Appendix G – Team Values and Behaviours

Briefing: Development of Clean & Green Team Values and Identification of Complementary Behaviours

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Overview

As part of the Clean & Green Review process, we decided to spend some time thinking about the team culture and the influence this will have upon imbedding future ways of working, maximising the benefits of change.

Culture affects perception, and perceptions drive behavior. As a result the culture we belong to has a direct impact on our behavior. It is important that we identify the positive team culture we wish to establish and nurture and identify the underlying complementary behaviors that will support it.

On Monday 12th September 2022 we arranged three workshops at the Agricultural Business Centre, Bakewell. All members of the Clean & Green Team were invited to attend one of the three workshops. The following team members were also present:

Ashley Watts, Director of Community & Environment
Mick Copping, Trade Union Representative GMB
Samantha Grisman, Clean & Green Manager
David Turvey, Events Manager
Chrissie Symons, Interim HR Manager

The workshop commenced with a brief update on the current Clean & Green Review, a question and answers session followed by an interactive group session designed to get the team thinking about what motivates them at work.

Staff worked in small groups with a table facilitator to elicit a list of their top 6 values, prioritised in order of importance. Approximately 40 printed cards were available on the tables to help the team identify values that are deemed to be important, less important and unimportant.

The Results

We were all really encouraged by the results. The majority of staff fully engaged in the session and actually seemed to value the opportunity to express their

values, exchange views on the meaning of words, identify links and develop group awareness of the importance of team culture.

Values were very similar between all nine individual groups. All individuals seemed to be able to draw clear associations and commonality between each of the groups.

All values have been drawn together and a list of 9 of the most commonly repeated and ranked values have been identified. The highest scoring values were Quality, Respect, Relationships/Friendships followed by Learning & Development. Please refer to table one for the full list of values.

Overall there was a common held perception that the Council is different to other employers. Employees were clear that working for the council is a lot more than a transactional relationship based upon money. A wonderful comment from one of the team "let's face it, if it was only about the money we would probably work for someone else, we obviously keep coming for more than that".

The Next Steps

We plan to share the results with the team in a round of follow up workshops. We will move the team focus onto the positive behaviours we exhibit which underpin each value.

The Future

Once we have identified team values and behaviours we plan to embed the new behaviours. To do this the following ideas are currently being considered:

- Share the team values and underpinning behaviours when inducting new members of staff into the team.

- Develop a new PDR process and supporting documentation unique to the needs of the Clean & Green Team.

- The management and supervisory team to identify new ways to encourage and recognise individual and team exemplary behaviours. Examples may include:

  o One to one supervisor feedback and support
  o Submission of monthly achievement awards
  o Concentration of a key value in rotation at team meetings. This could involve talking to the team about the behaviours they have identified from individuals and teams since the last meeting and identify how this behaviour underpins the corresponding value.

Table One

Times	Value	Descriptive words used

Mentioned		
6	Quality	Recognition of Quality, Self-Respect, Doing a good job, Pride, Impact Accountability, Autonomy, Responsibility Ownership, Fit for purpose
6	Relationships & Friendships	Friendly & Supportive, Interacting, Helping, Participation, Humour, Fun Empathy, Loyalty, Diversity, Kindness, Popularity, Acceptance, Respect, Compassion, Peace, Team Work
6	Respect	Respect for each other, equipment, vehicles and the public. Valued, Trusted, Transparency, Reliability, Empathy, Understanding, Appreciation, Loyalty.
5	Learning & Development, Career and Opportunities	Helping, Development, Succession, Try new Things/Roles, Creativity, Innovation, Money, Training, Progression, Service Development, Growth
3	Flexibility	Different types of work Priorities change Flexibility in working day T&C of Employment Supportive Teamwork, helping each other Moving to alternative roles when required
3	Reliability	Arriving on time Creating trust Dependability, Willing, Capable
3	Recognition	Reputation, Acknowledgement
3	Making a Difference/Impact	Pride, Seeing Improvements, Quality, Accountability, Responsibility
3	Transparency	Clear Instructions Clarity Being honest – Internal and Public Honest – Treated right Simplicity, Reliability, Dependability