

Behavioural Standards Framework

Stewardship: Focusing on the longer term to ensure we are leaving things better than we found them and putting our shared interests ahead of any individual or team

In doing this we all:

- ⇒ Act with impartiality and deliver on our promises and take personal responsibility for putting things right when they go wrong
- ⇒ Maintain the confidence of others by exercising high levels of organisational and political judgement
- ⇒ Take individual accountability for achieving high performance and welcome feedback to support our ongoing development

And as managers we also:

- ⇒ Take account of the longer term as much as immediate achievements
- ⇒ Make decisions based on our values and take responsibility for them
- ⇒ Take action in relation to anyone who does not act in a manner consistent with our values

Inclusiveness: Understanding the big picture and seeking out alternative perspectives. Every colleague feels they are able to make a valued contribution and deliver their best work

In doing this we all:

- ⇒ Concentrate our efforts in supporting the Parliament's strategic aims and priorities
- ⇒ Collaborate proactively with others seeking feedback on proposed ideas and solutions
- ⇒ Build strong internal and external relationships based on good communications and constructive contributions

And as managers we also:

- ⇒ Communicate our ideas and enthusiasm about the future of the organisation and its services confidently and in a way which engages and inspires others
- ⇒ Encourage an SPS-wide perspective by ensuring that communications promote a 'team' rather than 'us and them' culture
- ⇒ Find solutions that are acceptable to diverse groups with conflicting interests and needs

Excellence: Taking care to enhance our reputation in everything we do. Using our skills and

resources efficiently and effectively to deliver high quality sustainable results

In doing this we all:

- ⇒ Take pride in our work and performance and ask for feedback to learn and improve
- ⇒ Demonstrate creative ambition, trying new things and embracing new technology
- ⇒ Lead with integrity; influencing and inspiring confidence in others

And as managers we also:

- ⇒ Monitor workloads and review resources, plans and priorities on a regular basis and take positive steps to build and sustain resilience
- ⇒ Empower and support colleagues to initiate improvements to services
- ⇒ Support others to embrace the opportunities arising from change

Respect: Appreciating difference, building cohesive teams and fostering the values and experiences of diversity

In doing this we all:

- ⇒ Welcome and foster diversity across the Parliament and recognise the value of others' strengths, skills, experience and knowledge
- ⇒ Have the courage to speak up and escalate issues of concern in a fair and clear manner
- ⇒ Challenge others' ideas but respect decisions once made

And as managers we also:

- ⇒ Take a zero-tolerance approach to bullying and harassment
- ⇒ Encourage colleagues to speak up for our standards and appreciate them when they do
- ⇒ Know our colleagues, what motivates them, and celebrate their achievements