



Introduction

The IMPACT Behavioural framework has been developed to support South Hams District and West Devon Borough Councils' ambitions for their workforce. The framework aims to enhance both individual and organisational performance and will be applied in recruitment, performance management and career progression. It defines the behaviours that all colleagues across both councils are expected to consistently demonstrate at work.

The framework outlines measurable behaviours that describe *how* we need to perform our roles, rather than *what* we need to achieve. Your role objectives will set out what you will need to achieve each year and the skills and knowledge required for each job role is set out in individual job descriptions.

The framework consists of six core behaviours across four bands. Each role within the councils has been allocated to one of the four bands based on the requirements of the role. For each of the six core behaviours there are a number of behavioural indicators defining positive and negative behaviours at all bands. These behavioural indicators are not designed to be fully comprehensive, but to provide a common understanding and consistency around how colleagues should behave at work. The behaviours are intended to be discrete and cumulative, this means the behaviours in lower bands are prerequisites for higher Band behaviours i.e. a colleague operating at Band B should competently be demonstrating all behaviours for Band C and D as a matter of course.

The six IMPACT Behaviours

Responsible – We take ownership of our actions and are accountable for our performance, finding a solution to every problem and making appropriate decisions

Communicative – We express ourselves clearly, respectfully and with enthusiasm, varying the way we communicate to ensure the message is understood

Adaptable – We maintain a positive outlook and we are adaptable and show flexibility in the way we work

Challenging – We are innovative, challenging the status quo to drive continuous improvement in everything we do

Co-operative – We work collaboratively with colleagues and partners, building and maintaining effective working relationships with a range of people

Outcome focused – We deliver timely and excellent results focusing on quality outcomes for our customers

Responsible

We take ownership of our actions and are accountable for our performance, finding a solution to every problem and making appropriate decisions.

Band A – Responsible

POSITIVE INDICATORS	NEGATIVE INDICATORS
Leads by example, role models IMPACT behaviours and upholds Council values and ethics	Acts in ways that are at odds with organisational standards and principles
Shows an entrepreneurial disposition, demonstrating awareness of opportunities that can aid growth	Is highly process driven and has an overcautious approach hindering potential for growth
Uses financial information to monitor organisational performance and guide decisions; bases decisions on objective data	Does not use financial information to understand organisational performance; uses subjective or gut instinct to guide decisions
Understands the political context they operate in, taking into account the wider impacts of decisions	Shows limited insight into the political context they operate in and the wider impact of decisions
Ensures a risks management culture which does not hinder ELT's independence and flexibility	Promotes a risk averse culture which hinders ELT's independence and flexibility
Weighs up risks to assess the viability of opportunities	Minimal or no risk analysis carried out when assessing viability of opportunities
Sets and develops organisational strategy in line with organisational vision	Does not direct a clear strategic vision, preferring to primarily focus on immediate or personal goals

Band B – Responsible

POSITIVE INDICATORS	NEGATIVE INDICATORS
Willingly takes charge and leads on various activities without being prompted	Avoids getting involved in activities, only takes lead when asked
Proactively takes responsibility for influencing and motivating others	Takes no or limited initiative to influence and motivate others
Shows courage and can make difficult decisions with limited information, taking calculated risks	Reluctant to make difficult decisions with limited guidance, procrastinating on irrelevant information
Takes ownership to help resolve issues and challenges, taking pressure away from SLT	Defers responsibility of issues to the SLT instead of owning these
Stands by unpopular organisational decisions to achieve desired outcome	Fails to stand by difficult decisions; quick to give up when challenged on decisions
Effectively handles multiple issues or tasks at once	Becomes unproductive or flustered when handling multiple issues or tasks at once
Works well autonomously, handling issues with minimal support from the SLT	Needs extensive guidance/ reassurance from the SLT
Resists getting dragged into unnecessary detail that will delay generating a suitable solution	Gets too involved in the unnecessary details when generating a solution
Delegates responsibility; successfully increasing breath of ownership in own team	Resists delegating work; only delegates minor responsibility or micromanages
Approaches problems with a number of solutions in mind	Focuses on the obstacles and problems rather than finding suitable solutions
Takes complete ownership of developing capability and building strong performing teams	Invests insufficient time and effort in developing capability and building strong performing teams
Owens and accepts responsibility when things go wrong	Looks to pass blame or responsibility when things go wrong

Band C – Responsible

POSITIVE INDICATORS	NEGATIVE INDICATORS
Takes personal responsibility for own work and projects	Finds excuses not to own their work or projects
Takes steps to find a solution to any given problem	Waits for others to find a solution to problems they are presented with
Takes full ownership to solve customer and colleague queries and only refers it to others when necessary	Frequently passes responsibilities to others to solve customer and colleague questions without attempting to solve them first
Holds to agreements made with others	Changes or breaks agreements made with others
Acts on own initiative without being prompted	Waits for others to prompt them to action
Proactively seeks feedback on own performance and aims to improve on it	Avoids feedback opportunities about own performance

Band D – Responsible

POSITIVE INDICATORS	NEGATIVE INDICATORS
Takes responsibility for own mistakes and finds ways to correct these	Blames others for their own mistakes and expects them to correct these
Has a hunger to better self and takes advantage of training and development opportunities	Does not recognise or take advantage of opportunities to develop
Demonstrates detailed knowledge of own role	Does not understand the requirements of their role
Follows relevant policies and regulations appropriately to solve problems	Uses policies and regulations as a reason for not finding solutions to problems
Possesses a 'can do' attitude towards work and is willing to learn and develop self	Has no desire to learn and develop self professionally
Delivers on what is promised to customers/colleagues	Fails to meet customer's expectations and lets colleagues down

Communicative

We express ourselves clearly, respectfully and with enthusiasm, varying the way we communicate to ensure the message is understood

Band A – Communicative

POSITIVE INDICATORS	NEGATIVE INDICATORS
Clearly and frequently communicates what is expected of others	Does not provide others with a clear message around what is expected
Creates a leadership culture that is receptive to giving and receiving constructive feedback	Allows the lack of feedback or unconstructive feedback to go unchallenged
Defines to others the expected standards of appropriate ways to communicate	Allows others to express views in a disrespectful manner without challenging or correcting their approach
Credibly communicates organisational 'future vision' and direction enabling others to have trust in the planned way ahead	Lacks credibility in their communication, resulting in others being unclear about the future
Confident influencer, negotiating well with those inside and outside the organisation	Unable to gain commitment and buy-in from others inside or outside the organisation
Shows tact and diplomacy; resolves conflict through effective communication	Shows insensitivity and creates disharmony through inappropriate communication style

Band B – Communicative

POSITIVE INDICATORS	NEGATIVE INDICATORS
Consistently carries the leadership and organisational message in a positive manner	Shows negativity when communicating the leadership and organisational message
Leads from the front, communicating and inspiring others towards a common goal	Takes a passive role as a leader; failing to inspire others towards a common goal
Demonstrates passion and enthusiasm when communicating important goals and ideas	Lacks passion and enthusiasm when communicating a message
Creates a lasting and credible impression on others	Lacks impact when interacting with others, leaves a poor impression on others or fails to convey credibility
Consistently positive and composed when communicative with others	Openly shows negative emotions (e.g. frustration, annoyance)
Shows strong self-awareness; considers the impact of his/her approach on others	Lacks insight into how their communications style/ approach may be perceived by others
Expresses him/herself clearly and concisely through all forms of communication	Communicates unclearly leaving others confused by his/her message
Shows drive and determination; maintains consistent high levels of energy	Lacks drive and determinations; lacks energy
Actively listens and takes on board what others say	Shows no outward signs of listening and reflecting
Adapts communication style to suit the needs and understanding of the audience and situation	Communicates in a set way with little variation in style to suit the needs of others
Speaks with authority and conviction that engages others	Speaks with a lack of gravitas and direction, fails to engage others

Band C – Communicative

POSITIVE INDICATORS	NEGATIVE INDICATORS
Speaks positively about the organisation and team	Is critical about the organisation and team
Makes an effort to present self effectively when communicating	Not concerned with the image they present to others when communicating
Quickly builds rapport with customer/ colleagues	Takes time to build rapport with customers/ colleagues
Considers the audience when preparing written material	Does not adapt their written material to the audience
Expresses self effectively both verbally and in writing showing sensitivity and respect for others	Is unclear when expressing themselves verbally and in writing, failing to consider the needs of others
Conveys enthusiasm and interest when communicating	Communication fails to engage others

Band D – Communicative

POSITIVE INDICATORS	NEGATIVE INDICATORS
Speaks clearly, concisely, audibly and respectfully	Speech lacks clarity, contains jargon, inaudible, and insensitive
Listens, checks understanding and reflects before responding	Interrupts others and fails to clarify or reflect before responding
Communicates with ease to people from varying backgrounds	Finds it difficult to communicate with people from varying backgrounds
Acts in a fair and professional manner when speaking to others	Acts in an inappropriate manner when speaking to others
Writes clearly in plain simple language with correct grammar and spelling	Written work lacks clarity due to use of jargon and poor spelling and grammar
Polite, patient and tolerant when dealing with others	Insensitive and impatient when dealing with others

Adaptable

We maintain a positive outlook and we are adaptable and show flexibility in the way we work.

Band A – Adaptable

POSITIVE INDICATORS	NEGATIVE INDICATORS
Effectively anticipates and responds to changing circumstances	Is slow to respond to changing circumstances
Creates a culture of flexibility that is able to effectively respond to shifting priorities	Allows rigid and inflexible ways of working of working to persist
Responds decisively and quickly to emerging opportunities or challenges, adapting delivery models and strategies as required	Is slow to respond to emerging opportunities and challenges, ignoring the need to reshape strategies as required
Encourages new ideas and able to change own views when presented with new ideas.	Shows rigid thinking when presented with new ideas; frequently rejects suitable new ideas
Quickly re-priorities work based on strategic importance	Fails to reprioritise in the face of unforeseen circumstances.

Band B – Adaptable

POSITIVE INDICATORS	NEGATIVE INDICATORS
Remains adaptable and flexible; willing to change his/her approach as needed	Inflexible and reluctant to modify his/her behaviour; prefers to only work in a set way
Willing to modify a strongly held position to incorporate others' perspectives	Focuses on getting only their perspective across failing to incorporate the views of others
Quick to adapt to changing organisational priorities and needs	Fails to respond in a timely manner to changing work priorities and needs
Considers situations from a broad perspective	Shows a narrow perspective and thinking
Recovers quickly from setbacks; does not allow setbacks to affect his/her work	Excessively dwells over setbacks; slow to move on
Demonstrates rapid thinking and quick to respond to changing demands/requirements	Struggles to think of suitable actions to meet changing demands/requirements
Remains calm and thinks clearly under pressure	Allows pressure to adversely affect them, preventing clear thinking
Is reactive and produces workable solutions in a timely manner when faced with demanding situations	Non-responsive when faced with demanding situations

Band C – Adaptable

POSITIVE INDICATORS	NEGATIVE INDICATORS
Learns new technology quickly	Slow to embrace new technology
Able to work productively under pressure	Performance is adversely affected under pressure
Takes on board feedback and moves forward constructively	Responds poorly to feedback and allows it to negatively affect their performance
Open to and adjusts well to changing circumstances	Resists change or retains similar style during changing circumstances
Shows resilience and maintains a positive outlook when faced with difficult and challenging situations	Focuses on the negative preventing them to overcome challenges
Adapts approach as appropriate recognising how people are different	Takes a generic approach even when interacting with different people
Shows flexibility in attitude and thinking when presented with new ideas	Is rigid in their attitude and thinking when presented with new ideas

Band D – Adaptable

POSITIVE INDICATORS	NEGATIVE INDICATORS
Shows tenacity when faced with obstacles	Becomes demotivated when faced with obstacles
Learns new information quickly	Slow to learn new information
Adapts to new ways of working using different systems and processes	Is resistant to new ways of working using different systems and processes
Demonstrates quick thinking in various work activities	Slow to generate ideas in various work activities
Is optimistic about the future and how they can contribute to it	Has a pessimistic view about their own professional future and the organisation
Able to modify own behaviour when faced with new situations	Maintains ineffective behaviour when faced with new situations

Challenging

We are innovative, challenging the status quo to drive continuous improvement in everything we do.

Band A – Challenging

POSITIVE INDICATORS	NEGATIVE INDICATORS
Harnesses innovation in strategic delivery models	Defends the need to maintain status quo repressing innovation and creativity
Challenges traditional assumptions through politically astute questioning	Unable to effectively challenge traditional assumptions
Improves organisational performance through effective change initiatives	Fails to implement effective change initiatives to help improve organisational performance
Takes a radical approach, rejecting tired and outdated practices, wanting to make a real difference	Shows resistance to fundamental shifts in approach, does not aspire to make a real difference
Challenges bureaucratic rationality and allows flexibility to quickly resolve issues	Tolerates and accepts others operating in rigid bureaucratic ways that hinder progression
Encourages and stimulates others to think outside the box and their comfort zone	Uninterested in imaginative thinking, prefers others to 'stick to what they know'

Band B – Challenging

POSITIVE INDICATORS	NEGATIVE INDICATORS
Proactively seeks new opportunities to help the Council grow	Spends little or no time seeking new opportunities that can help the Council grow
Is an advocate of utilising technology to improve work processes	Ignores developments in technology that can help improve work processes
Questions traditional assumptions and does not always go with the obvious solution	Readily sticks to tried and tested solutions without looking for alternatives
Improves performance in own area by implementing new and more efficient ways of working	Fails to find ways to improve performance of own area
Encourages others to change inefficient work practices	Pays little attention to educating and explaining reasons for improving inefficiencies
Supports change initiatives and positively champions organisational change	Is critical of change initiatives distancing themselves from implementing change

Band C – Challenging

POSITIVE INDICATORS	NEGATIVE INDICATORS
Asks relevant questions that help improve processes and procedures	Misses opportunities to ask constructive questions
Actively tries to improve activities carried out in own area and services they provide	Shows indifference to how work is carried out in own area
Considers and suggests ideas for improvement, sharing insight with others in a constructive manner	Fails to consider or share ideas for improvement or tries to force through their ideas
Co-operates with and is open to change that can help improve the way things are done	Unsupportive towards or closed to change that can help improve the way things are done
Actively looks to streamline and simplify processes to improve ways of working; working smarter	Ignores opportunities to streamline and simplify processes to improve ways of working'
Understands the need for change and sees the benefits it can bring	Prefers the status quo and sees only the negative aspects of change

Band D – Challenging

POSITIVE INDICATORS	NEGATIVE INDICATORS
Uses own and others learning to identify and suggest improvements	Waits to be directed by others on how to make improvements
Asks the right questions to get to the root of the problem	Fails to get to the root of the problem due to poor questioning
Comes up with ideas to improve the way things are done	Prefers things the way they are and reluctant to change how they work
Identifies, and where possible, changes ineffective tasks/ activities carried out in own role	Misses opportunities to identify where changes can be made to ineffective tasks/activities carried out in own role
Willing to constructively question and challenge to seek answers	Reluctant to constructively question and challenge to seek answers

Co-operative

We work collaboratively with colleagues and partners, building and maintaining effective working relationships with a range of people.

Band A – Co-operative

POSITIVE INDICATORS	NEGATIVE INDICATORS
Promotes a culture where colleagues collaborate by sharing knowledge and resources across the organisation	Makes little attempts to promote cross functional working and or/ allows silo working to continue
Consults others where appropriate in the decision making processes	Fails to involve key stakeholders in critical decision making
Promotes partnership working, taking active steps to removing blockages or obstacles	Finds excuses to limit partnership working across functions
Empowers ELT by defining and expanding their areas of responsibility	Hinders autonomy of ELT; limits ELT areas of responsibility
Forges new and enhances existing strategic partnerships with external organisations to increase growth and development	Partnerships are limited to internal or existing relationships, failing to recognise the need to build new partnerships to help grow the organisation

Band B – Co-operative

POSITIVE INDICATORS	NEGATIVE INDICATORS
Works cooperatively with others to overcome challenges and meet common goals	Fails to engage others to overcome challenges and to meet common goals
Acts as an extension to the SLT; proactively supports the SLT to meet goals	Separates him/herself from the leadership teams; only gets involved if directed by the SLT
Willingly and openly shares information and expertise/ knowledge with the wider teams (including SLT & ELT)	Withholds information and reluctant to share expertise/ knowledge that would help others
Actively engages in work carried out by other ELT colleagues	Only focussed on his/her own area of work; uninterested in other ELT work
Demonstrates an active role as part of the ELT; positively contributing to the success of the whole team	Takes a back-seat approach; unwilling to get involved and support the ELT as one team
Makes effective use of the relationships with ELT colleagues	Rarely makes use of relationships with ELT colleagues
Understands the value of working closely with SLT and ELT to deliver organisational goals	Fails to work with SLT and ELT to deliver organisational goals
Encourages autonomy downwards through the organisation by building capability and empowering colleagues	Places low priority on coaching and developing colleagues
Demonstrates an interest in, and an understanding of priorities and needs of others	Shows disregard and a lack of concern towards priorities and needs of customers/colleagues
Promotes cross- functional working and takes appropriate actions to help make relationships work effectively	Encourages narrow ways of working by preventing own area from engaging and collaborating across functions/departments
Recognises and acknowledges the contribution of others	Pays no attention to or undervalues the contributions of others

Band C – Co-operative

POSITIVE INDICATORS	NEGATIVE INDICATORS
Shows receptiveness to being managed and co-operates willingly with others	Shows resistance to managerial guidance and support from others
Takes time to learn about the activities of other departments in the organisation	Not interested in learning about the activities of others in the department and organisation
Able to relate to colleagues across various departments in the organisation	Relations with colleagues are restricted to their own department
Recognises when others may be struggling and offers appropriate support	Allows others to struggle or offers the wrong level of support
Openly shares information and knowledge with colleagues across the organisation	Acts selfishly by keeping information to themselves
Consults with relevant colleagues across the organisation to support own work	Does not value how colleagues across the organisation can support them
Makes a conscious effort to make the working environment more inclusive	Shows limited interest in working collaboratively in a team environment

Band D – Co-operative

POSITIVE INDICATORS	NEGATIVE INDICATORS
Shows tolerance and considers customers and colleagues point of view	Is impatient and fails to consider the views of customer and colleagues
Enjoys team activities and works well within a team	Only works well in isolation from the rest of the team
Actively helps create a positive, supportive team environment	Does not contribute to efforts to create a positive, supportive team environment
Able to build positive working relationships with colleagues/customers to help them to the best of their abilities	Is unapproachable and keeps to themselves, reluctant to help colleagues/ customers
Learns from others	Does not value the experiences of others

Outcome Focused

We deliver timely and excellent results focusing on quality outcomes for our customers.

Band A – Outcome Focused

POSITIVE INDICATORS	NEGATIVE INDICATORS
Develops strategic plans around achieving excellent service	Gives little attention to meeting service requirements when implementing strategic plans
Provides direction and clearly outlines what is expected of the leadership team	Sets unrealistic goals and confusing priorities which cause frustration within the leadership team
Drives a quality culture encouraging a clear commitment to delivering excellent results	Accepts substandard performance in all areas of work
Strengthens organisational performance by leading on commercial management and strategic resourcing	Shows little commercial understanding and allows ineffective organisational performance to continue, resulting in loss of resources and revenue
Sets demanding quality standards and monitors organisational outputs against these standards	Unconcerned about quality standards of organisational outputs
Is action oriented and makes things happen to drive excellence and value in all services provided	Does not proactively tackle issues allowing for service to be negatively affected by inaction

Band B – Outcome Focused

POSITIVE INDICATORS	NEGATIVE INDICATORS
Focuses on the future and takes a strategic perspective on issues and challenges	Focuses mainly on the short-term, only considering immediate issues or challenges
Plans and sets priorities in line with the Council's future direction	Plans and priorities are not in line with the Council's future direction
Initiates action quickly; effectively responds to demands and needs of the situation	Takes little or no action to ensure the demands of the situations are met
Actively sets and follows through with actions to meet objectives	Makes no attempt to set actions to meet objectives
Approaches challenging tasks with confidence and determination	Hesitant and/or reluctant to tackle challenging tasks
Takes independent action to achieve results	Needs to be instructed before taking action to achieve results
Sets clearly defined and challenging objectives and ensures they are achieved	Establishes objectives that are vague and unmeasurable and fails to monitor progress
Leads others to achieve high levels of outputs and consistently meets agreed performance/ behaviour standards	Lacks impact on others, failing to effectively tackle poor performance/ behaviours

Band C – Outcome Focused

POSITIVE INDICATORS	NEGATIVE INDICATORS
Is tenacious and works through challenges to achieve goals	Is reluctant to work through challenges to achieve goals
Accepts demanding tasks/goals and works effectively to achieve results and deliver a great customer service	Prefers easy tasks/goals and adopts inefficient work styles resulting in poor outcome for the customer
Approaches their own work in a logical and orderly manner to ensure objectives are met	Fails to prioritise their work taking an unstructured approach with little concern about meeting objectives
Makes every effort to always deliver quality outcomes for the customer	Compromises on quality and often misses to deliver to the customer expectations
Capably tackles a range of issues/ questions from both colleagues and customers	Unable to tackle issues/questions from both colleagues and customers that fall outside their 'comfort zone'
Takes care to consistently maintain quality of own work and encourages colleagues to work to high standards	Lacks consideration of quality in own work or that of others leading to poor outcomes

Band D – Outcome Focused

POSITIVE INDICATORS	NEGATIVE INDICATORS
Sees things through to completion for the customer	Leaves things unfinished directly affecting the customer
Takes a professional and consistent approach to work ensuring tasks are carried out productively	Lacks professionalism and takes an inconsistent approach to work.
Acts with pace and delivers work in a timely manner to high quality standards for the customer	Does not recognise the customer's need for urgency and how best to deliver a desired outcome
Understands own role expectations and performance standards and works to these to deliver excellent service/ results.	Lacks awareness of the expectations of others and performance standards.
Completes all tasks assigned to meet the customer expectations	Often leaves tasks unfinished resulting in poor customer service
Checks work for errors to ensure high quality outcomes for the customer	Takes no care to check own work and fails to consider the impact this has on the customer