

## Example values and behaviours framework for adult social care

This values and behaviours framework describes some of the values and behaviours that are central to providing good quality, personalised and effective care to people who need care and support in the adult social care sector.



Having a clear values and behaviours framework enables organisations to effectively recruit and manage staff who fit with their organisation's culture, and who will therefore deliver the best outcomes for people who need care and support. It underpins a values and behaviours-based approach to the recruitment and management of staff.

### About the values and behaviours framework

This framework was developed in consultation with staff and managers working in adult social care organisations in Oxfordshire<sup>1</sup>, along with people who need care and support and their carers. The aim was to provide a framework which brought together

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<sup>1</sup> The framework was developed by Oxfordshire County Council as part of a project to pilot values and behaviour-based recruitment and interviewing with employers in the adult social care sector. With support and funding from South East ADASS and funding from Health Education Thames Valley

the many different standards, values and commitments that could apply to *any* organisation providing services in the adult social care sector.

This example framework underpins Skills for Care's training, tools and resources on values and behaviours based recruitment and retention.

## **How to use the values and behaviours framework**

### **1) If you don't yet have a values and behaviours framework in your organisation**

- Review this framework and think about how it would apply to your organisational culture and the expectations you have of staff.
- Discuss the framework with staff and people who need care and support to get their feedback and input into making it relevant to your organisation.
- Make changes to the language of the values and behaviours framework to ensure it fits with your organisational culture.
- Ensure your senior management team are committed to adopting and using the framework throughout your organisation.
- Communicate the new values and behaviours to existing staff.
- Plan how to start to embed the new values and behaviours into all aspects of your recruitment and management processes.

### **2) If you already have a values and behaviours framework in your organisation**

- Using the mapping tool provided, map your organisation's values and behaviours onto the framework.
  - Are there any gaps?
  - Are there any areas you could add to your framework to enhance it?
- Once you have updated your framework, share it with your senior managers and ensure they are committed to embedding it in the organisation.
- Review and reflect on how well communicated your framework is to existing staff and to staff you are recruiting and how well it is embedded in your organisation:
  - Could you do anything more to communicate the values and behaviours clearly to staff?
  - Are the values and behaviours used effectively in the way you recruit and manage your staff?

The framework reflects and has been cross referenced to the CQC's five key questions (see appendix 1).

## Dignity and respect

This means staff

- treat people with dignity and respect regardless of their culture, religion, age, race, sexual orientation or disability
- accept and respect people's individuality
- take time to listen to people; think about what needs to be known about the person to provide care to them
- communicate in an open, accurate and straightforward way using appropriate language
- allow people to maintain their dignity and feel comfortable, particularly when receiving personal care
- protect and respect people's confidential personal information
- check with people about how they want to be addressed and use humour appropriately
- respect people's right to make their own decisions and choices about how they want to be cared for
- respect people's homes, family relationships and facilities
- respect the position of trust they have with people who need care and support and customers
- deal sensitively and appropriately with behaviour that challenges.

## Learning and reflection

This means staff

- commit to learning and developing themselves in their work
- are self-aware and regularly reflect on the work that they do, how they do it and the impact they have on those being supported
- are honest and transparent and not afraid to say when they have done something wrong
- support, coach and mentor people who need care and support and/or other staff to enable them to learn new skills and increase their self-esteem
- seek, reflect on and learn from feedback from colleagues, services users and their families
- are open to learning from others and willing to share knowledge and best practice
- know their own limits and know when to seek support and advice
- think innovatively about how to best use limited resources to come up with new ways to support people who need care and support.

## Working together

This means staff

- empower, encourage and enable people who need care and support and other staff to do things for themselves and to make their own decisions
- communicate options and offer realistic choices to people who need care and support
- build two-way relationships of trust with colleagues, service users and other stakeholders
- commit to working with and supporting others as part of a team
- communicate effectively with others, using detailed and appropriate communication, including handover tools
- understand and respect other people's priorities
- adapt their approach according to the individual, situation and context
- develop local networks and involve other professionals when needed for additional information and support.

## Commitment to quality care and support

This means staff

- are committed and passionate about doing anything they can in their work to make people who need care and support's lives easier
- contribute to delivering person centred care, putting the service user or customer at the heart of everything they do and helping them when they need it
- give people who need care and support their full attention
- are authentically warm, kind, empathetic, reliable and compassionate in their actions
- are professional and act with integrity at all times
- are flexible and proactive – responding calmly to what goes on in the day
- have clear boundaries with customers and people who need care and support and follow procedures and guidelines in their work
- are prepared to take positive risks, clearly explaining the consequences of risks to others
- take personal responsibility for ensuring they contribute to the provision of excellent, safe, high quality care and support to others
- have the courage to speak up and challenge others where they have concerns about the quality or safety of care being provided.

## Appendix 1: Mapping the values and behaviours framework to CQC five key questions

	CQC Key Lines of Enquiry		
<b>Dignity and respect</b>			
treat people with dignity and respect regardless of their culture, religion, age, race, sexual orientation or disability	Caring		
accept and respect people's individuality	Responsive		
take time to listen to people; think about what needs to be known about the person to provide care to them	Responsive		
communicate in an open, accurate and straightforward way using appropriate language	Effective		
allow people to maintain their dignity and feel comfortable, particularly when receiving personal care	Caring		
protect and respect people's confidential personal information	Caring	Safe	
check with people about how they want to be addressed and use humour appropriately	Caring		
respect people's right to make their own decisions and choices about how they want to be cared for	Responsive	Caring	
respect people's homes, family relationships and facilities	Caring		
respect the position of trust they have with people who need care and support and customers	Caring	Safe	
deal sensitively and appropriately with behaviour that challenges	Effective	Safe	Caring

	CQC Key Lines of Enquiry		
<b>Learning and Reflection</b>			
commit to learning and developing themselves in their work	Effective		
are self-aware and regularly reflect on the work that they do, how they do it and the impact they have on those being supported	Effective	Caring	Safe
are honest and transparent and not afraid to say when they have done something wrong	Safe		
support, coach and mentor people who need care and support and/or other staff to enable them to learn new skills and increase their self-esteem	Responsive	Effective	Safe
seek, reflect on and learn from feedback from colleagues, people who use services and their families	Effective	Safe	Caring
are open to learning from others and willing to share knowledge and best practice	Effective	Safe	Caring
know their own limits and know when to seek support and advice	Safe	Effective	
think innovatively about how to best use limited resources to come up with new ways to support people who need care and support	Effective		

	CQC Key Lines of Enquiry		
<b>Working together</b>			
empower, encourage and enable people who need care and support and other staff to do things for themselves and to make their own decisions	Responsive	Effective	
communicate options and offer realistic choices to people who need care and support	Responsive	Effective	
build two-way relationships of trust with colleagues, people who use services and other stakeholders	Effective	Caring	
commit to working with and supporting others as part of a team	Effective		
communicate effectively with others, using detailed and appropriate communication, including handover tools	Safe	Effective	Well-led
understand and respect other people's priorities	Responsive	Caring	
adapt their approach according to the individual, situation and context	Responsive	Caring	
develop local networks and involve other professionals when needed for additional information and support	Effective	Safe	

	CQC Key Lines of Enquiry		
<b>Commitment to quality care and support</b>			
are committed and passionate about doing anything they can in their work to make people who need care and support's lives easier	Effective	Well-led	
contribute to delivering person centred care, putting the service user or customer at the heart of everything they do and helping them when the need it	Responsive	Caring	
give people who need care and support their full attention	Responsive	Caring	
are authentically warm, kind, empathetic, reliable and compassionate in their actions	Caring		
are professional and act with integrity at all times	Caring		
are flexible and proactive – responding calmly to what goes on in the day	Responsive	Well-led	
have clear boundaries with customers and people who need care and support and follow procedures and guidelines in their work	Caring	Effective	
are prepared to take positive risks, clearly explaining the consequences of risks to others	Well-led	Safe	Caring
take personal responsibility for ensuring they contribute to the provision of excellent, safe, high quality care and support to others	Safe	Caring	
have the courage to speak up and challenge others where they have concerns about the quality or safety of care being provided	Safe		