

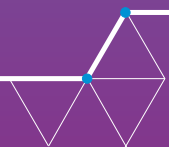


HM Prison &
Probation Service

HMPPS Leadership Code



February 2020



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CEO Statement



We are an organisation with people at its core. Our ability to engage, inspire and lead people is critical to our success – whether that is leading the people in our teams or those in our care.

Leadership is at the heart of creating teams that change lives, and skilled leaders are the glue that bring together our people to deliver our Vision of working together to protect the public and help people lead law-abiding and positive lives. Our organisation is complex and varied but there is something that unifies us all – and that is the importance of brilliant leadership.

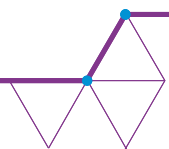
Skilled leaders are the glue that bring together our people to deliver our Vision of working together to protect the public and help people lead law-abiding and positive lives.

This Leadership Code has been developed to describe exactly what good leadership looks like in our organisation. It sets out how you and your teams can demonstrate strong, effective leadership to help HMPPS deliver a service which protects the public, increases rehabilitation and reduces reoffending. It's vital for us as an organisation that we continue to grow and develop our people to help us all be the best we can be, and have the competence and confidence to succeed in our roles.

Expert leadership that engages and inspires is critical at every grade and that is why this Code is for you. Whether you're just starting your leadership adventure or are looking to develop further in your career, this Code will help you to assess your own capability and development needs and operate with a continuous improvement mind-set when it comes to your own performance.

I am certain that strong, compassionate and collaborative leadership is key to our success. As an organisation our culture is to empower one another to do our best and deliver positive outcomes, leading ourselves, leading each other and leading HMPPS into the future.

Dr Jo Farrar
CEO



What is the HMPPS Leadership Code?

The HMPPS Leadership Code paints a picture of what an excellent leader looks like. It provides structure and guidance, and helps you know what to do to be a better individual leader as well as how to build better leadership capability in others.

The Code is about how we lead and manage in HMPPS every day. It is designed to help anybody in the organisation who leads people on a daily basis, whether in a custodial, probation or HQ setting. It brings together all of the standards that we expect our leaders to be demonstrating every day – whether you are a first-line leader, an officer or an executive director.

The Leadership Code supports the Civil Service Success profiles by explaining the knowledge, skills and behaviours expected to be demonstrated under the ‘Leadership’ element of the profiles.

Leadership drives culture and behaviour within an organisation, both positively and negatively, and so this Code describes what expert leadership looks like for HMPPS. It consists of eight standards:



This Code will be used to develop our people. We have a wealth of people delivering a wide variety of roles within HMPPS and this Code provides a clear description of leadership throughout the agency. We believe that if all of us demonstrate these eight standards, our organisation will be strengthened, empowered and committed to delivering the HMPPS Business Strategy.

You are a valued leader in HMPPS – this Code is for you.



**DO YOU WANT
CSCS CARD?**
A career in construction?
Better chances at getting a job?

We have short courses during
Thursday evenings and further
help you get your own
Ask your OJ to refer you to
ETE
Widened
Production

Our Vision, Our Values



PURPOSE HUMANITY OPENNESS TOGETHER

Our **Vision** – working together to protect the public and help people lead law-abiding and positive lives – sets the direction for our agency and creates a picture of the type of organisation we aspire to be. The HMPPS Vision recognises that working together is critical to successful transformation. It describes how we will inspire people and lead our partners to help those in our care lead safe and positive lives now and in the future. It illustrates our ambition to create an enabling environment where individuals and teams can be their very best and continually strive to grow and improve.

Our **Values** are the specific beliefs that we hold as an organisation about what is right and what is important. They form the basis for the trust that we hold with society, with our partners and with individuals. It is ultimately the Values held by our organisation that define who we are. They guide our decisions and determine what we do and how we are perceived. Our Values are the foundation of our agency and central to everything we do.

The HMPPS Leadership Code

The HMPPS Leadership Code translates our Vision and Values into a set of standards for our leaders. As we demonstrate these standards in all we do, we will begin to embody our Vision and Values and promote them to others. Adopting these standards will drive up performance and increase our ability to make a lasting difference.




Our Leadership Standards

The Code consolidates the Vision and Values into eight desired leadership standards.

These standards have been generated through consultation with people at all levels within our organisation and fall into three clusters:

Leading me	Leading others	Leading HMPPS (the organisation)
Knowing, understanding and developing your own skills, abilities and leadership style.	Delivering through others, motivating, empowering and harnessing the power of the team to achieve successful outcomes for all.	Setting, communicating and courageously living the strategic direction of the organisation.

Successful HMPPS Leaders demonstrate eight Standards:

 Leading me	Personal Awareness Leaders know themselves, acknowledging their own strengths and limitations and strive to develop themselves and build personal resilience.
	Professional Knowledge Leaders use their training, experience and education to guide others and use their knowledge to make the best decisions for service users, staff and the organisation.



Leading others

Communication

Leaders influence and inspire others through clear, direct communications. They use active listening skills and encourage, network and coach.

Collaboration

Leaders recognise strengths in others and grasp opportunities to maximise the skills of those around them. They work across boundaries, internal and external, to achieve positive outcomes.

Compassion

Leaders listen to and understand their teams, are approachable and act in a mature manner to consistently deal with challenges in an inclusive and caring way, demonstrating empathy for staff.



Leading HMPPS

Inspiration

Leaders create shared vision and show passion to bring others with them, involving them along the way.

Innovation

Leaders think creatively to develop improvements, are dynamic and lead change successfully by challenging and supporting others, whilst effectively managing risk.

Integrity

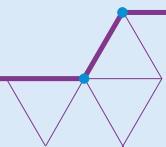
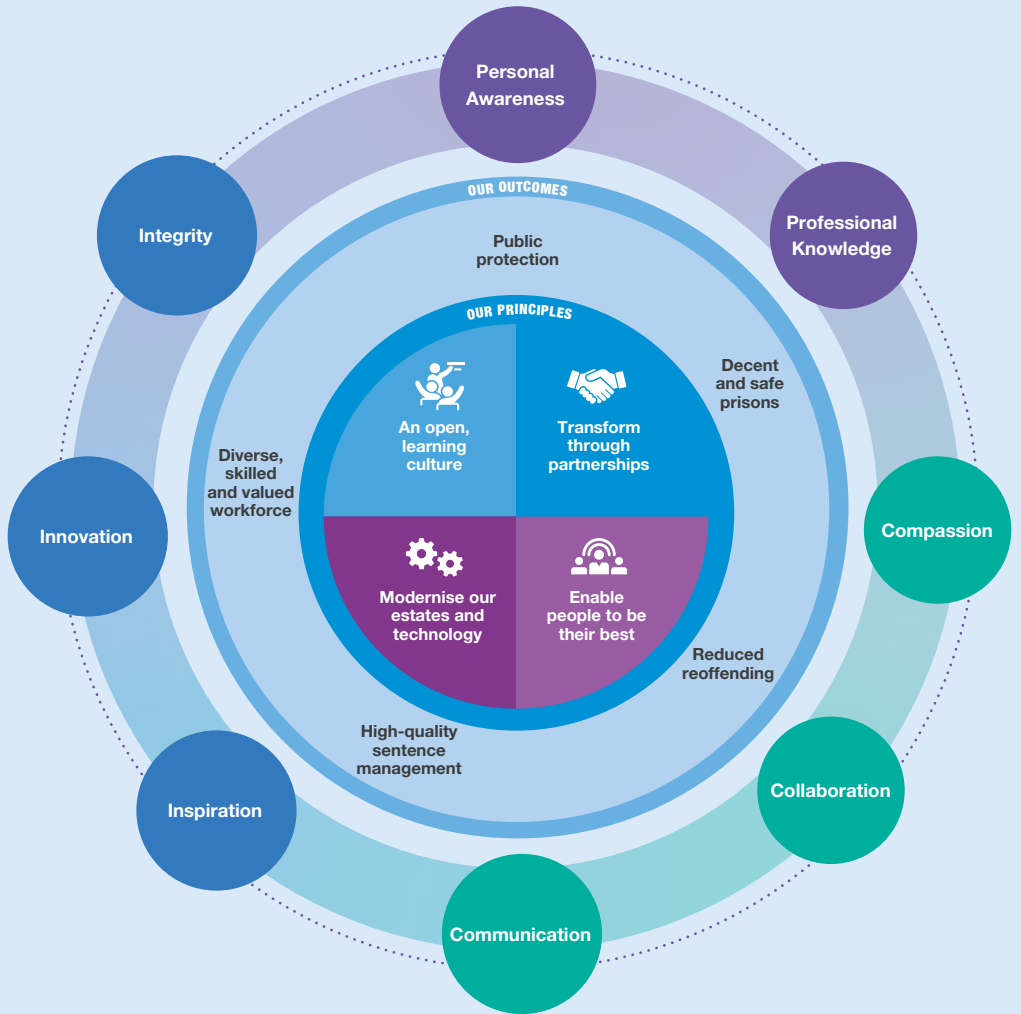
Leaders have HMPPS' Vision and Values at their heart. They show morality, are trustworthy, resilient and loyal to their team and are positive role models. They take accountability for their decisions. They own HMPPS policy.

The Leadership Code

Previous pages show how the HMPPS Strategy sets out the organisation's Vision and Values.

This diagram illustrates how the eight Leadership Code standards support delivery of the HMPPS Strategy.





Leading me The 2 'P's

PERSONAL AWARENESS

What good looks like

We know ourselves, acknowledging our own strengths and limitations and striving to develop ourselves and build personal resilience. We identify and take responsibility for our own continuous development regardless of where we are on our personal leadership journey.

Even better...

- Connect with your passions and use them to drive your performance
- Continually stretch your limitations and explore new challenges
- Consider and minimise how bias impacts on your working relationships
- Know your moral perspective and be brave enough to stay true to your beliefs
- Use your strengths for the benefit of yourself and others

Invite and act on feedback on personal performance



PROFESSIONAL KNOWLEDGE

What good looks like

We are technically proficient and use our learning, experience and education to grasp opportunities and to guide and develop others. We promote a culture of growth and learning, using our knowledge and expertise alongside research and evidence to make the best decisions for service users, our people and the organisation.

Even better...

- Turn what you know into what you do
- Be mindful of what you don't know and seek to address this
- Find the right research and evidence to inform your decisions
- Give timely and actionable feedback to help others grow and develop

Be unafraid to keep asking questions

Leading others The 3 'C's

COMPASSION

What good looks like

We hold the needs of the individuals and those of the business in thoughtful balance. We apply emotional intelligence in interactions with others. We listen to and understand our teams, are approachable and act in a mature and considerate manner to deal with challenges in an inclusive and caring way and deliver honest, fair and impartial decisions.

Even better...

- Take responsibility for the impact you have on others
- Motivate others by encouraging aspiration and being inspired by the success of others
- Sense and empathise when people are facing difficult circumstances that may be affecting their performance and support them through it

Be genuine and kind

COLLABORATION

What good looks like

We work across boundaries, internally and externally, and welcome diversity of thought. We understand the collective purpose and advocate the work of the organisation in all interactions. We break down barriers, recognise strengths in others, grasp opportunities to maximise the skills of those around us to achieve positive outcomes. We maintain a continuous improvement mindset.

Even better...

- Develop good working relationships by building trust
- Work across teams to identify common goals and pursue relentlessly
- Praise co-operation; lift others; and celebrate success
- Recognise talent in others particularly when they think, look, act and talk differently to you

Value the contribution of others



COMMUNICATION

What good looks like

We influence and inspire others through honest and transparent communications, cultivating a climate of trust and confidence. People are excited to achieve our Vision. We use active listening skills and encourage, network and coach, always recognising that communication is two way.

Even better...

- Energise people about what is expected of them so that they are moved to action
- Communicate clearly and accurately so that people understand first time
- Vary your communication choices to meet the needs of the situation and those being communicated to
- Reflect on what communication approaches work best
- Recognise that listening to all voices adds value and create opportunities to hear them

Be a great story-teller to ensure that communication has impact

Leading HMPPS The 3 'I's

INSPIRATION

What good looks like

We convey a shared vision for our work and demonstrate energy and passion to bring others with us, involving them along the way. The vision is translated into every-day steps and people are proud about the contribution they make.

Even better...

- Role model the Vision and Values of the organisation
- See the possibilities before they become obvious
- Empower people to make decisions, which contribute to achieving shared goals
- Allow people space and opportunity to be creative and to look for new solutions

Be prepared to lead by walking ahead

INNOVATION

What good looks like

We take responsibility for improving the organisation through positive change, refusing to accept the status quo. We believe we can be better and show openness to new ideas and experience from people anywhere in the organisation and provide the opportunity to use mistakes as growth experiences.

We don't accept mediocrity and lead change successfully by supporting others, whilst effectively managing risk.

Even better...

- Do something about an idea
- Be comfortable that we are in the business of change
- Identify and develop talent in others, anticipating it may come from somewhere unexpected
- Trust others to innovate
- Value the voice of others, embracing diverse backgrounds and viewpoints to generate better solutions

Be prepared to make mistakes



INTEGRITY

What good looks like

We set a positive example to colleagues with HMPPS' Vision and Values at the core of everything we do. We do the right thing, at the right time for the right reasons. We are trustworthy, resilient and loyal to our team and are positive role models, taking accountability for decisions and responsibility for our actions.

Even better...

- Take pride in delivering high quality outcomes
- Challenge inappropriate behaviour and hold others to account
- Recognise when you need support and take steps to get it
- Do the right thing even when no one is watching
- Own decisions and measure the impact these make

Be prepared to choose courage over comfort





