Working Together

Values and behaviours at Skills for Care

“one vision, one organisation, one voice”
Working Together is our values and behavioural framework which outlines the personal attributes and underlining characteristics we expect all staff to demonstrate in achieving our objectives. Values and behaviours demonstrate the attitudes and approach we take to work.

They are:
- how we do things
- how we treat others
- what we say and how we say it
- how we expect to be treated.

Working Together has been developed on the basis of our four value statements. The framework helps us to take our values a step further and really define what those values mean to us and how they can be replicated through our interactions with others.

In developing the framework we reviewed a significant amount of information which included the Investors in People report and feedback from the staff surveys.

For example, during the survey when we were asked what would make Skills for Care a better place to work and what didn’t make it a good place to work, many of us provided comments relating to behaviour. There were reoccurring themes which helped to mold the structure of the framework and helped us to focus on behaviours we have all agreed we don’t want to displayed within our organisation.
We are all committed to making Skills for Care an effective, positive and collaborative place to work. Working Together helps us to be clear about:

- how we should approach the way we work and
- enable us to work together towards shared goals
- define what we expect from each other.
- support effective leadership
- see where we need to change our actions and behaviours if necessary.

We want to demonstrate and model our values through our behaviour at work in situations where we may be making decisions, contributing, and through our interpersonal interactions.

There is no single key to embedding our values and we feel there are a number of ways we can work together to achieve this. Specifically we are currently developing and adapting the following processes and initiatives to do so.

**Our recruitment process:** We are looking at way in which we can develop the interview process to focus on values based recruitment.

**Our induction:** All of our new starters will review the framework and discuss this with their manager in their first few weeks to ensure they understand how we work with each other.

**Our performance management process:** Encouraging managers to the refer to the framework when giving praise or feedback.

**Well-being:** We recognise that an individual's well-being can be affected by negative behaviour and we will ensure support is available and easy to access during the development of our wellbeing strategy.
We hope that you will all be able to identify parts of the framework which resonate with you and perhaps are aligned with feedback you have personally received. There could also be areas that you want to focus on personally to improve or develop.

This framework will allow us to use our values more effectively, enhance operational effectiveness, improve the quality of our working environment and contribute to the customer focused service that we provide to the sector.
Value statements

The Skills for Care core values and supporting statements are expected to be lived by and championed by all staff.

Diversity
- Treat all colleagues and external partners with dignity and respect.
- Recognise and respect people’s diversity, individual differences and perspectives.

Innovation
- Understand and adapt to internal and external drivers.
- Doing better than before.
- Committed to learning and development.

Inclusion
- See the organisation as a team that will work together to achieve our goals.
- Contribute to making Skills for Care an organisation that people are proud to work for.

Integrity
- Deal with people, problems and situations honestly and ethically.
- Learn from my mistakes, accept feedback and act upon it.
Core behaviours

In order to support and imbed our value statements into the organisation a framework of five core behaviours has been developed.

- Achievement
- Collaboration
- Communication
- Adaptability
- Leadership and management (for line managers only)

The Skills for Care core behaviour areas outline the personal attributes and underlining characteristics we expect all staff to demonstrate in achieving our objectives. We want everyone to recognise that it is not only what they do in their job but how they do it that it is important.

The core areas provide a link between what Skills for Care is trying to achieve and the characteristics that individuals must possess, or need to acquire, and demonstrate in order to make a valuable contribution to the work of Skills for Care.

The core behaviours do not define roles and accountabilities, nor do they include the technical skills necessary to do our jobs. These are found in individual job descriptions.
Achievement
- accomplishing results

What is it?
- Maintaining a clear focus on objectives
- Focusing on results and demonstrating drive
- Achieving the vision

Some examples of what achievement is:
- delivering required work on time and to a high standard
- applying knowledge, skills and experience effectively
- working collaboratively with others to achieve the best possible outcomes
- taking ownership and planning your work
- working independently if this is needed
- taking responsibility
- being clear of the expectations upon you
- reflecting on your work and knowing what worked well and what didn’t
- expanding your knowledge and skills and applying them.

Some examples of what achievement is not:
- not achieving what you say you will
- not looking to others in the organisation for knowledge and support
- losing sight of what your role is here to do
- all talk, no action
- no forward thinking and planning
- not meeting timekeeping and attendance requirements.
Collaboration
- working effectively with others

What is it?

- Working with others to achieve shared objectives
- Sharing knowledge and expertise
- Making internal colleagues and external partner needs a primary focus

Some examples of what collaboration is:

- listening to and respecting other people’s views
- recognising when colleagues need help/assistance and providing it
- responding to feedback positively
- ensuring individuals differences are respected
- sharing knowledge, experience and expertise with colleagues and partners
- being supportive of decisions made
- respecting differences and diversity in the people you work with.

Some examples of what collaboration is not:

- avoiding responding to questions
- not considering the impact of your actions/written communication on others
- talking over people
- waiting for people to always tell you what to do
- not adopting organisational-wide thinking.
Communication
- listening, writing, sharing information

What is it?

- Speaking, reading, listening and writing effectively in order to build relationships and create understanding.

Some examples of what communication is:

- communicating effectively, both internally and externally
- keeping others informed of your progress
- thinking about the needs of your audience and respecting the feelings of those you are communicating with
- encouraging debates over differences of opinion
- considering responses before giving them.

Some examples of what communication is not:

- failing to keep internal colleagues and external partners up to date with important information
- failing to consider the impact of communication on others
- having one style of communication for all audiences
- using inappropriate language or comments in communications with colleagues.
Adaptability
- anticipating and responding to change

What is it?

- Willingly adapting to constantly changing circumstances whilst maintaining a corporate perspective.
- The ability to engage in continuous learning, to adjust the application of knowledge, skills and the ability to work on new challenges.

Some examples of what adaptability is:

- displaying a positive attitude in the face of ambiguity and change
- be committed to acquiring and applying new knowledge and learning to address new challenges
- demonstrating flexibility to work across different functions and activities
- anticipating change and adapting own plans and priorities accordingly
- be open and respond constructively to change
- learn from my mistakes, accept feedback and act upon it.

Some examples of what adaptability is not:

- not supporting and adapting to major changes that challenge historical ways of operating
- failing to adapt own plans and projects in line with changing circumstances and business demand
- not listening to the reasons for change.
Leadership - influencing and supporting staff to accomplish a common goal

What is it?
- Inspiring and motivating others to deliver exceptional performance.
- Being a role model that embodies our values and provides direction.
- Working with and guiding others to improve skills, knowledge and outcomes.

Some examples of what leadership is:
- being approachable and understanding
- delegating and assigning work fairly and consistently
- providing regular feedback in a constructive manner and being prepared to tackle difficult issues
- understanding the decisions being made in the business and explaining this to others*
- making decisions based on evidence/facts
- developing a team that celebrates the achievements of the organisation as well as your own team
- considering the wider business context when making decisions
- driving continuous improvement.

Some examples of what leadership is not:
- avoiding engaging in change
- blaming others
- using favouritism when delegating
- focusing on the short term only
- focusing on your team only.

* if applicable