

FOCUSED Framework Behaviours



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ilf
independent
living fund

Making choice real for disabled people

The Independent Living Fund is an Executive Non-Departmental Public Body of the Department for Work and Pensions

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Behaviours

Achieving the best

- Delivering a high quality service to our users and achieving our key performance targets
- Providing value for money through the efficient use of our resources

Positive examples include (this is not an exhaustive tick list)

AA	AO	EO	HEO
<ul style="list-style-type: none"> • Provides friendly approachable and high quality service to internal and external customers and where possible exceeding their expectations • Maintains high levels of customer service even when under short-term pressure • Builds and gains the customers trust and respect by listening, and understanding • Has a positive attitude and approach to delivering an effective performance and achieving KWO's • Demonstrates good desk management which ensures efficient use of resources 	<ul style="list-style-type: none"> • Provides friendly approachable and high quality service to internal and external customers where possible exceeding their expectations • Maintains high levels of customer service and professionalism even when under short-term pressure • Builds and gains the customers trust and respect by listening and understanding • Takes an active role in resolving customer queries and complaints, learning from any mistakes and where possible improving customer service • Demonstrates good desk management (efficient use of resources) • Constantly looks for new ways to improve processes to ensure high quality customer service and efficient use of resources 	<ul style="list-style-type: none"> • Provides friendly, professional and high quality service to internal and external customers, where possible exceeding expectations • Leads by example and maintains high levels of customer service and professionalism even when under short-term pressure • Sets example for their team on standards of customer service • Creates an environment where staff look for ways to exceed customer expectations • Ensures customer service levels are maintained when planning and prioritising own and team workloads (even during periods of high volume workloads) • Encourages team to own and resolve customer complaints. • Where appropriate, takes an active role in resolving customer complaints, learning from any mistakes and where possible implementing solutions to improve customer service • Is focused and positive in their approach to delivering an effective performance for self and team • Allocates resources appropriately 	<ul style="list-style-type: none"> • Provides friendly, professional and high quality service to internal and external customers where possible exceeding their expectations • Leads by example and maintains high levels of customer service and professionalism even when under short-term pressure • Leads by example on standards of customer service • Creates an environment where staff look for ways to exceed customer expectations • Ensures customer service levels are maintained when planning and prioritising own and team workloads (even during periods of high volume workloads) • Reviews work practices to ensure processes are implemented to reduce customer complaints and improve customer service. • Is focused and positive in their approach to delivering an effective performance for self and team and encourages others to do the same • Works with Team/Directors/across directorates to ensure that resources are allocated appropriately

Behaviours

Respecting people

- Valuing the contribution of our staff, assessors and stakeholders
- Responding to Users' individual needs and respecting diversity

Positive examples include (this is not an exhaustive tick list)

AA	AO	EO	HEO
<ul style="list-style-type: none"> • Is a team player and values the contribution made by self and others to the ILF success • Demonstrates integrity • Treats everyone with respect • Attends relevant diversity awareness training sessions • Shares learning, knowledge and expertise with others • Learns from the experience of others within their teams 	<ul style="list-style-type: none"> • Is a team player and values the contribution made by self and others to the ILF success • Demonstrates integrity • Treats everyone with respect • Responds professionally and appropriately to the individual needs of users and customers (internal and external) • Shares learning knowledge and expertise with others • Learns from the experience of others within their teams 	<ul style="list-style-type: none"> • Recognises and provides feedback to Team on the contribution they make to the ILF success • Recognises and builds on individual strengths within the team, ensuring staff reach their full potential • Where appropriate delegates work • Responds to individual needs of all stakeholders to provide excellent customer service • Promotes equal opportunities and builds a diverse team • Shares learning, knowledge and expertise with others and encourages a learning culture • Encourages a no blame culture where staff learn from mistakes 	<ul style="list-style-type: none"> • Recognises and provides feedback to Team on the contribution they make to the ILF success • Recognises and builds on individual strengths within the team, ensuring staff reach their full potential • Where appropriate delegates work • Responds to individual needs of all stakeholders to provide excellent customer service and management support • Promotes equal opportunities and builds a diverse team • Shares learning, knowledge and expertise with others and actively creates a learning culture • Empowers managers to encourage a no blame culture where staff learn from mistakes

Making a difference

- **Focusing on real outcomes for disabled people**
- **Engaging positively with partners and stakeholders**

Positive examples include (this is not an exhaustive tick list)

AA	AO	EO	HEO
<ul style="list-style-type: none"> • Can describe what independent living means to our Users • Is professional when engaging with other teams/directorates/external partners e.g. LA's, Suppliers/Users etc • Actively participates in team discussion and activities, respecting other team members' contributions • Maintains a positive outlook at work 	<ul style="list-style-type: none"> • Can describe what independent living means to our Users • Demonstrates commitment for ensuring ILF processes offer independent living to our Users • Is professional when engaging with other teams/directorates/external partners e.g. LA's, Suppliers/Users etc • Actively participates in team discussion and activities, respecting other team members' contributions • Remains impartial and calm in difficult situations so as always to be fair and consistent • Takes responsibility for own actions and understands how their actions impacts on others/other teams • Maintains a positive outlook at work 	<ul style="list-style-type: none"> • Acts as a role model to demonstrate commitment for ensuring that the ILF offer independent living to Users • Ensures team members understand their role in providing real outcomes for disabled people • Ensures policies and procedures focus on providing real outcomes for disabled people • Engages positively with internal and external partners e.g. LA's, Users, Suppliers, other ILF teams • Encourages others to actively and positively participate in team discussion and activities • Takes responsibility for own actions and understands how their actions impact on others/other teams • Remains impartial and calm in difficult situations so as always to be fair and consistent and coaches others to do the same • Leads by example with a positive work outlook; takes action to address negative attitudes/behaviours 	<ul style="list-style-type: none"> • Acts as a role model to demonstrate commitment for ensuring that the ILF offer independent living to Users • Ensures team members understand their role in providing real outcomes for disabled people • Implements policies and procedures which provide real outcomes for disabled people • Acts as a role model and engages positively with internal and external partners e.g. LA's, Users, Suppliers, other ILF teams • Encourages others to actively and positively participate in team discussion and activities • Remains impartial and calm in difficult situations so as always to be fair and consistent and coaches others to do the same • Leads by example with a positive work outlook; takes action to address and change negative attitudes/behaviours

Behaviours

Looking outwards

- Taking responsibility for making the wider system work through effective partnerships and support for others
- Speaking positively about our customers, colleagues and stakeholders and being open and transparent in all our communications

Positive examples include (this is not an exhaustive tick list)

AA	AO	EO	HEO
<ul style="list-style-type: none"> • Understands how their role supports the achievement of the business plan • Performs their role to the highest standards to enable others to do their roles effectively • Offers administrative support to colleagues • Is professional in all communications with colleagues, stakeholders and customers • Speaks positively about colleagues and users 	<ul style="list-style-type: none"> • Understands how their role supports the achievement of the business plan • Builds effective networks with internal and external parties e.g. LA's, Users, Suppliers, other teams within the ILF etc • Offers administrative support to internal and external parties to enable them to carry out their roles effectively • Builds rapport and empathises with internal and external stakeholders • Is professional in all communications with colleagues, stakeholders and customers • Speaks positively about colleagues and users 	<ul style="list-style-type: none"> • Builds and establishes a wide and effective networks of contacts both internally and externally • Takes ownership for making the process that they are responsible for work • Is professional in all communications with colleagues, stakeholders and customers and encourages others to do the same • Acts as a role model by positively speaking about colleagues and users • Looks for opportunities to promote the ILF to external parties 	<ul style="list-style-type: none"> • Builds and establishes a wide and effective network of contacts both internally and externally • Takes ownership for making the process that they are responsible for, whilst ensuring best fit with the wider system • Is professional in all communications with colleagues, stakeholders and customers and creates an environment where others do the same • Acts as a role model by positively speaking about colleagues, users and Stakeholders. • Looks for opportunities to promote the ILF to external parties

Change management

- **Able to change style in order to reach organisational objectives and maintains personal effectiveness with a changing organisation**
- **Seeks opportunities for change**

Positive examples include (this is not an exhaustive tick list)

AA	AO	EO	HEO
<ul style="list-style-type: none"> • Reacts positively to change and sees change as an opportunity • Adapts to change whilst maintaining personal effectiveness throughout the change process • Accommodates unexpected changes in workload and priorities • Looks for ways to improve their work processes (and makes recommendations to their line manager) 	<ul style="list-style-type: none"> • Reacts positively to change and sees change as an opportunity • Is able to positively adapt to changes and change their plan(s) whilst maintaining personal effectiveness throughout the change process • Accommodates unexpected changes in workload and priorities • Critically evaluates and constructively challenges their own and the organisations ways of working to improve processes and makes recommendations for improvements 	<ul style="list-style-type: none"> • Works with people to encourage a 'can-do' attitude towards change • Motivates team and self to adapt to the changes • Where appropriate implements change • Ability to change own and team plan(s) to support the change whilst maintains teams effectiveness • Monitors and measures progress of change and actively looks for ways to improve work processes in order to achieve long-term goal • Listens, consults and communicates proactively with appropriate stakeholders in a timely manner throughout the change process • Supports their HEO/Director to ensure the change is successfully embedded and reviewed 	<ul style="list-style-type: none"> • Coaches staff to encourage a 'can-do' attitude towards change • Motivates team and self to adapt to the changes • Devises and implements effective change initiatives • Ability to change own and team plan(s) to support the change whilst maintains teams effectiveness • Monitors and measures progress of change and actively looks for ways to improve work processes in order to achieve long-term goal • Creates an environment where staff constantly look for ways to improve processes for Users/colleagues • Listens, consults and communicates proactively with appropriate stakeholders in a timely manner throughout the change process • Takes responsibility for successfully embedding changes and reviewing impact of the change with their team

Behaviours

Ownership

- Identifies problems and takes ownership for providing solutions
- Takes ownership for own actions and the impact these have on others

Positive examples include (this is not an exhaustive tick list)

AA	AO	EO	HEO
<ul style="list-style-type: none"> • Takes full responsibility for what you said you were going to do – positively carrying out actions on a timely basis • Understands and takes responsibility for own actions and how this impacts the customer/ team/ colleagues etc • Recognises problems early and escalates problems to management as appropriate • Stays up to date with policy updates and process updates • Takes ownership for own self development 	<ul style="list-style-type: none"> • Takes individual ownership for the part of the process they are responsible for • Understands and takes responsibility for own actions and how this impacts the customer/ team/ colleagues • Critically analyses problems and provides balanced solutions rather than simply problem stating • Recognises and addresses problems early, escalating problems to management as appropriate • Follows through problems to ensure resolution to the satisfaction of the customer and takes effective action to prevent re-occurrence • Anticipates the need and importance of getting new information and staying up to date for example, policy updates • Takes ownership for own self development 	<ul style="list-style-type: none"> • Takes individual ownership for the part of the process they and their team are responsible for • Understands and takes responsibility for own actions and how this impacts the customer/ team/ colleagues • Critically analyses problems and provides balanced solutions rather than simply problem stating and encourages others to do this • Follows through problems to ensure resolution to the satisfaction of the customer • Implements processes to prevent re-occurrence of problems • Anticipates the need and importance of getting new information and staying up to date and encourages others to do the same • Takes ownership for own and teams development 	<ul style="list-style-type: none"> • Takes ownership for the part of the process they and their team/s are responsible for • Understands and takes responsibility for own actions and how this impacts the customer/ team/ colleagues • Critically analyses problems and provides balanced solutions rather than simply problem stating and encourages others to do this • Ensures they and their team/s understand the importance of getting new information and staying up to date • Follows through problems to ensure resolution to the satisfaction of the customer • Implements processes to prevent re-occurrence of problems • Takes ownership for own and teams development

Work management

- **Perseveres to achieve KWO/deadlines despite challenges**
- **Manages projects successfully (where appropriate)**

Positive examples include (this is not an exhaustive tick list)

AA	AO	EO	HEO
<ul style="list-style-type: none"> • Plans ahead and works in a systematic and organised way • Follows direction, procedures and policies appropriately • Manages their own time effectively to achieve deadlines • Maintains a stable performance level even when under short-term pressure • Perseveres at tasks, despite challenges or the scale of the workload to achieve their objectives 	<ul style="list-style-type: none"> • Plans ahead and works in a systematic and organised way • Follows direction, procedures and policies appropriately • Manages their own time effectively to achieve deadlines • Maintains a stable performance level even when under short-term pressure • Perseveres at tasks, despite challenges or the scale of the workload to achieve their objectives 	<ul style="list-style-type: none"> • Plans activities/projects well in advance and takes account of possible changing circumstances • Consistently takes ownership and motivates staff to achieve targets and KWO • Encourages and motivates self and others to persevere and achieve deadlines and business objectives despite unexpected challenges or the scale of the workload • Plans and manages their time to deliver projects within agreed timescales (using relevant project management methodology) • Identifies and organises resources needed to accomplish projects/KWO • Monitors performance against deadlines (adapts plans accordingly) • Successfully manages relevant budgets 	<ul style="list-style-type: none"> • Plans activities/projects well in advance and takes account of possible changing circumstances • Consistently takes ownership and motivates staff to achieve targets and KWO • Encourages and motivates self and others to persevere and achieve deadlines and business objectives despite unexpected challenges or the scale of the workload • Plans and manages their time to deliver projects within agreed timescales and coaches others to do the same (using relevant project management methodology) • Identifies and organises resources needed to accomplish projects/KWO etc • Monitors performance against deadlines (adapts plans accordingly) • Successfully manages relevant budgets and resource targets

Behaviours

Leadership

- **Is empowered to manage and lead their team to success**
- **Motivates their team and acts as a role model**

Positive examples include (this is not an exhaustive tick list)

EO	HEO
<ul style="list-style-type: none"> • Confronts difficult situations openly – does not avoid difficult or awkward decisions • Varies style of management to suit the situation. In times of difficulty or crisis shows a willingness to take decisions and to take command • Spends time with employees, observes and coaches, interacts on a formal and informal basis • Holds one to one meetings with staff regularly (approx every 8 weeks) • Ensures that accurate records on staff management are kept – including one to one write ups • Encourages others to feel as though they can and want to contribute to the achievement of ILF objectives and goals • Manages underperformance within their team (nips problems in the bud rather than letting them continue) • Visible management style by leading from the front and by example – sets clearly defined objectives • Leads by example and has a positive can do approach that is demonstrated through trust, confidence, commitment and enthusiasm • Celebrates success; giving praise and promoting a positive atmosphere whenever possible 	<ul style="list-style-type: none"> • Confronts difficult situations openly – does not avoid difficult or awkward decisions • Varies style of management to suit the situation. In times of difficulty or crisis shows a willingness to take decisions and to take command • Spends time with employees, observes and coaches, interacts on a formal and informal basis • Holds one to one meetings with staff regularly (approx every 8 weeks) • Ensures that accurate records on staff management are kept – including one to one write ups and carries out Reviewing Manager role • Encourages others to feel as though they can and want to contribute to the achievement of ILF objectives and goals • Manages underperformance within their team/s (nips problems in the bud rather than letting them continue) • Provides advice and coaching to their managers on people management issues • Visible leadership style by leading from the front and by example – sets clearly defined objectives • Leads by example and has a positive can do approach that is demonstrated through trust, confidence, commitment and enthusiasm • Celebrates success; giving praise and promoting a positive atmosphere whenever possible • Works strategically to realise organisational objectives • Supports their Director in updating and achieving the Directorate Strategic plan

Notes

For further information about this document:

Human Resources

Independent Living Fund
Equinox House
Island Business Quarter
City Link
Nottingham
NG2 4LA

Email: hr@ilf.org.uk

