RDM: RESPECTFUL BEHAVIOUR FRAMEWORK

Why?

The Radcliffe Department of Medicine (RDM) is committed to fostering an inclusive culture. Everyone should be supported to achieve their full potential and we all play a part in creating such an environment.

In RDM we want to encourage, support and highlight good behaviour, such that being a member of RDM is a rewarding and enjoyable experience. This framework supplements policies on anti-bullying and harassment and should be included with further particulars for jobs, inductions, used in PDR conversations, and available for all to read and act upon.

This framework has been formulated following consultation across RDM, and has the full support of the Head of Department and RDM's leadership.

What?

Behaviours are universal across roles and this framework has been designed to help individuals recognise key and valued behaviours in themselves and others, and to give control to individuals over their own development.

For 5 key areas, the framework lists positive and effective behaviours, and gives examples where this is not demonstrated and further development is necessary. Using a behaviours framework helps individuals in 'how' they interact with one another and how they do their job.

Who?

You are asked to look at this table, ensure your own behaviours reflect the aspects of this framework and talk to colleagues to encourage feedback. If you feel you are not treated as expected we would like to hear from you. You may approach your HR manager / Divisional Head / Administrator / Line manager / Harassment Advisor for a discussion.

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	Effective behaviours – do you…?	**Ineffective behaviours – do you…?**
Communication	• Communicate regularly with colleagues at all levels. • Proactively share appropriate information and encourage others to do so. • Use communication styles appropriate to your audience. • Encourage two way communication. • Use inclusive and appropriate language. • Present information to promote understanding. • Listen and ask questions in order to understand. • Consider the communications systems and methods you use to be accessible. • Ensure that individuals who are remote working have effective and responsive communication channels	• React defensively to feedback. • Use jargon inappropriate to the audience. • Interrupt. • Talk or write at inappropriate length. • 'Guard' information. • Not credit others for their work. • Refuse to acknowledge the point of view of others.

	Effective behaviours – do you…?	**Ineffective behaviours – do you…?**
Embracing change	• Create an environment that encourages innovation and is receptive to change. • Articulate the rationale for change and keep others informed. • Plan and monitor change initiatives. • Respond to change in an objective manner. • Recognise that there can be an emotional reaction to change and manage this thoughtfully.	• Not involve stakeholders. • Focus on the barriers to change. • Find negative reactions excessively limiting. • Consistently dismiss and disrupt drivers for change. • Fail to build on others' ideas for change • Complain and don't act to make change.
Personal & Professional development	• Show commitment to your own personal and professional development and actively encourage others to do the same. • Ensure equal access to development opportunities. • Reflect on your own performance. • Seek and learn from feedback. • Foster an open environment in which new ways of working are encouraged.	• Limit development of self or others. • Do not engage with development opportunities. • Think training without support will 'fix' development issues. • Not transfer learning to work.

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	Effective behaviours – do you…?	Ineffective behaviours – do you…?
Valuing diversity	• Treat individuals with dignity, respect, courtesy and consideration. • Are aware of, and respect, cultural and social differences. • Recognise and value the contributions of different viewpoints. • Display integrity and ethical behaviour. • Challenge actions and words which do not support diversity and equality. • Role-model high standards of behaviour.	• Unfairly criticise colleagues. • Avoid responsibilities. • Not recognise own potential for bias.

	Effective behaviours – do you…?	**Ineffective behaviours – do you…?**
Leadership	• Build commitment, engagement and a shared sense of purpose with those around you. • Articulate clear objectives. • Provide, and request regular and effective feedback. • Plan and organise workloads to meet deadlines within resource constraints. • Be mindful of other's priorities when organising tasks. • Be resilient and support those around you. • Differentiate between important and urgent tasks, prioritising effectively. • Give credit to, and celebrate the achievements of others. • When appropriate, involve others in decision making. • Identify reasons for disquiet or conflict and take measures to resolve them.	• Blame the system or others. • Not take responsibility for actions. • Not listen. • Ignore criticisms. • Use emotional instability as a method of control. • Not share information. • Avoid unpopular issues and decisions. • Inappropriately put personal agenda ahead of wider considerations. • Exert an oppressive level of control (micro-manage).