

Linking behaviours with organisational objectives

Sue Moorman

Brighton & Hove City Council

March 2017



Brighton & Hove
City Council

Agenda

- The challenges
- How we decided our approach
- What we did
- Successes and Lessons



The challenges

- Passive performance management
- Modernisation, transformation & business as usual
- Visible values in action – consequence
- Progressive - not starting again

How we decided our approach

- Research –linking the “what and the how” to drive performance improvement
- Core element of people & culture change programme
- Link capacity, delivery and corporate plan
- Meeting with LGA and WHE-UK – linking ambition



What we did

- Scoped and planned end to end work
- Developed capacity of BHCC team
- Focus and design group created relevant behavioural criteria
- Linked as one piece to integrated performance management system
- Operating conditions supported OD

People & Performance Management - A new approach

Behaviours linked to values

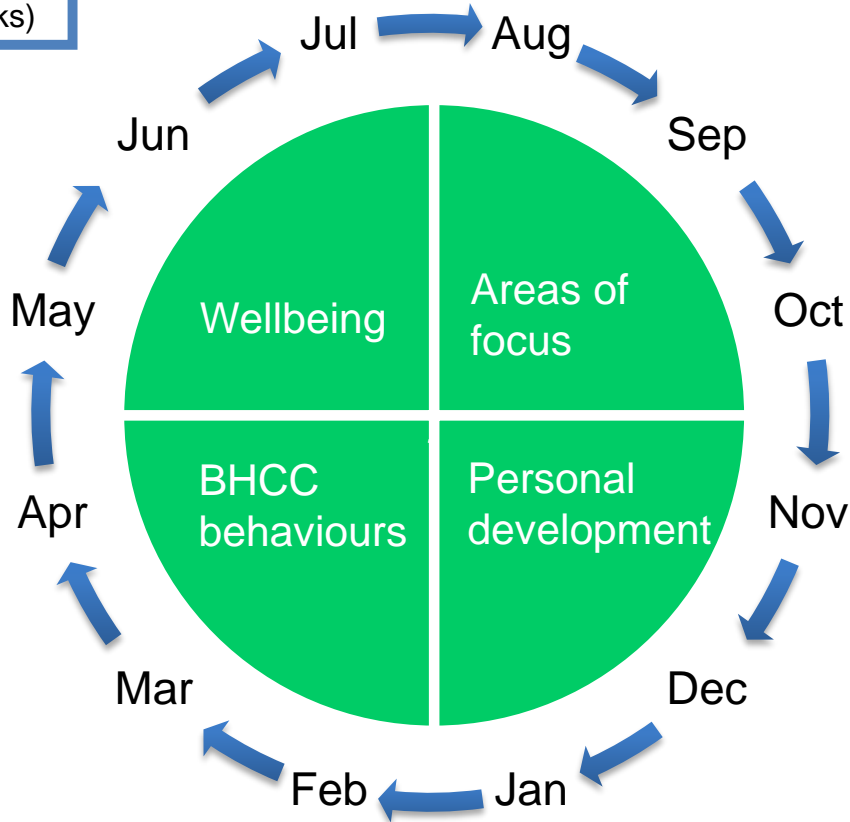


Behaviour framework



Performance cycle – Mid-year review

Regular 121s
(every 4-6 weeks)

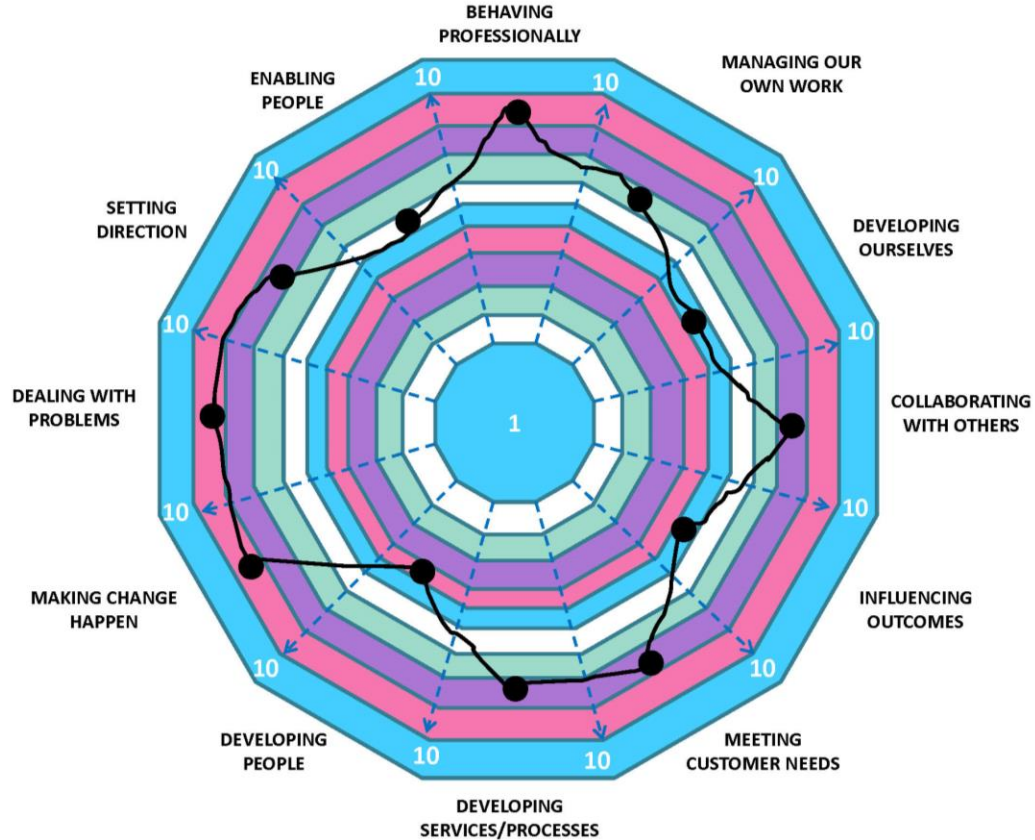


'Golden thread'
Business plan

PDP
mid-year review
+ 360° feedback
+ moderation
+ Data insight



Your behaviours



Support and development

- Development of 4th tier leadership and management programme - skills and tools
- Strength of co-creation to maximise buy-in
- Tool kit and coaching
- Senior leadership role modelling



Looking ahead...

- Rating— balance of behaviours and objectives
- Moderation
- Wider application - rollout to all staff
 - recruitment, training
- Operating conditions - building OD capacity



Successes

- Conditions were right – values embedded
- Focus was right - buy in to the framework
- linked to staff feedback
- Timing was right – new CEO
- Approach and tools were right

Lessons

- Extent and breadth of engagement
- Don't assume end point
- Keep it simple, relevant & recognisable
- Clarity of purpose – don't leave space to create own narrative
- Keep on telling/selling



Summary

- Idea to delivery – 12 months
- Tools aligned to local context
- Co-creation key – creating the conditions
- Framework enables other developments
- Data, evaluation and review

