Introduction of a behavioural framework for Council

Purpose
To inform discussion on the adoption of a behavioural framework which would illustrate the type of behaviour required of all Council Members in the performance of their role.

Recommendations
The Council is asked to agree the behavioural framework attached as Appendix 1.

1.0 Introduction

1.1 The evolution of good governance, and what this looks like in operation, continues.

1.2 Standards Matter (a review of best practice in promoting good behaviours in public life January 2013) offers a revised set of Nolan Principles which now includes explicitly under principle 7 Leadership the requirement that holders of public office should exhibit all the Nolan principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

1.3 The Professional Standards Authority also recently published Fit and Proper? Governance in the public interest which also highlights throughout the importance of individual behaviour within an effective and focussed organisation.

“Good governance similarly depends not only on the competence but also the conduct of chairs, board members and executives. These office holders need to understand their roles, manage differences of style or approach constructively,
communicate effectively, but above all take responsibility for their own behaviour”
Excerpt - section 5, 5.1 roles and relationships Fit and Proper? Governance in the public interest PSA Feb 2013

1.4 The report further highlights the corrosive and damaging effects that individual behaviour can have within a board and an organisation when those personal qualities that are appropriate for public office are lacking.

1.5 In 2012, as part of the new approach to performance management, a behavioural framework was adopted for GPhC staff. The framework plays an integral part in development, performance and recruitment. Council members gave informal support for the suggestion that a complementary document for Council members should be developed, hence this paper.

1.6 A framework is a transparent way of illustrating examples of what good performance looks like in terms of how someone undertakes their role, and what an organisation expects from its people. It recognises that how someone behaves is just as important as what the person delivers.

1.7 Frameworks are an important communication tool in reinforcing the ‘how we do things around here’ message and enables the more strategic messages surrounding vision and values to be embedded and made real at all levels.

2.0 The Framework

2.1 The draft behavioural framework attached as Appendix A has been developed with the revised Nolan principles, the Council’s own initial Values and Underpinning Principles and the current role specification for Council members (appendix B) in mind. It addresses the feedback points which were raised by some Council members following informal circulation of the initial draft.

3.0 Equality and diversity implications

3.1 The introduction of a behavioural framework will support our commitment to EDI by further setting out the standards expected from Council members in terms of respecting and considering others, either as an individual or as part of the larger community.

4.0 Communications

4.1 The finalised framework would be a publicly available document and would be circulated to all Council Members.
5.0 Resource implications

5.1 No resource implications have been identified.

6.0 Risk implications

6.1 The failure of some organisations to confront inappropriate behaviour has been publicly documented. Whilst there is no evidence the GPhC is currently subject to such concerns the adoption of the framework will mitigate the possibility of future risk.

Recommendations

The Council is asked to agree the behavioural framework attached as Appendix 1.

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Appendix 1

DRAFT
BEHAVIOURAL FRAMEWORK FOR COUNCIL MEMBERS

The framework’s foundation is derived from 4 sources:

1 The 7 Nolan principles of public life:

(1) Selflessness
Holders of public office should act solely in terms of the public interest.

(2) Integrity
Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or material benefits for themselves, their families, or their friends. They must declare and resolve any interests and relationships.

(3) Objectivity
Holders of public office must act and take decisions impartially, fairly and on merit. Using the best evidence and without discrimination or bias.

(4) Accountability
Holders of public office are accountable to the public for their decisions and actions to the public and must submit themselves to the scrutiny necessary to ensure this.

(5) Openness
Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

(6) Honesty
Holders of public office should be truthful.

(7) Leadership
Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

These principles of public life apply to anyone who works as a public office-holder.
(Excerpt from Standards matter: A review of best practice in promoting good behaviour in public life, Committee on Standards in Public Life, January 2013, p.24)
2 The GPhC’s statutory purpose:

“to protect, promote and maintain the health, safety and well-being of members of the public, and in particular of those members of the public who use or need the services of registrants, or the services provided at a registered pharmacy, by ensuring that registrants, and those persons carrying on a retail pharmacy business at a registered pharmacy, adhere to such standards as the Council considers necessary for the safe and effective practice of pharmacy.”

3 Good corporate behaviour
This is characterised by members engaging in constructive challenge internally, whilst speaking with a single voice externally.

4 Good personal behaviour
This is characterised by courtesy, listening and respect in Council members’ dealings with each other, with the organisation’s staff, and with stakeholders.

The statements below, although not exhaustive, illustrate the type of behaviour the GPhC expects to see from its Council members.

The Behavioural Statements
I will never forget in whose interest I serve and will put the interests of the public first

I will display a high level of probity, integrity, objectivity and fairness in my work with the GPhC

I will use my position for public benefit not personal advantage

I will actively seek the differing views of others and respects those views

I will listen to and seek to understand issues from a range of different perspectives

I will display empathy and respect to others

I will exercise my role without fear or favour and constructively challenge the status quo

I will considers the impact of decisions across all communities

I will accept personal responsibility for my part whether the GPhC succeeds or fails

I will analyse strategic direction to ensure it supports improvement of public safety and wellbeing

I will ensure the individuals voice is heard in the context of safety, risk and reputation
I will identify and consider risks and opportunities of different strategic approaches.

I will hold others to account for performance of delegated responsibilities.

I will look beyond the detail to consider overall impact.

I will support and hold myself to account for a collective decision taken.

I will challenge, and accept challenge on my own perspective.

I will be open to adapting my position in light of others' views, or new information.

I will recognise and work within the distinction between the non-executive and executive role in line with the GPhC’s governance policy.

I will give and accept feedback positively and constructively.

I will learn from others and take responsibility for my own learning.

I will build constructive relationships across boundaries.

I will contribute my experience and knowledge to shape improvement.

I will embrace change when it is needed.

I will probe constructively and effectively to achieve the best outcomes for the public whom the GPhC exists to serve.

I will balance the cost (whether financial or resource) against the benefit.

I will develop understanding and raise questions in areas other than just those in which I have an interest or in which I have specialist knowledge.
Appendix B

Council Member appointments – person specification
(NB – used in the appointments round to fill 2013 vacancies)

Vacancies for 4 registrant members (pharmacists or pharmacy technicians) and 4 lay members

We have listed below the criteria that will be applied when assessing applicants. To be considered, applications must demonstrate that applicants fulfil the essential criteria for the role.

Essential criteria – all candidates must demonstrate the following:

E1 – An appreciation of and commitment to protecting, promoting and maintaining the health, safety and wellbeing of patients and the public

E2 – The ability to look forward and see the bigger picture

E3 – The ability to challenge and question constructively in the pursuit of quality and performance

E4 – An understanding of the contribution and impact made by regulation, healthcare professions and pharmacy in Great Britain

E5 – An awareness and understanding of the role of professional standards in assuring levels of public protection and quality of care

E6 – An understanding of and commitment to the Nolan Principles of public life

In addition, registrant candidates must demonstrate the following:

E7 – Up to date knowledge and understanding of the practice of pharmacists and/or pharmacy technicians and an awareness of the factors that influence it, for example, education and training, workforce, developments in specific sectors or countries, and workplace factors.

Competencies

Candidates who are shortlisted for interview will also need to demonstrate that, in addition to meeting the essential criteria, they have the competencies required to be effective in this demanding role. Candidates will be assessed against the following
qualities and abilities. Successful candidates will need to be able to apply these competencies in the context of protecting, promoting and maintaining the health, safety and wellbeing of members of the public by upholding standards and public trust in pharmacy.

C1 – Personal qualities
- Willing to accept and uphold own accountability and also willing and able to hold others to account for performance of delegated responsibilities
- A high level of probity, integrity, objectivity and fairness
- Commitment to equality, diversity and inclusion
- The ability to maintain confidentiality
- High level of motivation and a willingness to constantly review and improve performance
- The ability to display credibility across and beyond the registered pharmacy professions.

C2 – Intellectual flexibility
- Thinks clearly and creatively
- Able to analyse complex information – considering the bigger picture as well as the detail
- Able to understand who the GPhC’s key interest groups are and their drivers and priorities
- Willing to modify thinking in light of new information and dialogue.

C3 – Effective influencing and communication
- Can influence and persuade others using well reasoned arguments
- Capacity to give and take advice
- Debates cogently, using evidence to support views
- Able to test and probe constructively and effectively to achieve the best outcomes for the GPhC and its statutory functions.

C4 – Effective team working
- Builds constructive relationships and works effectively in a team
- Understands and maintains the separation between the non-executive and executive function
- Contributes to effective governance
- Actively seeks the differing views of others and respects those views.