

Making Our Values Real

We have a clear cultural ambition to be:

'An organisation which lives and breathes our values, where all of our people are able to work in an empowered, collaborative and innovative way to make a real and positive difference for all our communities'.

Our people have developed our values which underpin and guide all of our behaviours in the way we interact with each other, our partners and the communities we serve. Our values play a central role in our ability to achieve our vision and priorities.

Teams have engaged in 'making the values real' conversations to identify how well the values can be demonstrated within their service. These conversations bring the values to life by describing what good would look like.

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The Conduct Standards and Expectations Document sets out the conduct and behavioural standards expected of all WSCC staff. Our values underpin these expectations.

Induction

Effective induction of new and internally promoted employees is essential to give colleagues a great foundation and spring board for their role. This making the values real framework helps to position at the outset the expected standards of behaviour associated with the values, what they are and how they can be applied at work.

Performance conversations

At regular one to one and appraisal conversations this alignment document provides a good basis for the conversation about an employee's performance against their objectives and how the values are showing up in their daily work. The appraisal system measures not only how well objectives and outcomes have been achieved, but also the individual's behaviour, conduct and practice in achieving them.

Our five values and their descriptors:

 <p>Customer centred</p>	<p>Customer Centred</p>	<ul style="list-style-type: none"> • We are Proud to be Customer Centred • We put the customer at the heart of everything we do • A customer is someone who relies on me to meet their needs and can an internal customer as well as an external customer.
 <p>Listen and act upon</p>	<p>Listen & Act Upon</p>	<ul style="list-style-type: none"> • We listen to each other and act on what we say or agreed • We respect an individual's right to a viewpoint • We are involved in decision making • We make time for conversations • We will keep people informed • We will do what we said we would
 <p>Honest and realistic</p>	<p>Honest & Realistic</p>	<ul style="list-style-type: none"> • We are honest and realistic about what we can achieve • We are clear about limitations and boundaries • We give the rationale behind decisions • We manage expectations • We treat people as adults • We are honest and realistic about behaviour and the impact it has
 <p>Trust and support</p>	<p>Trust & Support</p>	<ul style="list-style-type: none"> • We trust and support each other to achieve goals • We trust in our and others abilities • We give & receive constructive feedback • We take personal responsibility • We support people to be the best they need to be
 <p>Genuinely valued</p>	<p>Genuinely Valued</p>	<ul style="list-style-type: none"> • Our contribution is valued and our achievements are recognised openly • Our skills and expertise are appreciated and developed • We praise effort & contribution openly • We take pride in our own achievements and those of others • We will value the contribution of our communities.

Customer Centred

Examples of alignment with Values, behaviours, standards of conduct, professional practice	Examples of misalignment with Values, behaviours, standards of conduct, professional practice
<ul style="list-style-type: none"> • I take personal responsibility about finding solutions for customers. • I involve others in conversations about solution finding. • I act on the information I receive about standards of service. • I manage customer expectations. • I always get involved in team conversations to improve the service. • I participate in working as one team. • I see the customer as an expert and involve them at the outset • I know where I fit in to achieve the service outcomes. • I offer choice and control for customers to meet their needs. • I keep the customer informed at key stages. • I agree how and when I will maintain contact with the customer. • I do what I say I will do and if I can't I let people know quickly • I explain why a decision was made in an objective manner, even if I may disagree with it. 	<ul style="list-style-type: none"> • As a professional, I know what's best for the customer • Customers don't understand the pressures on me • I don't think it's my job to find a solution • I can't take responsibility for the customer enquiry if it's beyond my work area. • I don't have time for conversations with colleagues and customers • Achieving my objectives is more important than interpersonal skills. • It's not my job to understand the bigger picture and where I fit in. • I tend to hide bad news or no news in case the customer gets upset with me. • I think the old ways of service delivery are always the best • I provide and the customer accepts it, and I don't need to enable anyone • I work much better on my own • When I disagree with managers/leadership, I tend to let it show rather than find a happy compromise.

Listen and Act upon

Examples of alignment with Values, behaviours, standards of conduct, professional practice	Examples of misalignment with Values, behaviours, standards of conduct, professional practice
<ul style="list-style-type: none"> • I respect an individual's right to a viewpoint • I always ask stakeholders to engage in decision making at the outset • I don't mind healthy conflict with colleagues and value their contributions • I always do what I said I would do in a timely manner • I make time for conversations and actively listen without distractions. • I have crucial conversations that can be both positive and constructive • Where I come across nonverbal communications or actions that are out of character, I act upon it • I practice reflective learning • In my communications I make sure people have understood me • I ask for personal feedback regularly so I can learn and develop 	<ul style="list-style-type: none"> • I have a busy job and don't have time to work with others • I find working in partnership as meaningless hard work and wasted effort • Making time for conversations is like having meetings for the sake of them • I don't take constructive criticism well • I don't ask for feedback because with me, what you see is what you get. • My opinions matter more than the customers or the team. • I tend to delay rather than make timely decisions. • I listen to likeminded colleagues rather than seek alternate views before I make my mind up • I find easier to say what I really think behind closed doors and also have a different official viewpoint for management • Its quicker be email, no matter how and when it lands

Honest and realistic

Examples of alignment with Values, behaviours, standards of conduct, professional practice	Examples of misalignment with Values, behaviours, standards of conduct, professional practice
<ul style="list-style-type: none"> • I make sure timescales are realistic • I give honest feedback and do it with positive intent • I always treat people as adults • I am honest and realistic about expectations • I make clear what is set in stone and what can be influenced • If I don't have an answer I say so and try to find one • Where I can't meet a deadline, I let people know early and renegotiate a new deadline • I explain in simple language the impact of what we trying to achieve • I provide a rationale behind decisions • I take decisions that are consistent and based on evidence 	<ul style="list-style-type: none"> • I tend to moan about what's going on at work • I don't get involved in or contribute to improving the way things are done • I am not always honest and realistic with about what we can deliver • I tend to be more honest and realistic about what we can't deliver • I see feedback as a personal criticism • I find it easier to over promise • I tend to say what people want to hear rather than be genuine • My focus is on my own personal ambitions • If I don't understand something, I just sit back and give up • I don't need feedback to know I am the best employee and under paid • I don't give positive feedback, people are not better than me • I can always see what won't work, I don't help to find solutions

Trust and support

Examples of alignment with Values, behaviours, standards of conduct, professional practice	Examples of misalignment with Values, behaviours, standards of conduct, professional practice
<ul style="list-style-type: none"> • I support colleagues to be the best they need to be in order to deliver our outcomes • I trust and respect peoples abilities to get on with the job • People feel supported by me rather than I have taken over • I take personal responsibility to complete the work of the service • I make time to ask colleagues how they are getting on with their work and whether I can help • I work as a team member to solve problems • I take responsibility for creating a trusting and supportive work environment • I trust people in making the right decisions even if I might not agree with it • I empower, enable and delegate • My questioning and challenging comes from a place of trust and support 	<ul style="list-style-type: none"> • It's easier and quicker if I just do the job rather than explaining. • My day job gets in the way of learning and development. • I don't trust our systems, I find a way round them • I tend to trust my own instinct and do things my way. • Working in collaboration doesn't work, people have their own agenda. • I don't tend to rely on my colleagues or expect them to rely on me. • I prefer to work on my own because I am reliable only to me • The wider organisation and our outcomes have no bearing on me • People aren't allowed to make mistakes in my book. • Management and colleagues not doing things my way upset me • I like to take ownership of the detail so I am confident everything is done correctly • I don't give people timely information in case it back fires on me

Genuinely valued

Examples of alignment with Values, behaviours, standards of conduct, professional practice	Examples of misalignment with Values, behaviours, standards of conduct, professional practice
<ul style="list-style-type: none"> • People know my interest is genuine when I ask about their wellbeing • I show my appreciation to colleagues and the impact they have had • I share stories, best practice and experiences with others • I give constructive feedback with positive intent • I encourage others to be creative and innovative • For a job well done, I say thank you to colleagues and leaders • I value peoples input and tell them so • I take pride in our achievements • I praise effort and contribution especially where things haven't worked out • I recognise skills and expertise • I am open-minded about what people are saying or not saying. • I value change to meet customer demands and have a positive attitude for change. 	<ul style="list-style-type: none"> • When I am in a mood, people know about it • I don't worry about how my behaviour is perceived and what impact its having on the team or an individual • Peoples' resilience is not my responsibility • Change isn't good for the customer or me • I tend to bring people down to earth when they have succeeded • I find it helpful to air past grievances • I am a professional, I don't need to learn new things • I can't always be present and available for my team • I don't see myself as a member of the team • Common courtesies at work are over rated • I am not here to make friends, I just get the job done • Being engaged to improve things is not my job