

# Developing a Public Health Wales Behavioural Framework

Creating a culture with values at its heart

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Organisational Development and Engagement

July 2022



GIG  
CYMRU  
NHS  
WALES

Iechyd Cyhoeddus  
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Wales

# A Behavioural Framework

## What and why?

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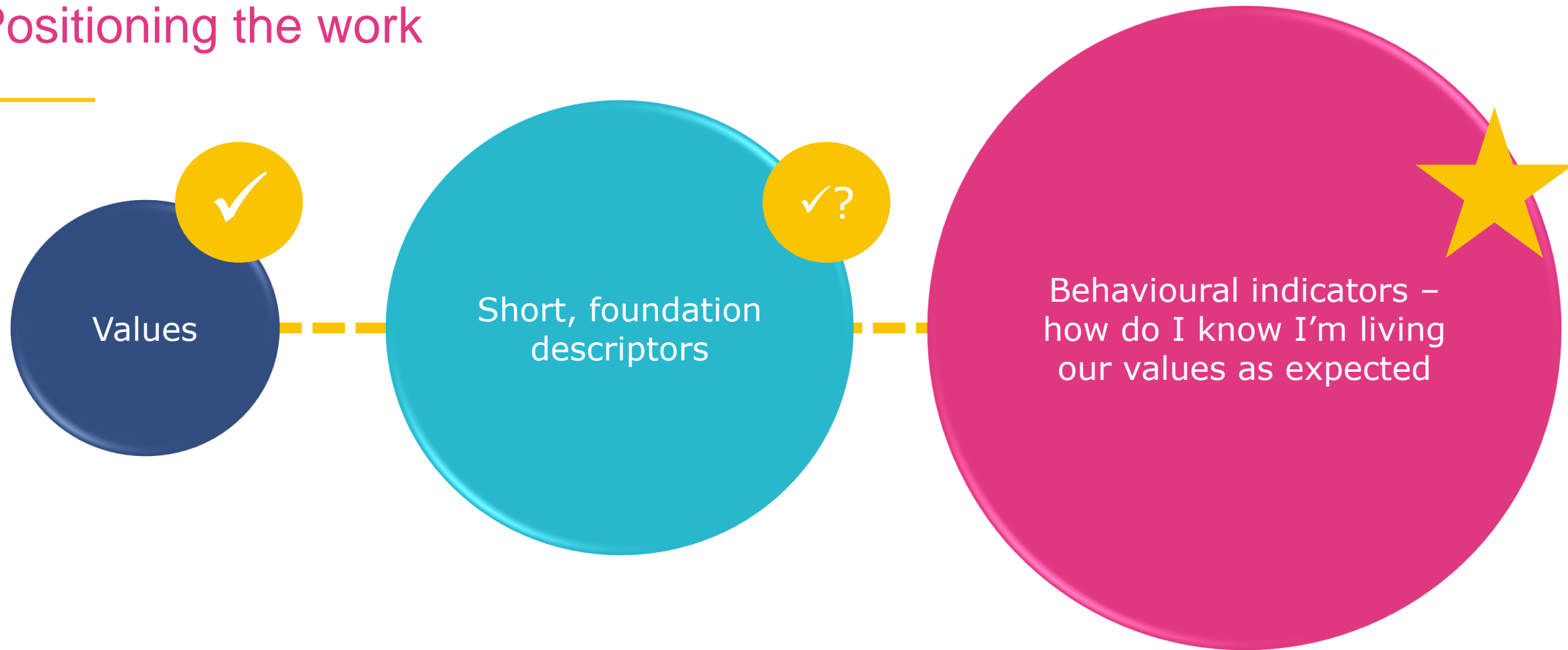
A behavioural framework sets out '**how**' we are expected to go about 'what' we do – our priorities and objectives, our development, relationships and interactions and the management and leadership of ourselves and others

**Our values, of working together, with trust and respect, to make a difference, are apparent in everyone's lived experience in Public Health Wales**

*-People Strategy 2030-*

# A behavioural framework

## Positioning the work



# Being Our Best

## Setting out values-based expectations for us all

### Working Together

**We** include the right people in decisions affecting them

**We** learn from each other always

**We** team up to do the work that is most important to the PHW purpose

### Trust and Respect

**We** are compassionate and everyone can be themselves

**We** recognise everyone plays a part in our success

**We** call out negative behaviours and actions

### Make a Difference

**We** focus on high quality and outcomes

**We** give and get feedback which is acted on to be our best

**We** support each other to be innovative and improve, and learn from challenges when they happen

# Behavioural framework

Example – this is the direction of travel...

Value	Descriptors for 'we'	Indicators for 'me'
Making a Difference	<b>We</b> give and get feedback which is acted on to be our best	<p>Everyone:</p> <ul style="list-style-type: none"> <li>- <i>I prepare for My Contribution/appraisal reviews by gathering and spending time understanding feedback from people I work with</i></li> <li>- I take time to reflect feedback on my own performance and acknowledge what I've done well and what could be better if</li> <li>- I own my personal improvement and/or development plan</li> </ul>
	<i>We focus on high quality products, services and outcomes</i>	<p>Function/People Managers</p> <ul style="list-style-type: none"> <li>- <i>I ensure that exploring feedback and reflections are a fundamental part of my team's My Contribution check-ins</i></li> <li>- I invite feedback from my team and those I work closely with on both what I do and how I do it</li> <li>- I show that I value that feedback and I use it to inform my personal development priorities</li> </ul>
	<i>We support each other to be innovative and improve, and learn from challenges when they happen</i>	<p>Senior Leaders, Directors and Executives</p> <ul style="list-style-type: none"> <li>• I openly share the feedback I have received and how this is taken forward into my own development plan</li> <li>• I provide feedback to individual leaders in my team and the team as a whole and I am accountable for how we take this forward as a group</li> <li>• <i>I create the conditions in which feedback is habitual and safe and this is not presented, nor taken as, criticism</i></li> </ul>

# Moving this work on

# Coming up

## Proposed/working timeline



# What's happening now and for the rest of this year

## Laying foundations

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- We'll be engaging with staff groups to test, develop and work up the indicators – the I statements (and in turn finalise the 'we' descriptors)
- We are linking the ongoing development of this framework with other activities including a refreshed management/leadership framework and new development programmes as well as considering its use in our work on our Employee Value Proposition, how it supports talent development and more
- We will have a final Values and Behaviours Framework designed by the end of 2022, and we'll be working with our Leadership Team and Communications to agree how best we land it, with supporting resources and tools in March 2023

But that's only the beginning....



# Bringing it to life – 2023-2025

## What happens after

- Reflected in our everyday interactions and it becomes a common language
- Embedded into policies and processes
- Embedded into how we plan and deliver work at individual, team and organisational level
- It is alive in our systems, places, structures
- Reflected in our view of self and others – including tools to understanding our and others' strengths and needs



# Contributing to expected outcomes

## Enabling our People Strategy 2030

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- **Expectations are clear** and we can both empower each other and hold each other to account
- Engagement scores and people's **experience** has improved
- We have fewer ER issues relating to conduct/**relationships**
- We use the framework to support the identification, development and retention of **talent**
- We have a more **agile and well workforce**
- **Our values**, of working together, with trust and respect, to make a difference, **are apparent in everyone's lived experience**
- We are closing gaps between our perceived ideal and actual **culture**
- More people recommend us as an employer – **we are a great place to work**

# Enabling this work

## Drivers

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### **We have:**

- Resources
- Commitment
- Appetite and desire
- Strategic intent and alignment

### **We ask for:**

- Reflections and instinctual reactions
- Your continued support
- Advocacy

# Question/Reflections

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