

Positive Workplace Behaviours Guidance

Positive behaviours in our workplace enable us to make a positive difference to the lives of everyone. How well we behave in our organisation is central to how well we deliver better services. Great results come from a great workplace. A great place to work is one where there is a high degree of trust, people respect the integrity of their leaders and colleagues and work together harmoniously to achieve the best results. A great workplace enables people to perform at their personal best.

This guidance is about the behaviours that create a great workplace:

This guidance defines five core values that underpin positive behaviours across the Centre and align with the *Employee Handbook (Code of Conduct)*. The guidance also provides practical examples of behaviours.

Leaders influence:

Leaders greatly influence the values and behaviour of their staff. The core values of the Centre are communicated by its leadership. Shared values promote a strong organisational culture, which becomes “the way we do things around here.”

Centre systems and processes:

Centre systems and processes inform what to do and how, and support responsibility and accountability in the agency.

Centre values shape culture and performance:

Creating a great workplace starts with how individuals behave – with each of us setting an example, being responsible for our own actions and mindful of the positive effect we can have on others.

The Five Core Values that underpin positive workplace behaviours:

We value a spirit of service and a strong customer focus. We are passionate about our work, always professional, and put ourselves in the shoes of the people we serve.

We value teamwork, collaboration and collegiality. We support our colleagues within the organisation, teach and learn from each other and share our knowledge.

We value people and invest in them to enable the Centre to better adapt to change and meet future challenges.

We are responsible and accountable for what we do. We understand that being responsible means not only owning our actions, but also owning our contribution to building a great workplace with a healthy and positive culture.

We treat all people fairly and with respect. Difference and diversity are recognised as enriching the Centre.

The Challenges:

The Glenfield Community Centre is not immune to the challenges that confront most workplaces from time to time. Stressors often affect our behaviour. Different expectations of what is an acceptable way to behave can also present challenges. The reality is that, sometimes, people do not appear to behave in a way that meets the Centre's values or is respectful of others. We know that bullying and sexual harassment happens. When it does, it damages the quality of working life and undermines all of our efforts to achieve a great workplace.

Using this guidance:

This guidance on positive workplace behaviours is designed to articulate how the Employee Handbook (Code of Conduct) apply in practice and supplement the comprehensive [“Preventing and Responding to Workplace Bullying”](#) guidance released by Work-Safe NZ and the Ministry of Business, Innovation and Employment. Everyone plays a part in creating a great workplace, wherever the work takes place and whether or not the work involves working alongside partners and stakeholders. We encourage you to read this guidance, consider the values and how the principles apply to the Centre and working relationships.

	Glenfield Community Centre	Leaders and Managers	All of Us
Spirit of Service			
	<ul style="list-style-type: none"> ➤ Align Centre culture, values and behaviours with strategy ➤ Actively promote a spirit of service at the Centre ➤ Work collectively with other community agencies and stakeholder in the public interest 	<ul style="list-style-type: none"> ➤ Lead Centre's service ethos ➤ Communicate what acting with a spirit of service means for expected behaviours ➤ Nurture an informed and open workplace community 	<ul style="list-style-type: none"> ➤ Build trust through the way you work ➤ Act impartially ➤ Be alert to conflicts of interest and mindful of the responsibilities
Do	<ul style="list-style-type: none"> ➤ Make the spirit of service relevant to staff and the Centre's culture ➤ Focus on quality and continuous improvement 	<ul style="list-style-type: none"> ➤ Employ people whose values align with the spirit of service ➤ Promote a shared service ethic across all service divisions 	<ul style="list-style-type: none"> ➤ Strive to provide a high quality of service and professionalism ➤ Reflect on how the public and colleagues experience the way you work
Do Not	<ul style="list-style-type: none"> ➤ Overlook the importance and value of always being a professional 	<ul style="list-style-type: none"> ➤ In meeting the needs of the customer, overlook giving the customer a say in the design and delivery of services 	<ul style="list-style-type: none"> ➤ Do the bare minimum ➤ Be slow to help others
Teamwork and Collegiality			
	<ul style="list-style-type: none"> ➤ Communicate the Centre's strategy and how each division contributes to the strategy ➤ Focus on building effective teamwork and collegiality within the Centre ➤ Coach managers on working with teams; how to have difficult conversations; democratic and participative leadership; the Five Ways to Wellbeing; and give constructive feedback 	<ul style="list-style-type: none"> ➤ Provide staff with good support ➤ Model positive, collegial behaviours ➤ Practice open, clear, and friendly communication ➤ Manage behavioural issues skillfully and constructively ➤ Seek regular feedback from staff ➤ Be open to challenge and debate ➤ Make the workplace fun ➤ Seize opportunities to make a collective impact 	<ul style="list-style-type: none"> ➤ Support others ➤ Listen with an open mind ➤ Identify shared interests ➤ Continuously hone communication skills ➤ Find ways to work constructively with others ➤ Share information ➤ Build relationships and networks ➤ Support leaders to work well with other leaders and stakeholders
Do	<ul style="list-style-type: none"> ➤ Provide buddy and/or mentoring support for all staff ➤ Foster a shared purpose and vision 	<ul style="list-style-type: none"> ➤ Work to build relationships with other leaders, in the Centre and across the sector ➤ Seek stakeholder' input on important issues 	<ul style="list-style-type: none"> ➤ Inspire the trust of others ➤ Reflect on your own communication style and its impact on others
Do Not	<ul style="list-style-type: none"> ➤ Overlook building teamwork and collegiality across divisions 	<ul style="list-style-type: none"> ➤ Put off difficult conversations ➤ Tolerate or ignore breaches of the Code of Conduct 	<ul style="list-style-type: none"> ➤ Gossip or undermine others ➤ Behave rudely or aggressively

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Valuing People			
	<ul style="list-style-type: none"> ➤ Create a high trust environment ➤ Recruit the best people that you can ➤ Develop staff capability and skills as a Centre priority ➤ Make people management a source of pride for the Centre ➤ Operate policies that show commitment to preventing unwelcome behaviours ➤ Operate effective processes for raising concerns and elevating issues ➤ Take steps to minimise the risks of hiring bullies 	<ul style="list-style-type: none"> ➤ Provide clear roles and responsibilities ➤ Value, recognise, and reward staff ➤ Ensure performance feedback is always constructive and useful ➤ Develop and mentor staff ➤ Respects staff's autonomy to do the job ➤ Consult staff on decisions that affect them ➤ Actively manage well-being and performance ➤ Trust staff and back them ➤ Value equality and diversity 	<ul style="list-style-type: none"> ➤ Value yourself and the contribution you can make ➤ Make the effort to connect with people, e.g. pick up the phone or visit people ➤ Take the initiative to build your own skills, knowledge and career ➤ Take opportunities to teach and to learn from/ with others ➤ Value other people's skills, knowledge, and contribution ➤ Adapt to different working styles to achieve outcomes ➤ Support and empower others
Do	<ul style="list-style-type: none"> ➤ Make managing change well an Centre priority ➤ Value and develop the longer-serving staff, not just newer staff 	<ul style="list-style-type: none"> ➤ Make valuing people in the agency visible ➤ Engage with employees and unions 	<ul style="list-style-type: none"> ➤ Contribute to others' learning ➤ Work to your strengths and develop them
Do Not	<ul style="list-style-type: none"> ➤ Overlook the value of institutional knowledge and experience to the Centre 	<ul style="list-style-type: none"> ➤ Micro-manage ➤ Ignore staff development needs 	<ul style="list-style-type: none"> ➤ Treat colleagues disrespectfully ➤ Presume knowledge of others' personal circumstances

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Being Responsible and Accountable			
	<ul style="list-style-type: none"> ➤ Run promotion and awareness programmes to highlight integrity in the Centre, including positive behaviours, conflict-de-escalation and resolution, bullying and fraud prevention ➤ Monitor the workplace to assess whether it is free from harassment and unacceptable behaviour ➤ Monitor employee engagement through the collection of "Centre Health" data, including on injury, exit interview responses, sick and stress leave and absenteeism ➤ Define the behaviours expected and explain how to get protection and support and elevate concerns 	<ul style="list-style-type: none"> ➤ Encourage staff to speak up, challenge inappropriate behaviour, and report suspect wrong-doing ➤ Encourage listening as a skill ➤ Tackle problems at an early stage ➤ Respond immediately to notifications and complaints ➤ Manage performance and behaviours well ➤ Apply the Centre's policies ➤ Ensure staff know how to report their concerns ➤ Manage health and safety risks ➤ Investigate complaints in a thorough and timely manner ➤ Ensure staff are protected from bullying, harassment, and retaliation, and feel safe at work 	<ul style="list-style-type: none"> ➤ Speak up about bad behaviour ➤ Correct mistakes promptly ➤ Always work to high standards ➤ Ask for help when it is needed ➤ Own your own work ➤ Look after your own health and well-being ➤ Maintain work/life balance ➤ Exercise tolerance and self-discipline ➤ Be familiar with Centre policies and behavioural expectations ➤ Elevate issues for a decision by the person with the correct level of accountability ➤ Regular self-review to identify how you may be able to do things better ➤ Actively build your skills and knowledge
Do	<ul style="list-style-type: none"> ➤ Create clear and transparent Centre policy and processes 	<ul style="list-style-type: none"> ➤ Coach staff in positive behaviours ➤ Take complaints seriously 	<ul style="list-style-type: none"> ➤ Be open and transparent ➤ Admit mistakes and learn from them
Do Not	<ul style="list-style-type: none"> ➤ Ignore warning signals from monitoring the workplace 	<ul style="list-style-type: none"> ➤ Abdicate responsibility to others ➤ Ignore Code breaches 	<ul style="list-style-type: none"> ➤ Blame people rather than seek solutions ➤ Ignore suspicions about wrong-doing

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Being Fair	<ul style="list-style-type: none"> ➤ Require a high degree of procedural fairness in everything the Centre does ➤ Regularly monitor the workplace culture to ensure it is healthy and safe ➤ Ensure staff are inducted on the behaviours, policies, and reporting expectations of the Centre ➤ Act to ensure that staff can trust in the people, processes, and outcomes when suspected wrongdoing is reported ➤ Prioritise access to ongoing training and up-skilling opportunities for staff 	<ul style="list-style-type: none"> ➤ Apply a problem-solving approach to issues ➤ Be constructive and sensitive when giving feedback ➤ Deal decisively with behaviour that doesn't meet the Centre's standards ➤ Settle differences between staff impartially ➤ Distribute workloads fairly ➤ Treat applicants for appointments and promotions fairly ➤ Get staff feedback about how things could be done better in the Centre ➤ Ensure that staff feel supported and valued 	<ul style="list-style-type: none"> ➤ Behave fairly and treat others in good faith ➤ Follow reasonable instructions ➤ Act appropriately, respectfully, and considerately ➤ Provide full and useful information ➤ Speak well of colleagues and the Centre ➤ Be open to other people's views ➤ Always be aware of the need for "no surprises" ➤ Consider others' perspectives and interests ➤ Be objective and apply proportionality in making decisions
Do	<ul style="list-style-type: none"> ➤ Ensure Centre policies are easy to follow and to comply with ➤ Monitor the Centre's appointments and promotions processes to ensure they are fair 	<ul style="list-style-type: none"> ➤ Be aware to how things could appear ➤ Be aware of how perceptions of the context can influence a judgement of what is fair 	<ul style="list-style-type: none"> ➤ Speak well of the Centre and your colleagues ➤ Understand the power of one person to make a difference in the workplace
Do Not	<ul style="list-style-type: none"> ➤ Impose unachievable goals, such as impossible targets, unmanageable caseloads or unrealistic deadlines 	<ul style="list-style-type: none"> ➤ Play favourites ➤ Apply different standards of behaviour depending upon a person's role or status 	<ul style="list-style-type: none"> ➤ Treat colleagues as rivals to get the better of ➤ Judge others' actions without knowing all the facts