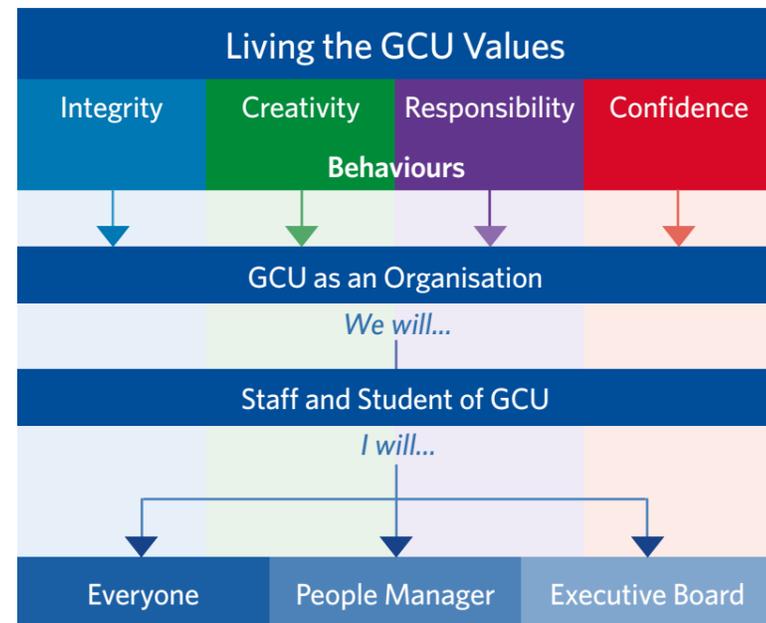# Understanding our values and behaviours

The behaviour statements in this leaflet are a way of explaining how we, as individuals, embed the GCU values of integrity, creativity, responsibility and confidence into our work and study. They were generated in partnership with staff and students and based around the core values we associate with the **Common Good** mission. These are the benchmark behaviours we'd like to be recognised for, and the ones we will use to evaluate and improve our current practices.

The statements are both realistic and aspirational, describing how we live our values on our best days: some we achieve easily, others may need effort, training, or support before we can regularly attain them.

There are four strands to the statements. The first describes how we, as an organisation live our values and can be found in the separate leaflet GCU Values and Behaviours. The other three, presented here, describe how we as individual members of GCU will live our values depending on our role within the university.

Living the GCU Values			
Integrity	Creativity	Responsibility	Confidence
	Behaviours		
GCU as an Organisation			
We will...			
Staff and Student of GCU			
I will...			
Everyone	People Manager	Executive Board	

Everyone: describes the behaviours that we all aspire to, whatever our role.

People Manager: describes the behaviours aspired to by those with people management responsibilities within the university.

Executive Board: describes the behaviours aspired to by those with strategic and executive responsibilities.

Living our values

You can use the GCU values and behaviours to help you, your colleagues and your team to provide a consistently excellent educational experience, deliver quality research and consultancy and realise our vision of achieving a global reputation for delivering social benefit and impact.

You can use the GCU Values and Behaviours for:

Recruitment: to select people with the attitude and behaviours needed, as well as the technical competence
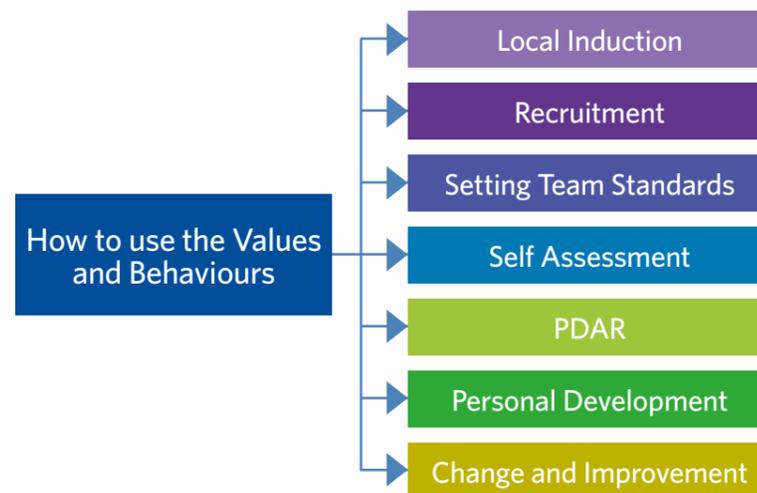
Local induction: so that people know what behaviours are expected in the daily business of the University right from the start

Self-assessment and personal development: to help you monitor your own performance and identify areas in which you need additional training or support

PDAR: to make sure there is a balanced focus between objectives and behaviours in the discussions around Performance & Development Annual Review

Setting team standards: to focus on specific behaviours within your team as part of on-going service improvement

Change and improvement: Use the values and behaviour statements to help identify current good practice, what best practice would look like and to develop your plan for change.

How to use the Values and Behaviours
- Local Induction
- Recruitment
- Setting Team Standards
- Self Assessment
- PDAR
- Personal Development
- Change and Improvement

GCU
Glasgow Caledonian University

University for the Common Good

Our Values and Behaviours

Integrity Integrity Integrity Integrity
Creativity Creativity Creativity
Responsibility Responsibility Res
Confidence Confidence Confide
Integrity Integrity Integrity Integrity
Creativity Creativity Creativity
Responsibility Responsibility Res
Confidence Confidence Confide
Integrity Integrity Integrity Integrity
Creativity Creativity Creativity
Responsibility Responsibility Res
Confidence Confidence Confide

Everyone
Lives the values using the behaviours below

Integrity
- I am open, honest and reliable
- I treat others with the dignity and respect that I would like applied to me
- I look for ways to make a positive difference through my work
- I am discrete when dealing with confidential or sensitive information
- I reflect honestly on my work practices and behaviours
- I take personal responsibility for my actions and behaviours

Creativity
- I look for ways to be innovative
- I am flexible and open to change
- I look for opportunities to work with, learn from and share with others
- I am prepared to look outside my own environment to find solutions to problems
- I am open to positive feedback on the way I do things
- I regularly look to improve the way we do things

Responsibility
- I take personal responsibility for my work and its completion
- I admit to mistakes and learn from my experience
- I help others to develop their skills and confidence
- I raise awareness of poor practice or behaviour when I see it
- I strive to keep up to date with those laws and regulations that directly influence my work
- I use equipment, resource and time in an efficient and sustainable way

Confidence
- I am generous with my knowledge and expertise
- I am proud of my work and my contribution to the University
- I treat mistakes as an opportunity to learn and develop
- I believe that I can make a difference by what I do
- I am willing to step outside of my comfort zone to learn, or achieve, something new
- I speak positively about GCU and of its mission for the Common Good

People Manager
Leads at a Departmental/Unit level

Integrity
- I strive to be a role model for the behaviours expected by staff
- I am fair and consistent in my dealings with staff and colleagues
- I encourage and support staff in their efforts to make a difference
- I spend time gathering information and evaluating alternatives before arriving at decisions
- I provide opportunities for staff to discuss issues and listen and respond actively to their concerns
- I share the rationale behind my decisions

Creativity
- I endeavour to develop a working environment that allows creativity, imagination and entrepreneurialism to flourish
- I foster a flexible working environment that is open to change
- I encourage activities which cross discipline and organisational boundaries
- I promote a culture of innovation, encouraging staff to experiment
- I reward and disseminate good practice and good ideas

Responsibility
- I make the decisions that have to be made
- I do not allocate blame but seek to improve future performance
- I stand up and support my staff and colleagues in difficult situations
- I delegate appropriately using the expertise in my department and trust staff to do their job
- I actively manage performance by recognising success and supporting areas for improvement; challenging and encouraging staff to exceed their own expectations
- I plan and review budgets and resources to balance day-to-day service delivery and longer term service improvements

Confidence
- I support and encourage the dissemination of my department's achievements
- I cultivate self-belief, independence and ambition in my staff
- I welcome challenge and debate
- I ensure that mechanisms for self-reflection and changes in practice exist and are working well
- I take responsible risks in seeking to meet the department's and University's goals
- I believe that my department can achieve its goals

Executive Board
Leads and directs at University level

Integrity
- I uphold the highest standards of professional and personal practice
- I am committed to and support a collegial working style
- I ensure that the University's mission informs every strategic decision we take as a Board
- I build and develop relationships and partnerships with other organisations to further our mission and the future success of our University
- I am approachable. I invite conversation, discussion and the sharing of ideas
- I listen to the University's stakeholders in order to understand how our decisions may affect them
- I take full responsibility for my area and for the decisions and actions of my staff

Creativity
- I seek to shape operational practices and direct resources in ways that will facilitate curiosity driven and divergent thinking
- I review and distil knowledge from the national and international policies and activities of other educational bodies useful to the University's mission and goals
- I encourage the sharing of ideas and adoption of good practice between different teams in the University
- I sponsor and support the development of key innovations within my area
- I engage with public, private and other relevant organisations in the development and improvement of our education and research
- I recognise innovative approaches to the improvement of university services and operations

Responsibility
- I regularly review the activities of my area to ensure that they are in line with the University's goals
- I make sure that the University commitment to the Common Good is promoted and fulfilled in the areas I lead
- I lead and sponsor university wide developments in my area
- I work with colleagues to ensure that student experience and quality standards are being met
- I ensure that the University and the area I am responsible for operates within its available resources

Confidence
- I encourage and support the dissemination of the University's knowledge and expertise
- I listen to and support my staff and colleagues and encourage them to talk about their ideas, thoughts and aspirations for the future
- I welcome and encourage debate and challenge
- I celebrate the achievement and the success of individuals, teams and the whole organisation
- I take calculated risks and am willing to try different approaches and strategies even if the outcomes are not clear
- I speak externally with pride about the University's mission and its activities in support of it