Profiles for role-types and behavioural expectations

Role-type and Description:	**Team Member** Demonstrates the core behaviours that keep services running smoothly. Delivers tasks to a clear standard, follows agreed processes, and provides helpful, respectful service to colleagues and residents. Works well with others, communicates clearly, and asks for guidance when needed. Takes responsibility for own work, uses resources safely and efficiently, and shows a positive attitude to learning and improvement.
Competence	**Behavioural Expectations**
Communication and collaboration	• Works cooperatively with colleagues and partners. • Shares information, ideas, and concerns openly.
Innovation and learning	• Suggests improvements to ways of working. • Engages in learning opportunities and develops own skills.
Integrity and Inclusion	• Treats others with respect and follows organisational values. • Promotes fairness and equity in daily interactions. • Adheres to policies and ethical expectations.
Accountability and ownership	• Takes responsibility for tasks and meets deadlines. • Owns mistakes and focuses on finding constructive solutions.
Sustainability	• Considers environmental and community impact in day-to-day work. • Supports and contributes to sustainability initiatives.
Customer and resident focus	• Responds promptly and helpfully to residents and customers. • Acts courteously and professionally at all times.
Performance and financial awareness	• Understands role expectations and strives to meet them. • Uses resources carefully and avoids waste.
Digital and data enablement	• Uses digital tools appropriately. • Flags issues with data or systems when needed.
Risk and responsibility	• Supports safe working practices and helps create a safe environment. • Understands the basics of health & safety, safeguarding, and information governance. • Identifies and reports risks proactively.

Ratings Descriptors

Team member				
Competence and behavioural expectation	**Level Descriptor**			
	Strong Consistently demonstrates behaviours at or above the expected level for their role. Shows confidence, reliability, and positive impact across all competency areas.	**Good** Meets expectations for their role and occasionally exceeds them. Behaviours are solid and dependable, with room for further development.	**Review** Behaviours are inconsistent or below expectations. There are noticeable gaps that require attention and improvement.	**Action** Behaviours are significantly below expectations and may pose risk to team or organisational outcomes. Immediate intervention is required.
Communication and collaboration Works cooperatively with colleagues and partners, communicating, information, ideas and concerns, and supporting shared goals	Consistently shares info, ideas and concerns proactively; collaborates smoothly to support shared goals.	Communicates clearly; cooperates with colleagues/ partners; supports team goals.	Communication is inconsistent; shares info late or incompletely; collaboration is reactive.	Withholds info or undermines collaboration; impedes shared goals.
Innovation and learning Suggests improvements to ways of working and engages in learning opportunities	Frequently suggests improvements; actively participates in learning; shares learnings.	Offers sensible improvements; engages in relevant training.	Rarely suggests improvements; limited engagement in learning.	Resists improvement or learning; obstructs change.
Integrity and inclusion Treats others with respect, acts in accordance with organisational values, follows policies and promotes equity and fairness	Consistently respectful; lives organisational values; follows policies; actively promotes equity/fairness.	Respectful and compliant with policies; fair in day-to-day interactions.	Inconsistent respect/ compliance; limited attention to equity.	Disrespectful or policy-breaking; discriminatory behaviour.
Accountability and ownership Takes ownership of tasks ensuring deadlines are met and actions are followed through, takes accountability where targets have not been met and looks to find a positive way forward	Owns tasks end-to-end; meets deadlines; takes accountability for misses and finds positive ways forward.	Delivers on commitments; raises risks early; follows through.	Misses deadlines; limited ownership; vague on progress.	Avoids responsibility; fails to follow through.
Sustainability Considers environmental and community impact in daily work and support initiatives that promote sustainability	Considers environmental/ community impact daily; supports sustainability initiatives.	Applies basic sustainability practices; participates in initiatives.	Minimal consideration of impact; ad hoc participation.	Actively disregards sustainability; wasteful practices.
Customer and resident focus Responds promptly and helpfully to residents and customer needs	Responds promptly/helpfully; takes ownership to resolve needs.	Provides timely, courteous service; escalates appropriately.	Slow or inconsistent responses; limited ownership.	Unhelpful or dismissive; ignores needs.
Performance and financial awareness Understands role expectations and strives to meet them, uses resources responsibly to avoid waste	Understands role expectations; consistently meets them; uses resources responsibly to avoid waste.	Meets most expectations; mindful of resource use.	Inconsistent performance; wasteful practices.	Fails to meet core expectations; disregards resources.
Digital and data enablement Uses digital tools effectively and flags data issues as required	Uses digital tools effectively; flags data issues promptly; follows data processes.	Competent tool use; raises issues when noticed; basic data hygiene.	Struggles with tools; rarely flags issues; inconsistent data practices.	Misuses tools; ignores data issues/processes.
Risk and responsibility Takes responsibility for information governance, health and safety, and safeguarding. Promotes a safe environment, understands the impact of unsafe practices, and proactively identifies and mitigates risks.	Takes responsibility for info governance, H&S, safeguarding; promotes safe environment; identifies/mitigates risks proactively.	Follows protocols; raises risks; supports safe practices.	Inconsistent protocol compliance; slow to report risks.	Ignores protocols; creates unsafe conditions; conceals risks.