

The Birmingham Way

'Belief, Excellence, Success, Trust'
it's not just what we do...
it's how we do it that makes
the difference

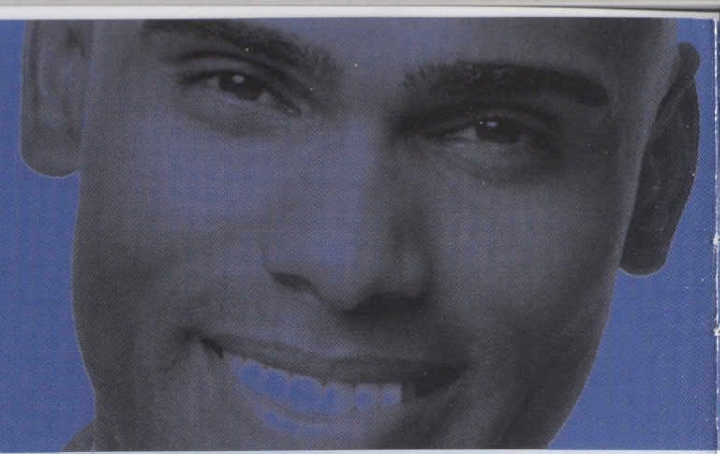
2009 - 2010

managing
my your our
future

 Birmingham City Council



what is ? The Birmingham Way



In Birmingham City Council our ultimate goal is to deliver excellent services to the people of Birmingham, that's why we're here. This document describes the steps that our people, the employees of the Council, need to take if that goal is to become a reality; it defines 'The Birmingham Way'.

The Birmingham Way builds on the strong foundations of the Council's core values: Belief, Excellence, Success and Trust (BEST). It explores how we do things, not just what we do.

The Birmingham Way outlines what behaviours are important for the Council to be able to achieve its aim of excellence, as well as clearly showing our people what behaviours we will recognise and value as we jointly move the organisation forward.

Behaviours are what often make the real difference between good and excellent service delivery.



"The Birmingham Way will help us to identify, develop, recognise and reward our employees' excellent practice and commitment to achieving the Council's key priorities."

Councillor Alan Rudge
Cabinet Member for Equalities and Human Resources

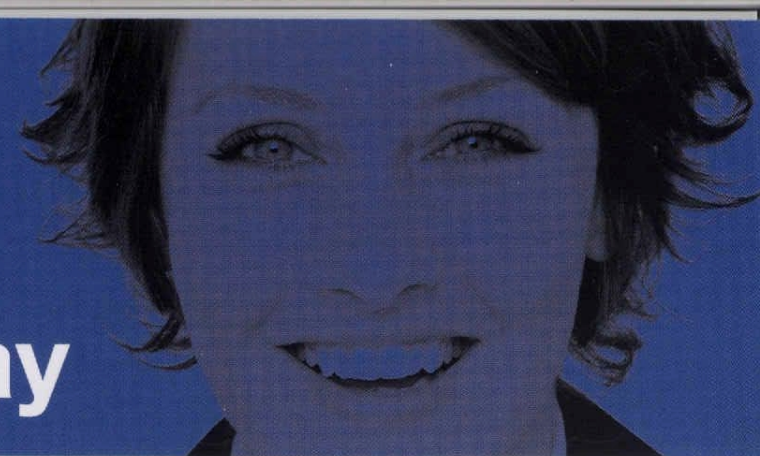


"We need to develop and grow our staff to enable them to give their best and to deliver excellent services to the people of Birmingham. We can do this by focusing on what makes a difference and that means challenging what we're doing and how we do it."

Stephen Hughes
Chief Executive

introducing

The Birmingham Way



What are behaviours?

Behaviours have an important role in the success of all our services. They describe **'how'** we expect people to behave when doing their job (the **'what'**).

These include a number of different parts:

- Personal characteristics - skills, knowledge, experience
- Work characteristics - job tasks, work environment, relationships, resources
- Behaviour - how outcomes are achieved

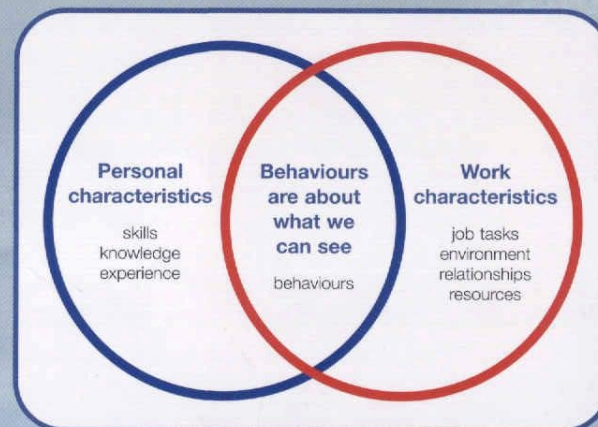
How we behave at work makes the difference between good and excellent performance for all of us.

To help us understand this, it is helpful to think about a situation outside of work. For example, when you go into a shop, generally the shop assistant will do very similar activities (e.g. they restock shelves, direct customers to goods, take payment at the checkout).

However, it is not 'what' they do, it is how they do their job that you remember. This can make the difference to your experience as a customer.

An excellent experience would be when the shop assistant tells you where the product you are looking for is and takes you to it. They may ask if you have a preference over brand or price range or if there is anything further you are looking for.

All of these are 'behaviours' and make the difference between good and excellent performance.



How was The Birmingham Way developed?

We talked to employees at all levels across the Council about what they thought 'excellent' performance looked like in their service. We asked over 400 employees to think about these key behaviours and to talk about "what I see someone doing when they are delivering an excellent service". We also asked senior managers for their views. Finally, we looked at other local authorities and public sector organisations who are using similar frameworks to The Birmingham Way to ensure that we learnt from them.

We then developed a draft framework for consultation. This final document incorporates comments and suggestions from it.

how does



The Birmingham Way fit with BEST

The BEST values of Belief, Excellence, Success and Trust lie at the heart of The Birmingham Way.

Successful organisations have certain core values and behaviours. These shine through in every contact between employees and with service users. This is what BEST is about. Belief, Excellence, Success and Trust are our core values and behaviours. They will enable us to perform well and be successful.

The BEST values should shine through in everything we do:

- Objectives and tasks inform **what** we do
- Behaviours show **how** we perform a certain activity
- Values inform **what** motivates us to do something

Belief	<ul style="list-style-type: none">● Having pride in your work● Caring about what we do
Excellence	<ul style="list-style-type: none">● Giving a great service to our customers and maintaining high standards of service● Looking for new and better ways of doing things● Being willing to try new ideas
Success	<ul style="list-style-type: none">● Making sure we fulfil our promises and telling others when we do well● Taking responsibility for getting results today
Trust	<ul style="list-style-type: none">● Working well in a team and being honest with each other and with our service users● Valuing everyone's contribution and treating colleagues, partners and service users with respect

As the Council transforms its ways of working, The Birmingham Way will help us become more flexible and adapt to current and future challenges in providing high-quality services to our citizens. This is done by setting common standards that our customers can expect and we can expect from each other.

structure of The Birmingham Way

The Birmingham Way has four key foundations. These are based on the BEST values and are made up of different behaviour groups.



Behaviour foundation

Behaviour group



how



we use it



The Birmingham Way underpins all aspects of people management in the Council.

Recruitment – We will improve our current recruitment processes by using the behaviours described in The Birmingham Way to help us identify and select the best candidates.

Performance and Development Review (PDR) process – The Birmingham Way sits at the centre of the PDR process. It helps us focus on both what you do and how you do it.

Learning and Development – We use The Birmingham Way to help identify learning and development needs at every stage of an employee's career in the Council.

Reward and Recognition – This framework is used to develop standards of behaviour that are measured through the PDR process. Through this, employees will be rewarded according to their performance and contribution.

Career Progression – You can use the framework to identify 'what you need to do more of, start doing or do differently' to develop in your current role and reach the next level.

Talent Management – Attracting and keeping our best people is crucial. The Birmingham Way provides the basis of our talent management strategy and ensures that we identify and actively manage excellent people.

what are the benefits

The Birmingham Way provides benefits for employees, managers, the organisation and the citizens of Birmingham.

For you:

- You know what behaviour is expected of you and why
- You see more clearly what the BEST values mean to you as an individual
- You can have greater confidence in knowing that your performance is being managed more objectively and individually
- You are clear about the learning and development you need to grow in your role
- You can see what behaviours are needed for potential future roles.

For your manager:

- Your manager can assess your performance more effectively, consistently and objectively
- Your manager can be clear about your learning and development needs
- Your manager will better understand how behaviours underpin excellent performance
- Your manager will be better able to support and manage you throughout your career with the Council.

For the organisation:

- Clearly lays out the behavioural standards that apply to all employees
- Supports several parts of the employee lifecycle including recruitment and selection, induction, probation, PDR, learning, and exit management

- Clearer and better targeted learning and development based on individual and organisational needs
- A robust framework to manage the performance of individuals, teams and services
- A more engaged workforce who understand the values and required standards of behaviour.

For the citizens of Birmingham:

- Raises service standards by describing how services should be delivered
- Supports the development of a workforce equipped to provide excellent services
- Provides excellent services for our service users.