Introduction

The Core Values Framework has been created as part of the Trust’s on-going commitment to your personal and professional development. Using it will help you identify and understand the knowledge, skills and behaviours most appropriate to your current and future roles.

Our Core Values and Behaviours

There are four core values with two behaviours linked to each. These are:

1. Acting in the best interests of service users
2. Respecting and valuing others
3. Open in our communication
4. Connecting with others and working across boundaries
5. Owning our actions
6. Professional in attitude
7. Ensuring the best outcomes
8. Realising your full potential

This Framework will enable you to achieve your own goals, whilst helping to progress the Trust’s vision - “To be the service people rely on to understand them and to organise their care around their lives”.
The Core Values Framework serves to:

- introduce transparency in terms of the values and behaviours expected of each role
- assist with succession planning and career development
- give recognition to people who meet/exceed the required levels of competency
- emphasise that the softer ‘people’ skills are equally as important as technical knowledge and abilities
- provide a framework for performance management
- support the Trust’s equality, inclusion and dignity at work policies
- allow all colleagues to take personal responsibility for their actions and behaviours

We all want to work in a Trust where:

- colleagues have a duty to:
  - take responsibility for their on-going learning and development and make sure they keep their skills and knowledge up-to-date
  - look for opportunities to improve the way they work
  - promote diversity, inclusion and dignity at work

- managers have a duty to:
  - make sure that colleagues have clear team and personal objectives which are linked to the Trust’s objectives, and which are reviewed at least annually as part of the appraisal process
  - make sure that colleagues have the support they need to do a good job, unblock things that get in their way and provide them with opportunities to develop
  - listen to what colleagues have to say and encourage constructive feedback, as well as challenge and debate whenever possible
Behaviour 1: Acting in the best interests of service users

**How it works:** Act in the best interests of service users by listening and making their feedback count. As such, be on the lookout for continual service improvements. Identify problems and opportunities. Be creative. Be innovative.

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**All Colleagues**

- Ensure service users come first in everything we do
- Offer support to colleagues when they need help
- Stay focused on the goal of service improvement
- Consider the practical issues related to implementing new and different solutions
- Anticipate problems and think ahead
- Ensure high quality standards are always met
- Show pride in the important role you play within the Trust

**Managers**

- Consult with colleagues to review and improve current services
- Develop and disseminate best practice, and highlight if best practice is not being delivered
- Constantly seek opportunities for service improvement, and work to realise long-term Trust goals
- Champion service development, and ensure innovations are fully evaluated and outcome-focused
- Ensure regular and constructive performance conversations with colleagues
Examples of behaviours that would indicate areas for improvement

- Failing to involve or draw upon the experience of colleagues or service users in reviewing and improving processes
- Making no or few recommendations for service improvements and not appropriately highlighting issues that require resolution
- Sticking to tried and tested approaches or safe options if these don’t work
- Failing to work in line with, or promote, best practice
- Implementing new approaches but not clearly and fully evaluating them and adjusting or discontinuing accordingly
- Failing to seek external benchmark data
- Being out of touch with service user needs
- Failing to challenge, or raise awareness at the appropriate level about, any issues regarding outdated or poor practice
Behaviour 2: Respecting and valuing others

How it works: Respect and value everyone. In doing so, be mindful that each service user and colleague is unique. Turn talk into action by expressing interest and concern for their diverse needs. Likewise, challenge others’ perceptions to bring about positive change, questioning how it impacts upon others. Finally, collaborate with internal and external partners to build a broader network.

All Colleagues

- Introduce yourself, explaining your role to service users, carers and families
- Adapt behaviour/language to relate effectively to others
- Clarify others’ perceptions if unclear
- Take care to present yourself well, and answer questions politely and carefully
- Listen to, and consider colleagues’ opinions, and value the contribution that each colleague makes
- Make a difference to someone’s day with kind actions such as a cheerful smile and friendly welcome
- Treat all service users with dignity and respect

Managers

- Work collaboratively with service users, individuals and teams, both within and outside the Trust
- Recognise the need to bring together different skill sets to achieve a positive outcome
- Effectively use the skills and knowledge of colleagues
- Create a climate where respect for differences is the norm
Examples of behaviours that would indicate areas for improvement

- "Managing" service users without compassion or care
- Being rude or abrupt towards colleagues, service users, carers or families
- Failing to build effective relationships or develop networks
- Failing to consider the views of service users, their carers or families
- Failing to involve others and acknowledge their contributions
- Failing to share information or ideas
- Being obstructive when interacting with others
- Using the same style for all; not adjusting behaviour/language appropriately when dealing with others
- Failing to seek the input of others
Behaviour 3: Open in our communication

How it works: Open in our communication means being transparent in the sharing of information. This will enable everyone to work towards clear goals. As such, convey your ideas. Ensure they are understood. Open lines of communication by engaging people. What are their priorities and needs? Do you have new information they need to know about? And remember, honesty is the best policy even when things go wrong.

All Colleagues

- Speak and write clearly - explain information in an uncomplicated way
- Ensure genuine two way communication
- Check if your message has been heard and understood when communicating
- Raise concerns about poor practice professionally and appropriately
- Communicate frankly when mistakes are made and learn from them
- Support internal communications, contribute and turn up to meetings on time
- Convey ideas and concepts that are understandable and relevant to all colleagues
- Adapt the means of communication to ensure appropriateness, relevance and impact

Managers

- Act as a role model and encourage two way communication with colleagues
- Communicate consistent messages and respond appropriately to feedback
- Make others aware of information that may be useful to them
- Listen constructively and encourage others to share their views and priorities
Examples of behaviours that would indicate areas for improvement

- Using language that is full of jargon
- Failing to capture and keep the audience’s attention
- Withholding important information
- Failing to report and/or address difficult issues even though they may be challenging to overcome
- Using the same communication style for all, without adapting this to suit the individual
- Being unclear or difficult to understand, mumbling
- Conveying a lack of confidence in your subject matter, appearing uncertain
- Failing to keep others informed
- Being unwilling to listen and prioritise the needs of others
- Communicating in a way which could be seen to be discriminatory or demeaning to others
Behaviour 4: Connecting with others and working across boundaries

**How it works:** Develop effective networks by connecting with people in the Trust and the wider community. Ensure service users only have to tell you their story once.

**All Colleagues**

- Work across teams to deliver the highest quality of care
- Respect the views and opinions of others, even if they are different from your own
- Work with colleagues to meet the wider ranging needs of others and to reach a consensus
- Share experiences and best practice with colleagues
- Challenge “us” and “them” attitudes
- Build and maintain strong relationships inside and outside of the Trust
- Use an understanding of how things work in the Trust to get things done

**Managers**

- Anticipate the needs of others and work proactively to achieve shared objectives
- Secure buy-in from a wide and diverse range of stakeholders by promoting the features and benefits of service developments
- Routinely invite colleagues, service users and public to comment on issues in order to influence commissioning decisions
- Ensure all colleagues understand the impact and benefits that effective stakeholder engagement has on service delivery
- Form a ‘win-win’ alliance with others; position how a strategy can be mutually advantageous
Examples of behaviours that would indicate areas for improvement

- Ignoring or helping to create barriers that prevent effective engagement with others
- Blaming others
- Working with others only when absolutely necessary; allowing relationships to deteriorate
- Failing to gain agreement or commitment of others
- Failing to persuade or influence others
- Being hesitant, lacking impact or credibility
- Not understanding key stakeholders within your own sphere of influence
- Being disinterested in the needs of others; failing to take needs or views of others into consideration
Behaviour 5: Owning our actions

How it works: To own our actions, we must hold ourselves and others accountable in delivering a high quality service. What are your strengths? What are your limitations? The best way to overcome obstacles, of course, is to learn from past mistakes.

All Colleagues

- Be aware of your own strengths, development areas and performance, and seek continual improvement
- Seek support when a task is outside your own capability
- Have a ‘can do’ approach when resolving problems or issues
- Use mistakes as an opportunity for learning
- Provide balanced feedback and support to improve team performance
- Signpost and/or follow up concerns to ensure a better service user experience

Managers

- Set and monitor high quality standards for yourself and others
- Stand by your own decisions and take responsibility for them
- Proactively seek solutions to solve problems and overcome obstacles
- Take a stand for the benefit of service users, the Trust and the public
Examples of behaviours that would indicate areas for improvement

- Being unconcerned about the level of quality of the service provided
- Not accepting personal accountability
- Taking minimal interest in your own development
- Working in a silo; not seeking guidance when it would be appropriate to do so
- Not standing up for what you believe in; going with the easy option
- Appearing to be uncaring when mistakes are made, and failing to identify how improvements can be made
How it works: A professional attitude contributes to establishing a positive working environment, and the way we conduct ourselves in work determines the quality of the service we deliver. This means using tact and diplomacy, finding ways to get the job done, and giving your colleagues the respect they deserve.

All Colleagues

- Work in line with the Trust’s vision
- Take responsibility for managing your own performance
- Be aware of the contribution you make to your team and ensure that you play your part
- Use appraisals as an opportunity to improve and plan your development
- Act as an ambassador for the Trust whether at work or not
- Develop and sustain a credible reputation with colleagues for fairness, integrity, objectivity and accountability
- Take an active interest in the Trust’s role in the local health and social care community
- Work within your professional body requirements

Managers

- Communicate a clear vision of the future
- Encourage colleagues to develop themselves
- Motivate colleagues to achieve their goals
- Create equal access to development opportunities for colleagues
- Set clear objectives and performance targets for colleagues; provide constructive feedback to others
- Inspire enthusiasm and a positive attitude from colleagues about their work
- Make prompt clear decisions which may involve tough choices or considered risks
- Create a climate where individuals are empowered to make decisions and succeed
Examples of behaviours that would indicate areas for improvement

- Failing to communicate a clear vision for the future/way ahead
- Rushing work without proper thought or consideration of outcomes
- Failing to manage workload or to seek help when required
- Failing to identify or acknowledge others’ achievements
- Delegating work in a haphazard way without regard for the individual
- Not taking into account risks when making decisions
- Failing to actively engage with stakeholders and communities to draw up coherent plans
- Acting in a way that could bring your colleagues or the Trust into disrepute
- Displaying negative behaviour and seeing obstacles rather than solutions
Behaviour 7: Ensuring the best outcomes

How it works: Ensure the best outcomes for service users by developing strategies that meet the future needs of the local community. Ask yourself: what issues are pertinent to the Trust? And: what issues are pertinent to the community? The answers to these questions will enable you to identify tasks, prioritise them and manage resources in conjunction with best practice to ensure competence in service delivery.

All Colleagues

- Display a commitment to achieving the Trust’s objectives
- Challenge the status quo in an effort to achieve the best outcomes for service users and encourage others to do the same
- Consider information from a wide range of sources
- Identify and organise resources needed to accomplish tasks
- Make sound judgement when prioritising tasks
- Make best use of the talent, skills and resources in your team
- Take responsibility for understanding why change may be necessary
- Disseminate accurate and up-to-date information in a timely manner
- Prioritise your own workload in the face of competing demands

Managers

- Challenge and facilitate others’ thinking to achieve a positive outcome
- Identify and allocate resources to meet team objectives
- Translate strategies into reality, in association with stakeholders, to meet the future needs of the local community
- Keep abreast of key factors and issues internally and externally that can impact upon the Trust and local communities
- Establish clear priorities for your service area
- Ensure availability of critical Trust resources, taking into account resources across the wider community
Examples of behaviours that would indicate areas for improvement

- Being disinterested in how your own work impacts upon the rest of the Trust
- Not engaging in discussions about change
- Setting strategy that is short-term and does not fully address the needs of future objectives
- Failing to show consideration for the urgency or importance of tasks; failing to prioritise effectively
- Considering information from limited sources; no consideration of the wider picture
- Allowing poor performance to remain unchallenged and unmanaged
- Not clearly articulating the results required from a commissioned piece of work
Behaviour 8: Realising your full potential

How it works: Realising your full potential enables you to create true benefits for the local community. In driving forward change, go that extra mile to increase service user satisfaction. Clearly communicate with others and engage them in the implementation of change.

All Colleagues

- Recognise opportunities for change
- Work positively in uncertain situations
- Adapt and respond positively to change
- Encourage free, creative thinking to problem-solving tasks
- Set personal targets to improve service user care
- Improve work performance and systems by introducing new ideas
- Communicate changes to services/working practices in a positive and engaging manner

Managers

- Consult with colleagues to review and improve current processes
- Devise effective change initiatives that benefit the Trust and local community
- Communicate clear expectations of yourself and others in change processes
- Understand the personal dynamics of change and allow colleagues reasonable time to adjust
- Act as an agent for change and explain the benefits and the rationale behind key decisions
- Cut through ambiguity and complexity to achieve the Trust’s goals
Examples of behaviours that would indicate areas for improvement

- Failing to adapt to changes and continuing to behave as if nothing has happened, undermining change processes
- Being resistant to or negative about changes
- Being dismissive of the needs or experiences of service users
- Becoming hesitant and ineffective when faced with uncertainty
- Considering the effect of change but failing to recognise the impact it may have upon service users and colleagues, systems and processes
- Having fixed views, unwilling to adjust ideas in light of new information
How are we going to use the Core Values Framework?

We will embed the Framework into all our key human resources (HR) practices including:

The Appraisal Process

The appraisal process and guidance will be revised to include the Core Values Framework (replacing the existing Knowledge and Skills Framework), and the on-going training programmes for managers (appraisers) and staff (appraisees) will be updated to include these changes.

Recruitment and Selection

It is vital that we recruit new colleagues to the Trust who are not only the best candidates for the job, but who are also able to demonstrate that they can work in accord with our core values and behaviours.

Any new vacancies that are advertised will need to have an improved and revised person specification drawn up by the recruiting manager which incorporates the core behaviours needed for the job role.

Criteria from the Core Values Framework will also be incorporated into selection testing tools and techniques, and managers will be able to obtain advice from the HR team on how these changes will be embedded. The content of future recruitment and selection training programmes will be reviewed and revised in due course.

Learning and Development

The content of the corporate ‘welcome’ pack given to new employees at induction, has already been revised to include information on the Core Values Framework. This will be included in all our learning and development programmes.

Later developments will see us looking at the policy and practice implications that the Framework poses for such matters as discipline, grievance and performance capability issues. The Core Values will also be revisited on an annual basis.

Further information and advice can be obtained from the Human Resources team within the Trust.

For further information, please contact:
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