



People Management Behaviours

In the Treasury we believe that management *is* the job and not something that stops you doing the job.

Being a manager means you need to:

- Allocate **enough time and effort** to the people management part of your job, and
- Make an effort to **develop your competence** as a manager

These behaviours focus on the **people management** part of what managers do, and describe what every manager should be doing. How you choose to do it will depend on your context, the number of people you manage, their individual needs and preferences, and the weight of management responsibility you carry.

The people management behaviours also link closely to the Treasury's **Values**. By using the behaviours you will also be living the four values – Challenging, Appreciative, Collaborative and Open – and demonstrating your belief in their importance.

Behaviours linked to other important aspects of management (such as managing projects, for example) will be described in the new Treasury Competence Framework currently being developed.

Challenging

Appreciative

Collaborative


Open





The Treasury People Management Behaviours

The Treasury expects me as a manager to: ... and in practice this means I need to:



Deliver results through people

- Set and review stretching but achievable objectives and standards with clear success criteria
- Give clear, evidence-based feedback to help improve and develop performance
- Take action with individuals who are underperforming
- Reassess workload and priorities if people are facing excessive demands
- Identify and support the development of individuals and the team

Show I value people

- Talk to people informally at work
- Find out about people's work experience and skills
- Thank people privately and publicly and find varied ways to celebrate success
- Use financial and non-financial rewards to recognise achievement and effort
- Show respect for individuals' circumstances and flexibility in the demands made of them

Develop a collaborative culture

- Support and contribute to wider Treasury initiatives as well as priorities in my own area
- Communicate issues up and down the management chain
- Make clear links between the work individuals are doing and wider objectives
- Include all those I manage in meetings and discussions and use people's particular skills

Act with self-awareness and integrity

- Recognise and challenge inappropriate behaviour
- Review my own performance and seek feedback from others
- Make changes to my own behaviour or ways of working in the light of feedback
- Make time to develop myself as a manager

Spend time on the basics

- Hold regular one to one and team meetings
- Plan the induction of new people and the handovers for those moving on
- Make time when people I manage need to talk to me