

**HCPC Behavioural
Standards
For People, People
Managers , Managers of
People Managers and
Council**





Behavioural Standards for People





PEOPLE - Behavioural Standards Framework

Fair Value...	Detailed Definition...
<ul style="list-style-type: none"> • Being honest, open and transparent. 	<p>People who demonstrate this value well, understand that others need to be treated in a way that is both right, and reasonable. They refrain from imposing their own opinions on others and seek to understand others' views and opinions and acts according to a broader perspective. They will know that fairness is different for different people and always ensure people are treated in an equitable way.</p>
<p>Impact... Everyone feels listened to, understood and valued; opinions are sought and considered, and everyone knows they play a contributory role in shaping the organisation for the better. Fairness becomes embedded into how we treat people, and everyone is responsible and accountable for how we make people feel.</p>	
<p>What it is: Positive Behavioural Indicators:</p> <ul style="list-style-type: none"> • Actively contributes to team and organisational discussions, genuinely listens and learns from others' and is prepared to evolve personal opinions and views where appropriate. • Seeks out feedback and is receptive to the views of others, and provides feedback using clear, accurate and concise communication based on facts rather than opinion. • Is accountable for own workloads and supports where possible, others to meet their goals. • Owns mistakes, refuses to engage in a blame culture and takes ownership of putting wrongs, right. • Values others time through punctuality and respect, brings a positive mindset and enthusiasm to every interaction. • Speaks up without fear of repercussion when health or well-being is at risk; has courage to challenge identified unconscious biases and, recognises the differences between individuals and accepts those differences as strengths. 	<p>What it isn't: Negative Behavioural Indicators:</p> <ul style="list-style-type: none"> • Blames others and fails to take ownership of mistakes and outcomes. • Deliberately hides mistakes and places organisation at reputational risk. • Does not seek to understand others; poor relationships with limited networks and operates within a silo culture. • Has unsupported views of others based on personal feelings rather than factual evidence. • Mirrors negative behaviour of others and is impatient with differing views or opinions. • Excludes people from team and fails to adopt a true D&I approach.



PEOPLE - Behavioural Standards Framework

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COMPASSIONATE

Compassion Value...

- Treating people with respect, empathy and care.

Detailed Definition...

People who demonstrate compassion are self-aware and understand the impact they have on others. They are thoughtful when communicating, allowing others to be heard, and shows kindness, respect and where appropriately, confidentiality. A compassionate individual supports the well-being of others, without judgement or opinion.

Impact...

People operating within an organisation that embodies compassion as one of its values, are willingly motivated to create better connected relations. Stress, anxiety and mental health concerns are reduced, and employees have an authentic desire to look out for others, both internally and externally.

What it is: Positive Behavioural Indicators:

- Works with customers, stakeholders and each other sensitively.
- Supports colleagues and shows consideration for others with different working styles and patterns.
- Builds and maintains compassionate business relationships that are based on trust.
- Recognises when they (self) need support and asks for help.
- Consciously recognises when colleagues need support and intervenes appropriately.
- Proactively engages with others to understand pressures and challenges that may inhibit positive outcomes and encourage reflection time to consider alternative approaches/solutions to minimise effects of pressure.

What it isn't: Negative Behavioural Indicators:

- Shows impatience or lack of sensitivity to colleagues and or customers.
- Refuses to help colleagues and applies a 'not in my job description' approach.
- Does not consider the pressures and difficulties of others
- Fosters negativity or breaks trust and confidence in others.
- Assumes everything is OK and fails to look out for and support those around them when needed.
- Fails to ensure everyone is included in social team activities and creates individual isolation as a result.



PEOPLE - Behavioural Standards Framework

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INCLUSIVE

Inclusive Value...

- Collaborating with others and championing diversity.

Detailed Definition...

People who demonstrate this value will adopt mindful communication that listens more than talks, avoids assumptions, challenges stereotypes and continually educates themselves on what makes people different. They will act with humility, patience, courage and understanding with everyone.

Impact...

Staff retention improves, employee engagement increases and ultimately end users benefit. HCPC's culture embraces diversity of thought and experience, working to become greater as a whole than the sum of its parts.

What it is: Positive Behavioural Indicators:

- Treats others with respect, empathy and is professional and polite when interacting with others both internal or external to the organisation.
- Takes initiative and gets involved in activities, discussions, or projects and makes the effort to champion inclusion.
- Engages in activities that build self-awareness and consciously works on professional image that demonstrates inclusive behaviour (e.g. Workshops/Training).
- Is comfortable adapting own style to best work with others and achieve the right outcomes.
- Contributes to the setting and realisation of goals.
- Is clear on their own contribution as a team player and how their own methods of work impact other colleagues.

What it isn't: Negative Behavioural Indicators:

- Operates from own personal view of the world and fails to include views of others or grow understanding.
- Fails to develop self in identifying and overcoming unconscious biases that negatively impact colleagues and/or customers.
- Does not demonstrate good listening skills and uses listening to respond and react rather than understand.
- Does not demonstrate curiosity when faced with difference of opinion and sticks to own perspective.
- Doesn't take an active role in achieving the team goals and is happy with just doing what is described in job description only.



PEOPLE - Behavioural Standards Framework

Enterprising Value...

- Seeking opportunities to be creative and foster innovation to improve our performance.

Detailed Definition...

Someone who demonstrates this value will see opportunities within the organisation and initiate appropriate action. Enterprising individuals are not defined by the status quo and will seek to improve and develop themselves, others, processes and procedures by instigating the necessary changes, and accepting new ways of working to willingly bring change to fruition.

Impact...

Supports and works to achieve a culture of solution finding and has a positive impact on performance. Consistently reviews ways of working and challenges standards to be as relevant now as they they will need to be in the future thus ensuring a futureproofed organisation.

What it is: Positive Behavioural Indicators:

- Uses the available resources to meet the required standards of the business through creative and solution orientated actions to find new ways of operating to improve workflow.
- Has a willingness to undertake new projects and support organizational change even when outside the scope of their own role and job description.
- Understands the different strengths of the team and actively supports/learns from those who have different strengths to build a high performing team.
- Accepts responsibility for seeing things through to completion irrelevant of challenges that may hinder progress.
- Demonstrates a consistent 'can do' attitude and appropriately challenges others to create the same culture.
- When challenges or difficulties arise, demonstrate control through reflective thinking and deliberately road mapping the best route to undertake to achieve the right outcome.

What it isn't: Negative Behavioural Indicators:

- Keeps knowledge, ideas and/or working practices to self and does not share to wider team.
- Actions are self-serving rather than for the benefit of the organisation.
- Unwilling to see the bigger picture and chooses not to engage in the changes required to meet the organisation vision and purpose.
- Unable to control negative emotional responses and shows no concern for the organisation or its people and their ideas to support required change.
- Is negative about the organisation and how it is evolving and fails to help shape the future look by not contributing to ideas.
- Fails to take ownership of outcomes and when mistakes happen, hides behind others and plays the blame game.



Behavioural Standards for People Managers





PEOPLE MANAGERS - Behavioural Standards Framework

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FAIR

Fair Value...

- Being honest, open and transparent.

Detailed Definition...

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Impact...

Everyone feels listened to, understood and valued; opinions are sought and considered, and everyone knows they play a contributory role in shaping the organisation for the better. Fairness becomes embedded into how we treat people, and everyone is responsible and accountable for how we make people feel.

What it is: Positive Behavioural Indicators:

- Open to, and actively encourages feedback from colleagues and team members and engage in constructive feedback early to allow colleagues to address and adapt in a timely manner .
- Asks open questions to allow colleagues to express themselves more fully and engage in transparent conversations.
- Uses plain English which avoids jargon, acronyms or complicated language and flexes and tailors' communication style to meet audience needs.
- Puts aside time to check how team and individuals within are feeling and act accordingly to support where necessary.
- Ensure people are recognized and rewarded for positive behaviours using appropriate schemes fairly.
- Consciously and deliberately treat people fairly, without favouritism and recognize own biases and seek to eliminate them.

What it isn't: Negative Behavioural Indicators:

- Fails to check communication is understood and placing individuals in an unfair situation as a result.
- Uses opinion and emotion to drive discussions or exaggerates situations and does not provide evidence or facts to back up.
- Is inconsistent or unfair with team members.
- Makes issues personal and is unable to differentiate between relevant issues and historical ones.
- Ignores suggestions for improvement without explanation.



PEOPLE MANAGERS - Behavioural Standards Framework



COMPASSIONATE

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Impact...
People operating within an organisation that embodies compassion as one of its values, are willingly motivated to create better connected relations. Stress, anxiety and mental health concerns are reduced and employees have an authentic desire to look out for others, both internally and externally.

What it is: Positive Behavioural Indicators:

- Listens, respects and treat colleagues with empathy relevant to individual situation and need.
- Tailors and flexes own management style to ensure a multi-faceted approach is taken.
- Deals with conflict in a timely and compassionate manner that prevents escalation.
- Seeks and delivers balanced feedback that both motivates and develops.
- Demonstrates appreciation of hard work and effort, not always focusing on results and outputs.
- Recognises that mistakes are part of learning and manages the situation with forward thinking approaches and support to learn for the individuals involved.

What it isn't: Negative Behavioural Indicators:

- Expects all team members to work at the same pace and quality without considering individual pressures or experience; adopts a one size fits all approach.
- Delivers feedback in a manner that creates defensive, undervalued and demotivated team members.
- Does not listen or act upon concerns from others.
- Fails to consistently lead by example through lack of support, empathy or respect when managing teams, individuals and interacting with peer groups or the wider team.
- Does not use simple recognition approaches such as 'thank you' when discretionary effort has been applied; leaves individual feeling undervalued or unappreciated.
- Dismisses the importance of regular one to one meetings or uses them purely as a tool to measure performance and omits the opportunity to get to know individuals in the team at a level which extends beyond targets, goals and outputs.



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INCLUSIVE

Inclusive Value...

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Impact...

Staff retention improves, employee engagement increases and ultimately end users benefit. HCPC's culture embraces diversity of thought and experience, working to become greater as a whole than the sum of its parts.

What it is: Positive Behavioural Indicators:

- Ensures that people have the opportunity and encouragement to get involved in activities, discussions and projects.
- Recognises and communicates the value individuals bring and knows the strengths to be best utilised across the team and adapt work distribution accordingly.
- Considers and uses different methods of individual and team engagement based on factual knowledge of personality types, workstyles and backgrounds.
- Embraces inclusivity across the organisation and beyond own team and includes other departments, stakeholders, senior managers and customers.
- When inclusivity is absent and identified, positive action is taken to reverse the impact.
- Is clear on their own contribution and impact on inclusivity as a manager and regulates self to form best outcomes.

What it isn't: Negative Behavioural Indicators:

- Fails to recognise the benefit of diversity within a team and fails to champion differences.
- Excludes individual participation based on personal views and experience.
- Lacks inclusivity with others just because they have a different working style to themselves.
- Omits self-challenge by not exploring and improving own biases.
- Creates silos or cliques within the team which demonstrate favouritism over inclusivity for all.



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Enterprising Value...

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Impact...

Supports and works to achieve a culture of solution finding and has a positive impact on performance. Consistently reviews ways of working and challenges standards to be as relevant now as they will need to be in the future thus ensuring a futureproofed organisation.

What it is: Positive Behavioural Indicators:

- Has an open door for people to share ideas, concerns, challenges and mistakes.
- Creates the right environment for ideas and suggestions to be grown, nurtured and developed into actionable outcomes.
- Recognises and values the expertise within the organisation to enable strengths to be strengthened and improvements to be supported and developed.
- Embraces a no blame culture and has courage to admit mistakes both personally and organisationally.
- Where suggestions and ideas from the team cannot be brought to fruition, reasons are clearly communicated and alternative ideas are encouraged.
- Provides the tools required for progression and listens without judgement to feedback, ideas, concerns and challenges.

What it isn't: Negative Behavioural Indicators:

- Lacks strategic vision and is solely focussed on the right now and accepts current processes as being the only answer.
- Fails to provide credit to contributors or recognize effort even when the outcome is less positive.
- Dismissive of new ideas, stays within the status quo or deliberately quashes enthusiasm, new thinking and fails to support experimentation.
- Uses micromanagement principles as the only way to get things done.
- Closes down debate before it has a chance to evolve and flourish.
- Lacks energy and curiosity to change.



Behavioural Standards for Managers of People Managers





MANAGERS OF PEOPLE MANAGERS - Behavioural Standards Framework



FAIR

Fair Value...	Detailed Definition...
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Impact...
 Everyone feels listened to, understood and valued; opinions are sought and considered, and everyone knows they play a contributory role in shaping the organisation for the better. Fairness becomes embedded into how we treat people, and everyone is responsible and accountable for how we make people feel.

- What it is: Positive Behavioural Indicators:**
- Actively seeks a broader picture of current situations and the role of the regulator. Shares this knowledge across different departments to ensure robust interactions between departments.
 - Is receptive to the views of others and displays visible and approachable leadership, leading by example and demonstrating role model behaviour.
 - Seeks views of others, however challenging, and creates a culture of timely, open and two-way communication; encourages fair, transparent and constructive debate.
 - Has a good understanding of every ones' contribution and fairly recognizes and celebrates success.
 - Ensures managers have the required resources to treat people fairly.
 - Challenges work outputs before papers are presented to support and develop rather than publicly criticise.

- What it isn't: Negative Behavioural Indicators:**
- Shows a narrow focus on own remit and does not recognize wider opportunity or implications for the whole of HPCP.
 - Fails to lead by example; demands things they are not to prepared to do themselves.
 - Does not deliver on promises and omits explanation.
 - Is vague, lacks energy or positivity in communications limiting others' ability to understand situations.
 - Keeps key information to self and is not transparent where able and fails to keep people up to date.
 - Places undue pressure on people to deliver without necessary support, resources or time.



MANAGERS OF PEOPLE MANAGERS - Behavioural Standards Framework



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Impact...
 People operating within an organisation that embodies compassion as one of its values, are willingly motivated to create better connected relations. Stress, anxiety and mental health concerns are reduced and employees have an authentic desire to look out for others, both internally and externally.

What it is: Positive Behavioural Indicators:

- Shows consideration and acknowledgement of people managers when effort and extra workloads are undertaken.
- Acts upon feedback from colleagues and PULSE surveys to improve highlighted areas of improvement.
- Ensures the right policies and procedures are in place and encourages staff to use the tools to support well-being by being a role model.
- Treats people with respect and courtesy irrelevant of role or status.
- Enables all staff to have a voice and a platform to be heard.
- Is seen as someone who does not tolerate poor inclusive behaviours . Uses discussion and support initially but is not afraid, where necessary, to implement performance/behavioural management procedures.

What it isn't: Negative Behavioural Indicators:

- Adequate resources not provided or sought to support people managers in supporting their teams and places unrealistic pressures on managers to deliver deadlines without review, support and advice.
- Takes a "Just do it" attitude toward managers and fails to see the bigger picture or challenges faced.
- Is blind or indifferent to signs that managers need support or are showing signs of stress.
- Blames others for failures and avoids accountability of mistakes.
- Fails to meet with managers on a regular basis and has 'ad hoc' meetings which do not allow for preparation for a meaningful discussion on either side.
- Keeps important information or strategic initiatives to self and fails to give timely communication to allow for adjustment to change.



MANAGERS OF PEOPLE MANAGERS - Behavioural Standards Framework

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INCLUSIVE

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Impact...

Staff retention improves, employee engagement increases and ultimately end users benefit. HCPC's culture embraces diversity of thought and experience, working to become greater, as a whole, than the sum of its parts.

What it is: Positive Behavioural Indicators:

- Champions inclusivity across the organisation and wider networks through demonstrating role model behaviour.
- Challenges unconscious biases and ensures the workforce reflects the community they serve and is representative at all levels.
- Shares best practices, engage in regular dialogue, and ensure diverse thinking is applied to issues so best solutions are found and applied by those who have helped shape them.
- Knows and uses the phrase "what people have a hand in building, they are least likely to destroy"; ensuring where appropriate colleagues have the opportunity to shape the future of the organisation.
- Recognises, rewards and supports ideas that support the positive future –proofing of the organisation and allows others to take the recognition of a job well done.
- Encourages managers to ensure teams are included in appropriate decision-making

What it isn't: Negative Behavioural Indicators:

- Does not regularly review practices or make the necessary changes to ensure inclusion is both considered and best managed.
- Fails to engage in conversation at all levels to understand inclusive levels and gaps across the organisation.
- Does not make self available to employees when there is an issue with the line manager is will only operate within reporting lines.
- Lacks transparency on projects and changes placing some at unfair disadvantage.
- Omits challenge when lack of Diversity and inclusion is identified, takes a 'head in the sand' approach rather than challenge the status quo.



MANAGERS OF PEOPLE MANAGERS- Behavioural Standards Framework

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Impact...

Supports and works to achieve a culture of solution finding and has a positive impact on performance. Consistently reviews ways of working and challenges standards to be as relevant now as they they will need to be in the future thus ensuring a futureproofed organisation.

What it is: Positive Behavioural Indicators:

- Demonstrates thought leader behaviour by investigating culture and practices outside of the organisation and use learnings to cultivate creativity and positive change.
- Enables managers to take appropriate risks and new ways of working without fear of repercussion.
- Champions and actively promotes HCPC values and is a role model for others to inspire to become.
- Demonstrates enterprising behaviours, inputs their own ideas and supports the ideas of others, irrelevant of status or role.
- Where appropriate, supports managers to do what needs to be done and allow them to undertake the responsibility required.
- Is accountable for change and all outcomes.

What it isn't: Negative Behavioural Indicators:

- Promotes and/or allows a fear culture to change.
- Does not foster a creative workspace for managers to develop their team.
- Uses status to exercise authority and undermine managers' vision for the team without consultation.
- Focusses on risks without understanding the potential improvements that can be achieved.
- Does not demonstrate good listening skills and reacts rather than responds and fails to support suggestions when in need of further development.
- Fails to set out clear parameters in which managers can operate in, or consistently changes parameters that creates a lack of boundary clarity for others.



Behavioural Standards for Council





Council - Behavioural Standards Framework

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Impact...

Everyone feels listened to, understood and valued; opinions are sought and considered, and everyone knows they play a contributory role in shaping the organisation for the better. Fairness becomes embedded into how we treat people, and everyone is responsible and accountable for how we make people feel.

What it is: Positive Behavioural Indicators:

- Actively recognises the contribution of others beyond simply the Exec team and proactively acknowledges and rewards contribution.
- Engages in Council work with an open-mind, shows a balanced opinion and sets realistic expectations through a wider understanding and context.
- Executes role in a fair and consistent manner and seeks to maintain a climate which reflects a culture of supportive and constructive feedback.

What it isn't: Negative Behavioural Indicators:

- Uses power, position or authority to intimidate or acquire personal gain.
- Shows bias toward own profession and/or projects and discards others' opportunities without fair inclusion.
- Encourages or ignores and fails to address a culture of 'them and us'.



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What it is: Positive Behavioural Indicators:

- Recognises and understands the working environment and pressures of people, especially when making requests that may have implications on both. Regularly checks the welfare and well-being of Senior leaders.
- Is patient when asking enquiry questions, particularly with those new to Council.
- Provides positive, honest and constructive feedback on papers and ensures a balance of positive challenge with support and development to improve.
- Is self-aware of their own personal impact and intentionally builds strong relationships both in and out of meetings.

What it isn't: Negative Behavioural Indicators:

- Patronises or demonstrates insincerity when working with others that require developmental support.
- Sets unrealistic expectations without understanding the impact to others
- Lacks interest and discards information that aids broader thinking and empathy
- Fails to include others' views and/or dominates conversation and controls decisions/outcomes without input from others.



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What it is: Positive Behavioural Indicators:

- Actively welcomes staff into appropriate Council conversations and ensures agendas include space for staff contribution.
- Using EDI as a measure, works to ensure staff see themselves reflected in both Council and SMT.
- Engages regularly with teams by partaking in activities such as, but not limited to, back to the floor visits.

What it isn't: Negative Behavioural Indicators:

- Lacks interest and does minimal engaging activities with staff
- Fails to listen to others' and uses solely own thinking to interpret situations and base decisions.
- Where others are involved, imposes or makes decisions before discussions.



Council - Behavioural Standards Framework

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What it is: Positive Behavioural Indicators:

- Is supportive to others 'can do' attitude and is demonstrably open to new ideas, initiatives, creativity and willingness to change and evolve.
- Shows acceptance when effort out-weighs failure and is fair and honest in the appraisal.
- Speaks out when analysis /paralysis is identified and works within a balanced appetite to risk that allows initiative and change.
- Seeks different perspectives, approaches and solutions from elsewhere and accepts co-ownership and a collective responsibility to both decisions and outcomes.

What it isn't: Negative Behavioural Indicators:

- Refuses to work strategically and fails to consider the future by only looking back.
- Dismisses new ideas/initiatives without due consideration and exploration and shows a fixed-mindset to change.
- Works with overly restrictive role descriptions that inhibit creativity, forward thinking and future sustainability.



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