

Our values and behaviours framework

These behaviours have been developed by thousands of staff and students, and guide how we act as individuals and teams, and how we lead, manage and make decisions.



		What we want to see	What we don't want to see
Respect	PROMOTES EQUITY	<ul style="list-style-type: none"> Inclusive, treats people as individuals, celebrates differences Develops cultural competence and respects cultural needs 	<ul style="list-style-type: none"> Challenges, denies or ignores people's cultural or personal identity Displays racism, sexism or other forms of discrimination
	UNDERSTANDING	<ul style="list-style-type: none"> Develops empathy, shows interest in and consideration for others Respects and acknowledges others' views, beliefs, choices and feelings 	<ul style="list-style-type: none"> Dismissive, belittling, judging, talks down, patronising, stereotyping Doesn't consider the impact of their actions or decisions on others
	KINDNESS	<ul style="list-style-type: none"> Helpful, kind, willing, supportive of others, goes out of their way Compassionate and looking out for each other 	<ul style="list-style-type: none"> Rude, aggressive, abrupt, undermining, bullying or harassing Behaviour that harms other people's health or well-being
Integrity	HONEST	<ul style="list-style-type: none"> Clear and transparent about their actions, decisions and reasons 	<ul style="list-style-type: none"> Makes decisions without consulting or talking with those affected
	TRUSTING	<ul style="list-style-type: none"> Believes in other people, gets to know people and their strengths 	<ul style="list-style-type: none"> Micro-manages, blames, displays favouritism, gossips about people
	ACCOUNTABLE	<ul style="list-style-type: none"> Accountable for their own actions, takes initiative, professional Clear about roles and responsibilities, sets reasonable goals 	<ul style="list-style-type: none"> Puts own interests first, displays a "not my job" attitude, unhelpful Undermines or sets people up to fail
Curiosity	OPEN	<ul style="list-style-type: none"> Inquisitive, questioning, learning, open to new ideas or approaches Approachable, welcomes people, their strengths and experience 	<ul style="list-style-type: none"> Imposes own ideas or biases, makes unfounded assumptions Closed, inflexible, arrogant, dismissive, unavailable
	POSITIVE	<ul style="list-style-type: none"> Brings a positive, enthusiastic attitude to work, smiles, laughter High aspirations, embraces change, tries to improve, finds solutions 	<ul style="list-style-type: none"> Unnecessarily grumpy, moaning or negative Accepts status quo, apathy, ambivalence, "good enough" attitude
	FEEDBACK	<ul style="list-style-type: none"> Actively seeks out feedback as a chance to learn and improve Gives feedback fairly where needed, even if it is difficult to give 	<ul style="list-style-type: none"> Rejects feedback, argues, criticises, blames Fails to give feedback so others can improve, "walks by" issues
Community	ENGAGE	<ul style="list-style-type: none"> Listens, is present, actively engaged 	<ul style="list-style-type: none"> Does not listen, is absent, disengaged, self-focused
	COLLABORATE	<ul style="list-style-type: none"> Co-operative, collegial and seeks out input from other people Shares and communicates clearly, involves people in decisions 	<ul style="list-style-type: none"> Silo-working, isolates or excludes people, avoids collaboration Doesn't communicate or share knowledge, doesn't consult others
	ENCOURAGE	<ul style="list-style-type: none"> Ambitious for others to reach their potential, encouraging Notices and appreciates people for their efforts so they feel valued 	<ul style="list-style-type: none"> Fails to recognise or ignores others' contributions or successes Takes credit without recognising others involved

EMPLOYEE: How to apply the values and behaviours framework

- **Choose** TWO of the following questions, which you believe will best help you to evaluate the behaviours you have identified as being important to you and your role.

“Describe a time at work when...”	
RESPECT	INTEGRITY
<ol style="list-style-type: none"> 1. You advocated for equity 2. You had to deal with a difficult colleague 3. You showed kindness 4. You showed empathy to a colleague or student 5. You made time for a colleague or student 6. You put someone else’s needs above you own 7. You made a new team member feel welcome 8. Your saw a colleague or student in distress 9. You worked well with someone from a different cultural background to you 	<ol style="list-style-type: none"> 1. You set and achieved a goal 2. You showed initiative 3. You gave someone credit for their contributions 4. There was a confidentiality breach or risk 5. You made a mistake 6. You witnessed a colleague doing something that went against your organisation’s values or procedures 7. You had to give difficult feedback to a colleague 8. You demonstrated clarity and transparency 9. You remained professional in a difficult situation
CURIOSITY	COMMUNITY
<ol style="list-style-type: none"> 1. You had to deal with a significant change 2. You sought out learning and development opportunities 3. You had to deal with a situation you were unsure about or needed support with 4. You had to source information for your work 5. Someone challenged a decision you made 6. You found it difficult to approach others for support 7. You challenged the status quo 8. You had to find a solution to a problem 9. You actively sought out feedback on your work 	<ol style="list-style-type: none"> 1. You worked in partnership with a colleague or student 2. You built a positive relationship 3. You were unable to support a colleague in need 4. Your team was faced with a difficult situation 5. Someone in your team made a mistake 6. You celebrated success in your team 7. You made someone feel valued 8. You encouraged others in your team 9. You had conflicting opinions about next steps within your team

REVIEWER: How to apply the values and behaviours framework

- **Choose TWO** of the following questions, which you believe will best help you to evaluate the behaviours you have identified as being important to the employee’s role, and that you have seen the employee display.

“Describe a time at work when the employee...”	
RESPECT	INTEGRITY
<ol style="list-style-type: none"> 1. Advocated for equity 2. Had to deal with a difficult colleague 3. Showed kindness 4. Showed empathy to a colleague or student 5. Made time for a colleague or student 6. Put someone else’s needs above their own 7. Made a new team member feel welcome 8. Saw a colleague or student in distress 9. Worked well with someone from a different cultural background 	<ol style="list-style-type: none"> 1. Set and achieved a goal 2. Showed initiative 3. Gave someone credit for their contributions 4. There was a confidentiality breach or risk 5. Made a mistake 6. Witnessed a colleague doing something that went against the organisation’s values or procedures 7. Had to give difficult feedback to a colleague 8. Demonstrated clarity and transparency 9. Remained professional in a difficult situation
CURIOSITY	COMMUNITY
<ol style="list-style-type: none"> 1. Had to deal with a significant change 2. Sought out learning and development opportunities 3. Had to deal with a situation they were unsure about or needed support with 4. Had to source information for their work 5. Was challenged for a decision they made 6. Found it difficult to approach others for support 7. Challenged the status quo 8. Had to find a solution to a problem 9. Actively sought out feedback on their work 	<ol style="list-style-type: none"> 1. Worked in partnership with a colleague or student 2. Built a positive relationship 3. Was unable to support a colleague in need 4. Was faced with a difficult situation within the team 5. Someone in your team made a mistake 6. Celebrated success in your team 7. Made someone feel valued 8. Encouraged others in the team 9. Had conflicting opinions about next steps within the team