

# Manager Behaviour Framework

in the Pembrokeshire Coast National Park Authority



Parc Cenedlaethol  
Arfordir Penfro  
Pembrokeshire Coast  
National Park

# Pembrokeshire Coast National Park Authority

## Manager Behaviour Framework

This management behaviour framework underpins how the authority delivers its services to the public.

### Background

The behaviours were developed by the authority's managers who identified what a high performing manager in PCNPA does to deliver services effectively. This has resulted in relevant and meaningful behaviours reflecting the authority's vision and values.

What is a management behaviour framework?

- A set of key behaviours managers should demonstrate, within the context of their role, to deliver services effectively
- These behaviours define **how** managers across the organisation, within teams and as individuals need to perform, rather than **what** they need to deliver
- These behaviours sit alongside technical skills and competencies and focus on the management side of a role. They do not include the skills necessary to do a job.

### Who is it for?

The management behaviour framework is for **all** managers and will:

- Set out the key behaviours required to be effective in a management role
- Help managers to identify their strengths and recognise their development needs
- Help managers to develop a consistent approach in their dealings with people internally and externally

The management behaviour framework is for **all** staff and will:

- Set out how they can expect to be managed
- Show how they need to develop their own behaviours if they are looking to take on a management role in the future
- Provide clear messages about their approach to work, their attitudes to each other and customers

There will be differences in how people might apply the behaviours dependent on their role within the organisation.

### How will it be used?

Managers can demonstrate these behaviours through their everyday work and in their dealings with staff and customers. These behaviours will be further embedded into the culture of the organisation through:

- The appraisal process
- 360 feedback assessment
- Management learning and development opportunities
- The recruitment and selection process
- The induction process



# A Pembrokeshire Coast National Park Manager is someone who...

## Organisation

- ✓ Can describe the authority's vision, aims, values and corporate strategy
- ✓ Can explain how the authority's strategic direction impacts on their customers and their service
- ✓ Builds effective relationships between the authority, members and other relevant partners
- ✓ Keeps up-to-date with external trends, developments or policies, local and national which may affect the authority/their service
- ✓ Engages customers with the vision and values of the authority and listens to their views

## Service

- ✓ Has a vision for their service/team and knows what it is they want to achieve
- ✓ Uses data from a variety of sources to measure how their service makes a difference to customers and the environment
- ✓ Challenges, in a constructive way, how their service is being delivered and seeks out ways to improve
- ✓ Delivers within agreed budgets and demonstrates sound financial management of their service
- ✓ Actively seeks opportunities for teams to work together to develop the quality of the service provided

## Team

- ✓ Demonstrates genuine empathy, care and concern for the team and is available to team members when needed
- ✓ Knows the teams strengths and limitations and delegates appropriately to develop the team and individuals
- ✓ Gives positive, constructive and specific feedback, offers praise and shares achievements with the team and senior managers
- ✓ Sets clear goals and targets and gives clear expectations for each team member in order to achieve these
- ✓ Promptly and consistently deals with conflict or performance issues and challenges behaviour which is unacceptable to the team or the organisation
- ✓ Supports the team through changes that affect them by actively listening, welcoming their ideas and involving them in decision making
- ✓ Communicates change and decisions positively to the team being clear about the rationale behind a decision

## Self

- ✓ Manages their time and resources effectively and plans work to meet goals and targets
- ✓ Varies their communication and management style depending on the situation or the person they are communicating with
- ✓ Makes decisions (even when unpopular) from a rational and objective standpoint
- ✓ Exercises self control and emotional resilience when faced with challenging situations
- ✓ Takes ownership of problems and seeks advice and support from colleagues and team members where appropriate
- ✓ Models the values of the organisation and is committed to their own personal and professional development



# A Pembrokeshire Coast National Park Manager is not someone who...

## Organisation

- ✗ Focuses on short term priorities and creates plans without reference to authority's corporate strategy, the bigger picture or key partners
- ✗ Is out of step with major trends and developments and restricts thinking to the authority and local needs
- ✗ Separates their service from the wider organisation and adopts own procedures which are not aligned to the corporate approach

## Service

- ✗ Consistently relays decisions upwards rather than taking responsibility for them and in doing so misses opportunities or deadlines
- ✗ Resists joint working with other teams to improve the service and creates reasons why resources cannot be released
- ✗ Gives mixed messages about the direction of the service and constantly revises goals and targets
- ✗ Accepts that current approaches are good enough, rarely questioning value for money or considering the service from the customers perspective

## Team

- ✗ Shows favouritism, limits opportunities, has friends and not team members
- ✗ Focuses more on the task than the people and does not spend time with the team or make an effort to get to know them
- ✗ Consistently solves problems for the team and does not encourage them to use their own initiative
- ✗ Fails to recognise the contributions of the team and is overly critical of team members
- ✗ Gives confused expectations, role or performance requirements and fails to communicate if team members are on the right track or not

## Self

- ✗ Procrastinates and is too focused on the things that don't matter, not on the things that do
- ✗ Wants to be liked by others so will not challenge or question ideas, viewpoints or work practices
- ✗ Frequently adopts a negative perspective when making or communicating decisions or problem solving
- ✗ Lacks integrity and fails to do what they say they will do
- ✗ Ignores the impact of what they say, how they say it and what they do on others