


Edinburgh Leisure

ESSENTIALS

Behaviour Standards

SUPPORTED BY
EDINBURGH
YOUR COUNCIL – YOUR SERVICES



Registered Scottish Charity No: SC027450

Our Purpose

To make a positive difference to communities by creating opportunities for everyone to get active, stay active and achieve more.

Our Vision

Inspiring Edinburgh to be a more active and healthy city.

Our Values

Edinburgh Leisure will make a positive difference by being welcoming, caring, passionate and proud.








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Introduction



Welcome to our Essentials Behaviour Framework. Essentials captures all those things that Edinburgh Leisure employees do (and don't do) to make us such a success with our customers and successful as a business. This is your key to a successful employee journey with us as it details exactly what behaviour is expected from you while you are carrying out your role.



Our customers tell us that it is you, our people, who make the difference to their experience with us. It is the demonstration of our values that helps our customers enjoy being active with us, makes them stay with us and recommend our services to their friends and family.

About Essentials

The Keil Centre developed our Essentials Behaviour Framework, blending external research with research involving colleagues across all our venues and services. Essentials captures all the behaviours that make EL successful now and in the future.



How to use Essentials

Essentials has five themes:



Standards,



Communication,



Risk Management,






Engagement,



and Service Excellence.



For each theme, there are three sets of behaviour standards:

-  **Leadership by EVERYONE** – these apply to all of us
-  **Leadership by SUPERVISORS** – if you are a line manager e.g. Supervisor or a Duty Manager these apply to you (in addition to the **EVERYONE** behaviours)
-  **Leadership by MANAGERS** – if you are a Manager of a Venue or Service, or a Head of Service or a Director, then these apply to you (in addition to the **EVERYONE** behaviours)

An overview of Essentials is illustrated on page 4, showing all the ‘blocks’ that make the framework. The blocks in each theme all link together, so for **EVERYONE to Live the Standard**, we need our **SUPERVISORS to Support the Standard** and our **MANAGERS to Establish the Benchmark**. We all have a role to play in our success.

The following pages all provide the detail behind each block – explaining what we ‘will’ and ‘will not’ do to be successful.

The standards are designed to be used in all areas of our work – with customers, with colleagues, with partner organisations and individuals and in our people related policies and procedures, such as: performance appraisal; recruitment and selection; learning and development; health and safety.



Behaviour Standards Overview

These sets of behaviours support each other through common themes across the three types of employees.




THEME	Leadership by EVERYONE	Leadership by SUPERVISORS	Leadership by MANAGERS
<u>STANDARDS</u>	LIVE THE STANDARD	SUPPORT THE STANDARD	ESTABLISH THE BENCHMARK
<u>COMMUNICATION</u>	SPEAK UP	ENCOURAGE THE TEAM	COMMUNICATE BROADLY
<u>RISK MANAGEMENT</u>	BE MINDFUL	PROMOTE RISK AWARENESS	CONFRONT RISK
<u>ENGAGEMENT</u>	GET INVOLVED	ENGAGE THE TEAM	BUILD AN ENGAGED WORKFORCE
<u>SERVICE EXCELLENCE</u>	DELIVER SERVICE EXCELLENCE	SUPPORT SERVICE EXCELLENCE	LEAD ON SERVICE EXCELLENCE

Developed for Edinburgh Leisure by The Keil Centre 2014




Theme: Standards

Everyone - Live the Standard These are the behaviours that we **all** need to demonstrate.

EVERYONE - LIVE THE STANDARD	
I WILL	I WILL NOT
<ul style="list-style-type: none">• Learn the standards, rules and procedures that apply to me in my job• Follow the rules and use the right procedure and equipment for the job• Organise myself to deliver to the standard required• Be the positive public face of EL• Identify impractical rules and procedures, and suggest improvements promptly	<ul style="list-style-type: none">• Knowingly break or ignore rules and procedures• Disregard the consequence of not following rules and procedures• Rush to get the job done• Work when fatigued, unwell or otherwise unfit• Ignore or tolerate situations where standards are not being applied 




Supervisors - Support the Standard These are the behaviours that **Line Managers in Grades 8 to 11** need to demonstrate in *addition* to the Everyone behaviours.

SUPERVISORS - SUPPORT THE STANDARD	
I WILL	I WILL NOT
<ul style="list-style-type: none">• Ensure rules and standards are clearly communicated and understood• Be visible in the workplace regularly to check compliance with standards, procedures and rules• Protect my team from excessive work pressures• Work with my team to identify standards or procedures that need to be updated or reviewed• Recognise and reward good individual and team performance• Deal fairly and firmly with poor performance	<ul style="list-style-type: none">• Set a poor example by breaking standards or rules• Turn a blind eye to improper behaviour or hesitate to intervene when standards are not being followed• Allow 'work arounds' to routinely operate without addressing the central issue• Apply standards unfairly and inconsistently 



Managers - Establish the Benchmark These are the behaviours that **Managers in grades 1 to 7** need to demonstrate in *addition* to the Everyone behaviours.



MANAGERS - ESTABLISH THE BENCHMARK	
I WILL	I WILL NOT
<ul style="list-style-type: none">• Personally demonstrate the behaviours expected across the broader organisation• Explain expectations regarding outputs and standards to the workforce and verify understanding• Prioritise and organise resources to ensure delivery to agreed standards• Ensure systems that monitor and review standards and procedures are working well• Tackle significant business issues without delay• Emphasise that everyone's wellbeing and safety must never be compromised	<ul style="list-style-type: none">• Allow ambiguity regarding expected standard to persist• Allow short term business pressures to override standards• Tolerate inconsistency in standards across EL• Set goals, targets and standards without considering knock on effects• Fail to plan how to achieve the desired standard 






Theme: Communication

Everyone - Speak Up These are the behaviours that we **all** need to demonstrate.


EVERYONE - SPEAK UP	
I WILL	I WILL NOT
<ul style="list-style-type: none">• Communicate with everyone in a polite and friendly manner• Pass on and record information accurately• Communicate using the most appropriate means and style for the circumstances• Listen to others' views and concerns• Speak up when I have concerns or something I want to contribute• Ask questions to seek guidance and gain clarification	<ul style="list-style-type: none">• Keep information to myself without good reason• Assume the other person has understood• Respond to others' contributions with only negative comments• Ignore or expect poor work conditions or irregularities to be reported by someone else 



Supervisors - Encourage the Team These are the behaviours that **Line Managers in Grades 8 to 11** need to demonstrate in *addition* to the Everyone behaviours.

SUPERVISORS - ENCOURAGE THE TEAM	
I WILL	I WILL NOT
<ul style="list-style-type: none">• Maintain regular two-way dialogue with individuals and the team as a whole• Encourage, seek out and listen to suggestions, concerns and ideas• Act on staff issues and concerns promptly, seeking management support where necessary• Ensure that information is correctly recorded, updated, accessible and shared• Ensure that confidential or sensitive information is managed appropriately	<ul style="list-style-type: none">• Stay in my office and not be visible to others• Keep staff in the dark• Tend to always tell if there is the opportunity to ask• Fail to consider my team's perspectives 

Managers - Communicate Broadly These are the behaviours that **Managers in grades 1 to 7** need to demonstrate in addition to the Everyone behaviours.

MANAGERS - COMMUNICATE BROADLY	
I WILL	I WILL NOT
<ul style="list-style-type: none">• Take every opportunity to be visible and accessible to staff• Communicate the message in a simple and direct manner; translate key messages to ensure they are understood• Use multiple communication methods and styles to inform the workforce• Invite dialogue with staff and listen and accept opinions and feedback• Actively network with and influence key stakeholders	<ul style="list-style-type: none">• Fail to be visible across EL• Unnecessarily restrict information flow or be evasive and obstructive• Neglect to inform staff of key developments within EL• Disregard or be dismissive of issues raised by staff• Fail to execute a clear communication plan 




Theme: Risk Management

Everyone - Be Mindful These are the behaviours that we **all** need to demonstrate.

EVERYONE - BE MINDFUL	
I WILL	I WILL NOT
<ul style="list-style-type: none">• Stay vigilant; maintain continual awareness of possible hazards and surroundings• Ask 'what could go wrong here' and check everything• Report incidents, near-misses, unsafe conditions and sources of error promptly• Check and verify my own skills, understanding and capability continuously and avoid assumptions• Ensure any gaps in my job skills and knowledge are bridged	<ul style="list-style-type: none">• Expect someone else to think through the job for me.• Knowingly put myself or others at risk• Assume that everything is working as it should, and is safe• Fail to concentrate on what I am doing• Rush to blame others when something goes wrong• Repeat the same mistakes again 



Supervisors - Promote Risk Awareness These are the behaviours that **Line Managers in Grades 8 to 11** need to demonstrate in *addition* to the Everyone behaviours.

SUPERVISORS - PROMOTE RISK AWARENESS	
I WILL	I WILL NOT
<ul style="list-style-type: none">• Plan work with my team• Ensure my team identifies all our hazards and assesses risk• Prioritise dealing with concerns and hazards and take appropriate action• Challenge people's assumptions and any complacency about routine work• Actively promote lessons learnt and best practice• Ensure required skills and competency levels in my team are maintained	<ul style="list-style-type: none">• Rush into activities without first recognising hazards and ensuring controls are in place• Ignore concerns and issues raised by staff• Fail to evaluate and address risk when a change occurs• Tolerate a 'blame culture' within my team 



Managers - Confront Risk These are the behaviours that **Managers in grades 1 to 7** need to demonstrate in *addition* to the Everyone behaviours.

MANAGERS - CONFRONT RISK	
I WILL	I WILL NOT
<ul style="list-style-type: none">• Be accountable for overall planning, delivery and continuous improvement• Ensure risk assessments operate throughout the organisation, including and especially at times of change• Ensure effective reporting systems exist for people to raise any work concerns• Ensure lessons from incidents and investigations are communicated across the workforce• Maintain the right skills and competence balance across the workforce	<ul style="list-style-type: none">• Tackle 'easy' issues, rather than those that present the greater risk to the business• Fail to tackle complacency within the organisation• Delay or avoid following up on agreed business improvement plans• Give a low priority to the development and maintenance of workforce skill and competence 





Theme: Engagement

Everyone - Get Involved These are the behaviours that we **all** need to demonstrate.

EVERYONE - GET INVOLVED	
I WILL	I WILL NOT
<ul style="list-style-type: none">• Be positive and active in my immediate team's activities and across broader EL initiatives• Respect others and value alternative opinions and ideas• Treat people fairly• Help colleagues by giving them practical assistance, support and sharing my knowledge• Learn, develop and use my strengths	<ul style="list-style-type: none">• Avoid getting involved with initiatives or team activities• Work in isolation or in 'cliques'• Disrespect and undermine my colleagues• Put myself before the team• Let other people take responsibility for my development 

Supervisors - Engage the Team These are the behaviours that **Line Managers in Grades 8 to 11** need to demonstrate in *addition* to the Everyone behaviours.

SUPERVISORS - ENGAGE THE TEAM	
I WILL	I WILL NOT
<ul style="list-style-type: none">• Promote the team's identity and activities across EL• Advocate management decisions and policy regardless of personal viewpoint• Support and coach team members in implementing improvements• Deal with conflict promptly and objectively and resolve differences positively• Support the team to accept as much autonomy for decision making as they are comfortable with• Get to know my team, their personal strengths and aspirations, as well as the pressures in their jobs	<ul style="list-style-type: none">• Fail to conduct open and honest dialogue with all the team• Fail to consult and involve my team in decisions• Exclude some team members by only ever involving the same people• Dismiss ideas and feedback, and not allow decisions to be challenged• Undermine staff in front of others, including customers• Discourage the development of others and stand in the way of opportunity 



Managers - Build an Engaged Workforce These are the behaviours that **Managers in grades 1 to 7** need to demonstrate in *addition* to the Everyone behaviours.


MANAGERS - BUILD AN ENGAGED WORKFORCE	
I WILL	I WILL NOT
<ul style="list-style-type: none">• Provide meaningful, resourced and fulfilling roles and opportunities• Treat employees fairly in terms of jobs, rewards and recognition• Create opportunities for genuine employee involvement and empowerment in shaping the organisation and its activities• Demonstrate active interest in employee welfare across the organisation• Nourish talent and encourage development through management processes and procedures	<ul style="list-style-type: none">• Fail to consider employees' perspective• Dismiss others' contribution and overplay my own role in organisational achievements• Allow teams to operate outside the EL team culture• Allow workload and other pressures across the organisation to override addressing employee welfare and safety• Give low priority and restricted resources to employee development






Theme: Service Excellence

Everyone - Deliver Service Excellence These are the behaviours that we **all** need to demonstrate.

EVERYONE - DELIVER SERVICE EXCELLENCE	
I WILL	I WILL NOT
<ul style="list-style-type: none">• Take personal responsibility for delivering a high quality level of service• Act with consideration of others and EL as a whole when exercising judgement• Keep up-to-date with EL information, products and services• Seek out and share ideas to improve the way service is delivered	<ul style="list-style-type: none">• Act in a way that damages EL's brand or reputation• Allow myself to be easily led or simply go with the flow• 'Pass the buck' or walk away from problems• Avoid or ignore customer complaints and feedback 




Supervisors - Support Service Excellence These are the behaviours that **Line Managers in Grades 8 to 11** need to demonstrate in *addition* to the Everyone behaviours.

SUPERVISORS - SUPPORT SERVICE EXCELLENCE	
I WILL	I WILL NOT
<ul style="list-style-type: none">• Motivate team members by explaining how everyone's contribution makes a difference• Be accountable for my team's delivery and decisions• Consider both resources and costs when making decisions• Monitor customer service delivery and involve team in the learning• Encourage a team ethos of continuous improvement• Provide help to resolve tensions that may arise in responding flexibly to customers, whilst remaining mindful of rules and procedures	<ul style="list-style-type: none">• Hide away and expect my team to deal with all problems alone• Ignore issues that hinder or prevent team from delivering great customer service• Focus solely on people's mistakes• Act with a lack of awareness of the broader operating environment 



Managers - Lead on Service Excellence These are the behaviours that **Managers in grades 1 to 7** need to demonstrate in *addition* to the Everyone behaviours.

MANAGERS - LEAD ON SERVICE EXCELLENCE	
I WILL	I WILL NOT
<ul style="list-style-type: none">• Translate strategy into achievable goals and targets across the organisation• Offer a compelling vision so everyone can see they have a part to play in the organisation's success• Make the right but tough business decisions where necessary, explaining reasoning where appropriate• Be alert to and capitalise on new customer service opportunities and encourage the same commercial focus in staff• Involve and engage employees in organisational change activities• Maintain knowledge of external environment and market landscape EL operates in	<ul style="list-style-type: none">• Commit with words but fail to take visible action, or be slow to act• Make decisions without considering broader and longer term implications for EL and its stakeholders• Promise a quick solution or make a quick decision without taking time to consider a range of options• Disregard resource implications when setting or agreeing changes to services provided• Act with an assumption that resistance to change is only driven by lack of understanding



Notes



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