

How We Work Matters

What's this all about?

Our How We Work Matters framework was developed a few years ago to describe how we're all expected to work. With all we've gone through and learnt during the Covid-19 pandemic, we've taken the opportunity to refresh the framework and make sure it reflects the expectations of working in a modern public service.

Across the council we do very different jobs but, ultimately, we're all working towards the same goal – to make Fife a successful, confident and fairer place to live, work and visit – as set out in the Plan 4 Fife.

Critically, we also want the people living in Fife to be involved in the detailed plans and activities that will make a difference to the places they live.

So, while your job role has some specific duties as part of a council team, we are all part of a much larger collective effort – part of Team Fife, if you like. And we share responsibility to:

- tackle poverty and create opportunities for everyone
- focus on people's wellbeing, improve local places and take climate action
- and to build on the way everyone pulled together during the Covid crisis to find new ways of working.

Hopefully the framework reflects these shared responsibilities, and will help you:

- induct new employees
- identify learning and development needs
- progress through your career
- improve line management approaches.

Using this framework, you can create a better working environment for yourself and your colleagues - and together we can provide improved services to our communities. **The shift of positive change starts with me and you.**

This new version of **How We Work Matters** sets out what we all need to know, be and do to bring these to life. It's designed to help us:

- to achieve our vision for Fife by making the shift towards community-led services;
- create a positive organisational culture which is supportive and focussed on wellbeing;
- have clear expectations how we all need to work;
- develop our workforce to ensure we have the skills and behaviours which support new ways of working;
- have good conversations to support better outcomes;
- focus our people activities such as recruitment and selection, induction, talent management and performance management to support our new way of working

How We Work Matters: The New Framework

It focuses on how we lead and act, thinking about:



Myself



Positive change starts with me – myself... from the words I choose and the positive attitude I bring, to the way I work with others. What I do makes a difference and impact directly on the council's success.

Self-leadership is about you taking the lead and being clear about the difference that your contribution makes by taking time to think about how you go about your job and the impact that you can have on others. It means thinking before you speak or act and developing positive attitudes and behaviours to help you achieve personal and organisational goals.

This section of the framework underpins what we want it to be like to work around here. It describes what people can expect from you and how you can expect to be treated by others.

My Team



Leading teams isn't just down to managers - we can all lead by example, inspiring, supporting, recognising the contribution of others.

We work as part of lots of different teams and you can be a team leader, whatever your job title is. For some people leading and managing people is also a responsibility of the job.

This section of the framework is a guide to developing leadership and management behaviour **at all levels** of the organisation.

Our Community



We are all about community and, as public servants, we are all community leaders. This means facilitating, supporting and enabling communities – as much as providing services for them.

It's about working in, with and for communities as part of the wider Team Fife, to make a positive difference. Every council employee should try to help improve our services by taking time to

understand what colleagues, customers, clients and communities need and to develop solutions together.

Your level of responsibility will depend on your role and this section of the framework will help you identify the elements of community leadership that are most appropriate to you.

Our Organisation

We are all part of a bigger organisation – senior managers should create a vision and plans for that in a caring and supportive way. Each of us can support that by contributing and giving constructive feedback.

Leading an organisation involves setting out a clear vision and developing, describing and implementing strategies and decision-making processes (governance) to support it. Organisational leaders set the tone of the workplace and influence the culture through their words and actions.

Typically, this is relevant to people in more senior/ strategic roles and managers responsible for supporting the council’s leadership. This section of the framework will help you identify the elements of organisational leadership that are most appropriate to you.

Leadership Behaviours

What you should know...

| | MYSELF | MY TEAM | OUR COMMUNITY | OUR ORGANISATION |
|------|--|---|---|--|
| KNOW | <p>I know how to...</p> <ul style="list-style-type: none"> • demonstrate our commitments • work as part of a team • be healthy and safe at work • cope with change and build personal resilience • communicate effectively • develop my digital skills and make the best use of technology • plan my personal development • develop my emotional intelligence | <p>I know how to...</p> <ul style="list-style-type: none"> • adapt my approach to suit the situation • engage and motivate others • ask for feedback and listen and respond appropriately • practice effective people management • create a healthy and safe workplace • delegate appropriately • have good conversations • encourage people - coach and mentor others | <p>I know how to...</p> <ul style="list-style-type: none"> • contribute to our ambitions for Fife and community-led commitments • work with others to find joint solutions • use empathy and tailor activities to suit individual need/s • build effective partnerships • improve performance and the quality of our services • solve problems and make decisions • work out the impact of my actions on other parts of the Council - "practice systems thinking" | <p>I know how to...</p> <ul style="list-style-type: none"> • operate within our structure, governance and compliance arrangements • anticipate, lead and manage change (reform) • develop and execute strategy • manage and mitigate risk • horizon scan; develop strategic, commercial and political insight • manage finance and resources to get the best value for money • consult and negotiate |

How you should act...

| | MYSELF | A TEAM PLAYER | A COMMUNITY LEADER | AN ORGANISATIONAL LEADER |
|----|--|--|---|--|
| BE | <p>I am...</p> <ul style="list-style-type: none"> the “face” of the organisation and a role model – because how we work matters kind and aware of the impact that I can have on others respectful of others, and act in a way that I would like to be treated trustworthy, open and honest responsible for my own performance adaptive to change confident and resilient | <p>I am...</p> <ul style="list-style-type: none"> optimistic about our plans and priorities. a relationship builder; working positively and effectively with others visible and accessible; responsive to people’s needs accountable for the overall performance and actions of my team/s a coach and mentor a source of information and guidance | <p>I am...</p> <ul style="list-style-type: none"> committed to making a positive difference enthusiastic about my role and the contribution I can make collaborative and work effectively across professional boundaries – able to establish links between my own workplace, other services, partner agencies and wider networks as appropriate appreciative of alternative approaches and ideas | <p>I am...</p> <ul style="list-style-type: none"> committed to and understand the business priorities of my team, my service and the Council as a whole a strategic thinker insightful and able to help others to navigate a complex and ambiguous world an effective negotiator and influencer; using a “win-win” approach committed to creating a caring and supportive organisational culture |

What you should do...

| | TAKE RESPONSIBILITY | LEAD OUR TEAM | PUT COMMUNITY FIRST | LEAD OUR ORGANISATION |
|----|--|--|---|--|
| DO | <p>I...</p> <ul style="list-style-type: none"> put people first: understanding and responding appropriately to their needs act with integrity and treat others with dignity and respect listen and act upon feedback from others contribute to our team, service and organisational plans take appropriate steps to solve problems and improve my performance use technology/digital skills to effectively deliver services look after my own and others’ safety and wellbeing continue to keep my skills up to date, I look for opportunities to keep learning | <p>I...</p> <ul style="list-style-type: none"> provide a clear sense of purpose and direction use different leadership styles and coaching skills to motivate others and improve performance empower and support others to take a leadership role – to be innovative, bold and make decisions recognise achievements, give praise and share stories of successful outcomes support others to learn from their experiences encourage and support people to contribute to our reform programmes | <p>I...</p> <ul style="list-style-type: none"> go the extra mile: going out of my way to support the delivery of community outcomes create the culture change necessary to promote a community-led approach to the delivery of services plan and prioritise our activities to make the best use of our resources maximise the use of resources and capacity collaborate with other services and organisations to improve outcomes and share learning analyse and interpret data/ performance information to support decision making create the conditions for collective improvements in service delivery - “whole system approach” | <p>I...</p> <ul style="list-style-type: none"> develop and execute plans to deliver strategic priorities inspire commitment to a shared purpose lead on reform; managing the uncertainty and complexity of major change programmes build a culture of trust; lead on improving communication and levels of engagement embed corporate, legal, financial and ethical governance arrangements research and gather evidence from the political, social and economic landscape to identify, interpret and manage risk |

Bringing the framework to life

The behaviours set out within How We Work Matters are applicable to all Directorates and all roles - from people delivering or supporting services on the front-line to the Chief Executive. Each Team/Service/Directorate can apply and/or complement the Framework within the specific context of the services that they deliver.

You can use How We Work Matters to:

- create a more positive workplace. Positive change starts with me and you - the leadership behaviours help us to think about how we go about our work activities, how we treat others and how we expect to be treated;
- have conversations about how we can do things differently in 1-2-1s, Team, Service and Directorate meetings;
- challenge attempts to return to the old way of doing things and help us to focus on local solutions;
- have supportive conversations with a focus on keeping connected;
- improve people management practices and set clear expectations of how we all need to work;
- support CheckMate conversations;
- recruit and promote people with the right behaviours;
- agree development plans with employees which support our new ways of working