

CIPFA Staff Behaviour Framework

ONE TEAM

We are members of one team, creating and sustaining CIPFA as a stand out organisation in the way we behave and the quality of what we deliver for the public, members customers, each other and everyone with a stake in our work

HOW WE WORK

As members of the CIPFA team we actively collaborate across the boundaries: we innovate to improve how things can be done and see through the changes to make them happen: as professionals we use our knowledge and expertise to add value - for each other, customers, members and stakeholders: aware of the big picture we are focused on planning and prioritisation to deliver our work, each one of us is accountable, taking personal responsibility and holding each other to account

Collaborative Actively collaborate across boundaries to agree and deliver clear shared goals

Collaborative	Collaborative Leadership	Behaviour that gets in the way
Communicates effectively with colleagues wherever they are based	Takes an organisation-wide view of success and collaborates with colleagues to deliver the strategy	Relies too heavily on email or one way communication
Suggests or implements ways for people to work better together	Leads by example, demonstrating energy and a positive 'can-do' approach	Causes delays by not respecting colleagues' priorities and deadlines
Effectively shares knowledge, time and expertise with colleagues	Ensures two way communication in teams and groups	Comes late/unprepared to meetings
Actively builds relationships across CIPFA	Manages resources, systems and processes to support cross team working	Is overly concerned with formal line management and hierarchy when working with colleagues across CIPFA
Respects colleagues' priorities and deadlines on shared work	Encourages people to contribute to projects or groups outside their own team	Blocks collaboration by being overly protective of budgets or resources
Actively contributes and adds value to working groups or projects outside the immediate team	Co-ordinates people across CIPFA without needing to rely on line authority	Does not respond positively to opportunities to collaborate
Responsive to direction, feedback and input from project leaders	Builds relationships and partnerships that enhance CIPFA's delivery capability and external credibility	Does not consult colleagues before making commitments on their behalf
Embraces opportunities to add value to One CIPFA		

Notes

What do I need to do differently? Which behaviours should I focus on demonstrating or avoiding?

Innovative Constantly come up with new ideas to improve, and make them happen. Work in new ways to be more efficient and effective

Innovation to Improve	Innovative Leadership	Behaviour that gets in the way
<p>Demonstrates a strong personal commitment to innovation and performance improvement</p> <p>Shares new ways of working and ideas to improve our customer service or financial performance</p> <p>Uses technology to improve efficiency where possible</p> <p>Comes up with creative solutions to problems.</p> <p>Translates ideas into practical action or projects that deliver commercial or other benefits</p>	<p>Scans the market, sector and profession for new product and service ideas. Finds out what customers want.</p> <p>Recognises good ideas inside and outside CIPFA and makes them happen</p> <p>Enthuses and inspires colleagues to think outside the box</p> <p>Is responsive to suggestions and new ideas from colleagues</p> <p>Recognises and rewards innovative thinking in the team</p> <p>Evaluates new ideas /products/ approaches to ensure they will deliver a good return on investment</p> <p>Allocates resources and time to improve the way work is done</p>	<p>Is unaware of what is happening in the external environment</p> <p>Is only prepared to do things the way they have always been done</p> <p>Does not use technology effectively to improve efficiency</p> <p>Allows problems and barriers to get in the way</p> <p>Comes up with ideas but doesn't follow them through</p> <p>Finds problems in other peoples' ideas but does not come up with alternatives</p> <p>Introduces new ideas or changes without thinking them through</p>

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Professional Use our knowledge and expertise to add value for customers, members, stakeholders and for ourselves

Professional	Professional Leadership	Behaviour that gets in the way
<p>Always represents CIPFA and our activities in a positive way</p> <p>Consistently delivers a high quality service to colleagues, customers, members and stakeholders</p> <p>Consistently delivers high quality work</p> <p>Listens respectfully to others' views. Presents own views constructively and positively</p> <p>Demonstrates personal integrity and honesty</p> <p>Takes responsibility for continuous professional/personal development</p> <p>Keeps business information and materials up to date</p> <p>Takes action or escalates issues that could impact on CIPFA's reputation</p>	<p>Acts as an ambassador for CIPFA and our brand</p> <p>Gives clear guidance to people on the standard of customer service and quality outputs expected of them</p> <p>Advocates best practice in everything we do</p> <p>Uses professional sphere of influence and networks to support CIPFA's key priorities</p> <p>Holds colleagues accountable for keeping business information and materials up to date</p> <p>Resolves issues that could impact on CIPFA's reputation</p>	<p>Is overly critical of CIPFA or colleagues</p> <p>Has unreasonable expectations of colleagues</p> <p>Presents own views in a way that alienates or confuses people</p> <p>Does not genuinely listen to others' views or concerns</p> <p>Allows personal agendas to get in the way of doing good work</p> <p>Does not ask for help or advice when facing problems</p> <p>Does not keep shared information up to date</p>

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Focussed Plan, prioritise and deliver all our work with the big picture in mind

Focussed	Focussed Leadership	Behaviour that gets in the way
<p>Spends time and energy on agreed priorities</p> <p>Uses initiative, and confidently works under own direction to deliver activities, tasks and projects on time and on budget.</p> <p>Shows resilience and persistence when problems arise.</p> <p>Balances short and longer term priorities, especially where there is a commercial impact</p> <p>When a deadline or target is at stake, makes decisions and takes action based on the information available</p> <p>Takes responsibility for resolving any confusion about priorities</p> <p>Is adaptable when priorities change</p>	<p>Communicates the vision and ensures that business plans are cascaded into people's performance targets</p> <p>Adapts management style to get the best out of different individuals</p> <p>Uses regular one to one conversations to ensure that colleagues have a clear understanding of priorities and evaluate progress against them</p> <p>Uses performance appraisal, reward and recognition tools to encourage and reinforce high performance</p> <p>Takes responsibility for projects; managing risks and allocating time and people efficiently</p> <p>Uses management information and takes action if plans are not being achieved</p>	<p>Wastes time on non-priorities</p> <p>Gets stuck on the day to day detail and loses sight of the big picture</p> <p>Adds new work and does not help colleagues to see where the priorities lie</p> <p>Does not ask questions or challenge when there is confusion or lack of clarity</p> <p>Is defensive when challenged on priorities</p> <p>Does not use management information effectively to manage risks and re-allocate resources and time</p>

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Accountable Take personal responsibility. Challenge and hold each other accountable.

Accountable	Accountable Leadership	Behaviour that gets in the way
<p>Takes personal responsibility for :</p> <p>Delivering on commitments and expectations</p> <p>When things go wrong</p> <p>Learning from mistakes</p> <p>Delivering work that is complete, accurate and timely</p> <p>Meeting customer and colleague expectations</p> <p>Giving constructive feedback to colleagues and managers</p> <p>Flagging or escalating issues which need to be resolved by someone with more authority</p>	<p>Takes personal responsibility for actions, projects and people by:</p> <p>Clearly articulating expectations and holding people accountable to meet their commitments</p> <p>Identifying causes of under-performance and taking action to address them</p> <p>Coaching others to resolve performance related issues</p> <p>Demonstrating shared ownership for management decisions, and following through with agreed implementation plans</p> <p>Ensuring that meetings and discussions reach definite outcomes and action plans and ensuring effective follow up</p> <p>Making prompt, clear decisions which may involve tough choices or considered risks</p> <p>Actively listening to constructive feedback and welcoming diverse views when making decisions</p>	<p>'Passes the buck'</p> <p>Does not hold people accountable for their performance</p> <p>Consistently makes similar mistakes</p> <p>Over promises to colleagues or customers and does not deliver</p> <p>Wastes time in discussions or meetings</p> <p>Does not follow up with agreed actions following meetings or discussions</p> <p>Delays or hesitates to make decisions which may be unpopular or difficult</p> <p>Is defensive when people give constructive feedback</p>
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