model of how we should all be carrying out our roles and managing.

(Appendix 3)

### **Who is the Management Behaviours Framework for?**

The management behaviours framework is for all staff.

It is for **all** managers, there are basic management behaviours that we all need to have to ensure that we act consistently both in our dealings with each other and externally.

It is for **all** employees, as they need to understand

- how they should expect their managers to manage
- how they need to develop their own behaviours if they are looking to take on a management role in the future
- how they should approach their work, their attitudes to each other and our customers

There will be differences in how we might apply the behaviours dependent upon our role within the organisation.

### **Putting it into Practice**

Apart from actually just getting on with it and doing it, the key elements of developing these behaviours will be through:

1. the appraisal system
2. Management learning and development
3. the recruitment and selection process
4. the induction process

### **Appraisal Process**

The appraisal process will be the first and crucial part of embedding and understanding the management behaviours framework. We already have a comprehensive approach to appraisals and we will not have to change our basic approach, rather amend our discussions to ensure we include the management behaviours.

The aim is not to create an appraisal process that takes a full day to get through. Not all components of all behaviours will be relevant to all staff and the relevant sections can be identified through the appraisal preparation process by appraisers and appraisees agreeing which to focus on.

It is envisaged that this will be assisted by feedback through the 360 degree process and the appraisal self preparation forms. A simple assessment pro forma has been developed to assist in this process (Appendix 4).

### **Management learning and development**

The training and development needs relating to our behaviours framework, identified through the appraisal system, will help inform our future management development programmes.

### **Recruitment and selection**

The behaviours framework can be used to identify the behavioural requirements of the role and the selection process can be structured to consider those management requirements

### **Induction**

All inductions will include clarification of, and discussions about, our core values and management behaviours.

### **What next?**

The first element of all this will be to introduce the concept of management behaviours to staff at the staff meeting in March 2006. This meeting will also be used to flag up the management development programme which will be carried out during the summer of 2006 to clarify this process and other line management issues. It is expected that these will take the form of one or two facilitated sessions for all line managers. Following this the first formal integration of the management behaviours into the appraisal system will then occur at the end of year appraisal sessions.



**MANAGEMENT BEHAVIOURS FRAMEWORK**

<b>OUR CORE VALUES</b>	<b>MANAGEMENT BEHAVIOURS</b>
<p>1. <u>Improvement</u> We will continually strive to improve our performance in delivering National Park purposes and welcome feedback to help us do this.</p>	<ul style="list-style-type: none"> <li>• We will promote a vision that generates enthusiasm, excitement and commitment.</li> <li>• We will find practical ways to overcome barriers.</li> <li>• We will constructively challenge the way things are done and generate new and imaginative improvements.</li> <li>• We will prioritise objectives and concentrate resources on the things that are most important to the Authority.</li> </ul>
<p>2. <u>Accountability</u> We will explain and take responsibility for our decisions and actions.</p>	<ul style="list-style-type: none"> <li>• We will provide clear, concise and accurate information and present it in ways that promote understanding.</li> <li>• We will clearly agree with others what is expected of them and hold them to account.</li> </ul>
<p>3. <u>Commitment</u> We will do what we say we will do.</p>	<ul style="list-style-type: none"> <li>• We will take responsibility for making things happen.</li> <li>• We will have the courage to take and implement difficult or unpopular decisions when necessary.</li> </ul>
<p>4. <u>Integrity</u> Our relationships with the public, partners and each other are built on honesty, transparency, equality, impartiality and consistency. We welcome and respect diversity and demonstrate equality in working relationships.</p>	<ul style="list-style-type: none"> <li>• We will show integrity, fairness and consistency in decision-making and we will ensure decision-making processes are clear and transparent</li> </ul>
<p>5. <u>Involvement</u> We are open and approachable, and are proactive in encouraging wider and diverse participation in achieving our statutory purposes.</p>	<ul style="list-style-type: none"> <li>• We will co-operate with people and organisations to achieve shared objectives.</li> </ul>
<p>6. <u>Valuing People</u> We value the people who work for us and will ensure that they are equipped and empowered to provide professional services to the public.</p>	<ul style="list-style-type: none"> <li>• We will empower people to take decisions and solve problems within their areas of responsibility.</li> <li>• We will recognise and celebrate the achievement and success of yourself and others.</li> </ul>



**MANAGEMENT BEHAVIOURS ASSESSMENT PRO FORMA:**

<p>1. <u>Improvement</u> We will continually strive to improve our performance in delivering National Park purposes and welcome feedback to help us do this.</p> <ul style="list-style-type: none"> <li>• We will promote a vision that generates enthusiasm, excitement and commitment.</li> <li>• We will find practical ways to overcome barriers.</li> <li>• We will constructively challenge the way things are done and generate new and imaginative improvements.</li> </ul> <p>We will prioritise objectives and concentrate resources on the things that are most important to the Authority.</p>	<p><b>I do this when.....</b></p> <p><b>I could start to do this or do this better if I ...</b></p> <p><b>If I don't do this, the risk will be ...</b></p> <p><b>I feel skilled and confident in....</b></p>
<p>2. <u>Accountability</u> We will explain and take responsibility for our decisions and actions.</p> <ul style="list-style-type: none"> <li>• We will provide clear, concise and accurate information and present it in ways that promote understanding.</li> <li>• We will clearly agree with others what is expected of them and hold them to account.</li> </ul>	<p><b>I do this when.....</b></p> <p><b>I could start to do this or do this better if I ...</b></p> <p><b>If I don't do this, the risk will be ...</b></p> <p><b>I feel skilled and confident in....</b></p>
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<p>5. <u>Involvement</u> We are open and approachable, and are proactive in encouraging wider and diverse participation in achieving our statutory purposes.</p> <p style="padding-left: 40px;">a. We will co-operate with people and organisations to achieve shared objectives.</p>	<p><b>I do this when.....</b></p> <p><b>I could start to do this or do this better if I ...</b></p> <p><b>If I don't do this, the risk will be ...</b></p> <p><b>I feel skilled and confident in....</b></p>
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