

ROCU Behaviour Framework

Our behaviour individually and collectively is critical in how we get things done. We know that if we want to deliver our Plan on a Page effectively and treat people well, in our communities, with our partners and in our organisation, we need to be explicit about the behaviours we expect of people at all levels. Yet there are times when our behaviour and the way we act does not demonstrate this. To ensure we act consistently together we developed the ROCU Behaviours Framework.

Its Purpose?

To help everyone clearly understand what is expected of them in terms of how they behave. When we have a common understanding of the expectations of all ROCU officers and staff then we can support people to develop these skills and manage performance against these expectations. When we know what to expect of ourselves and others we can speak up when it is not visible and reinforce it when it is. This is the only way we will achieve an inclusive culture built on trust and deliver our Plan on a Page effectively.

Being a diverse and inclusive organisation requires us to 'open' our minds to others. If we are open to others, we create relationships based on trust and this enables us to work as **6 forces as 1 team in 1 way – The ROCU Way**. The framework sets out the standards and values we expect everyone to believe in, understand and demonstrate in line with our Code of Ethics and Standards of Behaviour. Demonstrating these behaviours ensures we inspire the communities we serve and deliver the best possible service.

The behaviours associated with each principle are simplified using 3 broad bands:

Level 1 - Role Model for Our Standards and Values

Level 2 - Leading Others

Level 3 - Leading Capability or Strategy

Each band identifies the behaviours expected for creating a diverse and inclusive organisation based on trust and in line with the ROCU Behaviour Framework so we can deliver our Plan on a Page.

Everyone is expected to demonstrate **Level 1 - Role Model for our Standards and Values**

Those who lead teams will be expected to demonstrate **Level 2 - Leading Others as well as Level 1**

Those who lead a department or strategy will be expected to demonstrate **Level 3 - Leading Capability or Strategy**.



Level 1 - A Role Model for our Standards & Values

I am known as a role model. People talk about the good things I have done. People want to work with me.

LEADERSHIP	INCLUSIVE & ENGENDER TRUST	MAKE DECISIONS	COMMUNICATE	COLLABORATE	CHANGE & INNOVATE
<p>I demonstrate leadership, taking accountability for my own performance and my part in the team.</p> <p>I have pride:</p> <ul style="list-style-type: none"> • in my work & environment • attitude & behaviour • appearance • honouring commitments <p>I accept responsibility for my job and behaviour, consistently delivering the results and behaviours expected of me</p> <p>I am capable, having the knowledge, skills and behaviour to do my job (or I have a plan to work towards this)</p>	<p>I accept the role I play in creating and environment for everyone to thrive.</p> <p>I am honest, talking straight, but sensitive to the feelings of others so people trust me</p> <p>I am inquisitive, open and curious exploring and understanding other's views and ideas.</p> <p>I recognise and manage emotions. I am emotionally aware, displaying empathy and able to remain composed around differences.</p> <p>I am reliable – I do what I say I am going to do</p>	<p>I make decisions and solve problems in our role, developing confidence</p> <p>I push for data using all that is available to increase objectivity.</p> <p>I critically analyse problems, getting to route cause by involving the right people, using all available data and my experience.</p> <p>I am prepared to take a risk, comfortable with my analysis, so knowing I will be supported even if I get it wrong.</p> <p>I am confident and decisive making decisions and taking action for my role</p>	<p>I proactively share information and listen, acutely aware how critical this is to our team success</p> <p>I actively listen, focusing on understanding before speaking.</p> <p>I demonstrate care and respect for others through the interest and sensitivity I show.</p> <p>I focus on ensuring I am approachable through all forms of communication.</p> <p>I share knowledge and information without being prompted, raising awareness and assisting others so they are more effective</p>	<p>I know how to work together well</p> <p>I build relationships as part of my role – listening, helping and involving others including those who are different to me.</p> <p>I have a win-win mindset when working with others, committed to one ROCU and the wider goals.</p> <p>I explore differences, accepting challenge knowing it may be uncomfortable, yet necessary for better results.</p> <p>I acknowledge other's contribution, and ask and give feedback to improve mine and the team's effectiveness</p>	<p>I accept things change. Pursuing better ways to fight serious & organised crime and thrive at work</p> <p>I accept things change and I am optimistic and supportive when I understand why.</p> <p>I am proactive in looking at how I can improve the effectiveness of my role and get support for my ideas.</p> <p>I am flexible, able to tolerate ambiguity and adapt to different ways of working and different people.</p>

Level 2 - Leading Others

I am passionate about leading people and give this the time and energy to do it well. I recognise I deliver results by leading others, and this **IS** my job.

T THE DIRECTION AND PLAN	H HELP	R REMOVE OBSTACLES	I INSPIRE	V VISABILITY	E EMPOWER
<p>I am proactive, setting out clear direction and agreeing plans with the team; people are engaged in what we are doing.</p> <p>I am confident and decisive in my own area; this gives my team confidence and other departments want to work with us.</p> <p>I create teams that are truly diverse, implementing practices that drive this and remove excuses. I don't accept work done in isolation and challenge self interest.</p>	<p>I clarify role expectations and communicate standards and outcomes so people can get on and deliver.</p> <p>I encourage a learning mindset by regular informal reviews. People see the benefit of this approach as they can speak freely and own their improvements.</p>	<p>I build trust by giving people autonomy and focusing on removing blockers to delivery rather than taking over.</p> <p>I spend time planning and organising my role - using data & feedback to review progress, ensuring I have the skills to deliver.</p> <p>I can focus on the priorities & adjust and communicate changes.</p>	<p>I manage performance; people are aware of how I see their performance (strengths and improvements) and I am aware of what they need from me. My team is happy; they trust me to manage performance fairly.</p> <p>I invest time to talk and build collaborative relationships for my team and me. I ensure I understand other's priorities and don't duplicate effort; working together and not in silos.</p> <p>I demonstrate humility - recognising I don't know everything, being prepared to ask for help and apologising when necessary.</p>	<p>I am a skilled listener, so:</p> <ul style="list-style-type: none"> I ask open questions & know when to stop talking In groups I encourage conversations between people rather than just getting my point across In my meetings all opinions are listened to, ideas are not ignored, and people feel good about their contribution. <p>I respect everyone and my listening demonstrates this, so:</p> <ul style="list-style-type: none"> my positive interactions develop trust & everyone feels included I regularly reflect on what it feels like to have an interaction with me. <p>I consistently demonstrate that I am prepared to have conversations on difficult topics, and I actively support those who show courage to challenge.</p>	<p>I am optimistic and energetic, challenging change so we get it right and then owning it (even if it's not my idea), so our people trust us and are secure in what we are doing</p> <p>I act on my emotional intelligence to create inclusive teams:</p> <ul style="list-style-type: none"> I understand people's perception of me & the impact this has I work hard to understand the needs, feelings, and responses of others

Level 3 - Leading capability or strategy

I focus on creating plans that are fit for the future, getting people excited to implement them. I look across the organisation & beyond, stopping, creating & aligning activities so we have the best chance of success.

T

THE DIRECTION
& PLAN

Making Decisions

I review progress against plans, informally & formally, tracking data from multiple sources to inform decisions. I swiftly anticipate and react to changes and ensure people at all levels are engaged.

Teamwork

I take the lead for ensuring people support my plans internally & externally. I am proactive & communicate with impact. I deliberately bring together diverse groups to work collaboratively.

Pride & Direction

I inspire others to action with my plans, owning them and bringing them to life when I talk.

H

HELP

Responsibility

I have confidence in the jobs we have and hold people to account. I don't allow duplication of work or mixed messages. I review roles when things don't get done rather than reallocate tasks to others.

Continuous Improvement

I am up to date with best practice in my area and in policing, using diverse sources of information to do this. People recognise me for this; it is evident in my plans and my actions.

R

REMOVE
OBSTACLES

Delivery

I drive efficiency and question how we do things (processes/systems/policies). When there is a better way, I take responsibility to influence a change. I never circumvent the way we do things or assume it is someone else's responsibility.

Adapting Plans

I take ownership for teams having the resources to deliver plans efficiently. I influence other departments to do this, or I adjust the plan to meet the resources available.

I

INSPIRE

Trust - Honesty & Humility

I am aware that how I act influences the behaviour of others and creates our culture. I am consistent and make it obvious what I condone and promote to drive an inclusive culture based on trust.

Performance Feedback

I take responsibility for progress against plans, talking regularly about what is and isn't working. I focus my feedback at the right person and avoid generalisations, which reduces trust. I look at my actions before I challenge the performance of others.

Relationships/ Collaboration

I am known for managing politics & relationships well, internally & externally. I see the links between activities and people, supporting them and removing barriers. I don't talk negatively about others who are not present. People want to collaborate with us.

V

VISABILITY

Reflection

I continuously reflect on my behaviour and actions to ensure I never stop listening, which means:

- I can identify personal examples of addressing exclusion & creating inclusion
- I review decisions/plans/policies & communicate this; others are confident that I listen to all ideas.

Care and Respect

I demonstrate I value others by enabling them to their job, which means:

- I don't make decisions that are part of someone else's job
- I am reliable and deliver on commitments
- I trust the structure and use it, so I don't undermine people.

Courage - Speaking Up

I encourage people to speak up. I am discreet: people trust me to confide and act on sensitive information. I am aware of my position and can identify internal & external sources who speak the truth to me.

E

EMPOWER

Emotional Intelligence

I value emotional intelligence and:

- recognise/reward it
- coach others to use it openly to challenge behaviour which disrespects others however small it seems.

Change

I recognise that adapting and changing is what we do. I don't take change required in my area as a personal criticism. I look for progress over perfection and regularly implement ideas from others which demonstrate this.