Teesside University

Values and Behaviours

FRAMEWORK

AMBITION
DELIVERED
TODAY

At Teesside we seek to enhance the experience of all our students, staff and external partners by:

> Working together as Team Teesside towards the achievement of the University's aims and objectives

> Actively demonstrating our values in the way we behave

The University has seven core values

Delivering Excellence

Empowering Individuals

Fostering Creativity

Embracing Diversity

Communicating Openly

Committing to Sustainability

Taking Responsibility

The behaviour standards associated with each of the seven values indicate how colleagues effectively aspire to demonstrate and apply the core values across the University. In simple terms, "it's what we do and how we do it".

The framework captures behaviours that are expected of everyone regardless of their role with the University. Additional expectations relating to staff with people management responsibilities and Senior University Leaders are also detailed in the Framework

Delivering **Excellence**

Delivering excellence through the focus and recognition of driving forward continuous improvement

Everyone	People Managers	Senior Leaders
Apply continuous improvement through own working practice	Develop and support a culture of continuous improvement	Establish the environment within which outcomes are delivered to an exceptionally high standard
Deliver and maintain high standards of work	Foster a sense of collective ownership, responsibility and accountability	Provide customer centric responses and high quality services
Seek out and share good practice	Acknowledge service excellence and celebrate success in a way appropriate to the people concerned	Take accountability and recognise when something isn't working or goes wrong
Adopt and engage in new initiatives	Ensure an appropriately resourced service, deploying resources appropriately to meet operational needs	Make effective use of external benchmarks to measure success and drive excellence
Invest in own personal development	Provide support to develop and embed excellent levels of service	Identify sector leading approaches that can inform future practice

Empowering **Individuals**

Empowering individuals and teams to enhance the contribution to the University through encouraging and enabling everyone to take responsibility to achieve success

BEHAVIOUR STANDARDS FOR

Everyone	People Managers	Senior Leaders
Ask questions and seek feedback	Delegate responsibility appropriately and effectively	Establish the environment within which people are encouraged to communicate honestly and with integrity
Value the input of others	Trust colleagues to fulfil their role and make decisions	Give people the opportunity to be creative, shape plans, provide solutions and evaluate success
Make decisions within your role	Support staff to learn by experience, including making mistakes and reflecting on successes	Proactively encourage and invite ideas that are future focused
Acknowledge individual and/or team achievements	Coach and mentor people effectively, to build and develop confidence and competence	Invite and provide opportunity for feedback and constructive challenge
Learn from mistakes made	Ensure individuals understand their responsibilities and have the right tools to carry out their role	Seek out and enable the development of others to embrace improvement

Fostering **Creativity**

Fostering creativity, enterprise and innovation through continually challenging boundaries

Everyone	People Managers	Senior Leaders
Seek opportunities to put forward new ideas	Develop a positive environment where ideas are sought, put forward and considered	Establish the environment to engender a positive collaborative culture
Have a 'can do' attitude	Recognise and support creative talent and interventions	Exercise judgement to encourage and support managed risks and experimentation
Trust in your ability to apply new and different ways of working	Be open to the ideas and perspectives from others, and action where appropriate	Protect time to allow staff to generate ideas, and have the freedom to experiment
Regularly review work based practices	Instil confidence in people to use their own initiative	Foster the right environment to pursue and identify effective external partnerships
Take every opportunity to learn from others	Create opportunities to work with other teams, School and Departments to inform practice	Influence future facing challenges, building and learning from successful ventures

Embracing **Diversity**

Embracing diversity and actively opposing prejudice through creating an environment where equality and inclusivity can flourish

BEHAVIOUR STANDARDS FOR

Everyone

Show due regard for people's individuality

Demonstrate mutual respect and tolerance

Take time to learn and understand about differences

Embrace the views, beliefs and cultures of others

Build working relationships

People Managers

Enable people to feel confident to work across barriers

Recognise and actively respond to exclusionary practices and behaviours which are incongruent with TU Values

Respect differences in ability, values, background and ways of work

Celebrate our rich and diverse community

Support and raise awareness in others

Senior Leaders

Build and embed inclusivity into strategic planning

Ensure that words and actions support a commitment to equality of opportunity

Challenge inappropriate attitudes, language and behaviours

Recognise and take action to eliminate discrimination

Champion mutual respect, tolerance and integrity

Communicating **Openly**

Communicating openly, honestly and respectfully at all times through active listening, effective interventions and clear written and verbal responses

Everyone	People Managers	Senior Leaders
Use the most appropriate and effective communication methods	Tailor information to meet the needs of its intended audience	Create a safe environment to encourage effective conversations and dialogue
Listen and clarify in order to understand and make appropriate responses	Keep people informed even when there is "nothing to report"	Ensure that shared information and instruction is factual, accurate and timely
When faced with difficulties be honest and transparent	Support people by offering time to listen	Listen and respond with sincerity and authenticity
Apply effective dual communication and social interaction	Create channels to effect and enable two-way conversation and dialogue	Provide responses to questions and comments in a constructive and timely manner
Ensure respect and confidentiality is maintained	Deploy careful reflection to make informed and appropriate responses	Build and foster trust based relationships whilst respecting confidentiality

Committing to **Sustainability**

Committing to sustainability and the protection of our environment through collaboration and agility

Everyone

Understand the mission of the University

Invest in own health and well-being

Keep looking and moving forward

View changing situations as positive opportunities

Work proactively with colleagues for the future success of the University

People Managers

Be flexible and adaptable to internal and external sector change

Enable the health and well-being of our University community

Reinforce the corporate message regarding standards and expectations

Demonstrate a commitment to efficient and flexible working practices

Have a vested interest in our community at a local and national level

Senior Leaders

Create a climate that recognises and embraces change as an opportunity for continuous development and growth

Maintain an environment which supports and nurtures individuals and teams to become resilient

Modify organisational strategy to adapt to unforeseen sector and wider environment change

Adhere to robust governance to monitor, manage and review organisational performance

Be conscious and recognise the impact of actions on the wider environment

Taking **Responsibility**

Taking responsibility and demonstrating leadership, through competent and confident individuals who take ownership

Everyone

Demonstrate positivity in the working environment

Lead by example, be present, not absent

Let change start with me

Take accountability for achieving own priorities

Seek opportunities to develop leadership effectiveness

People Managers

Turn strategy into setting meaningful and achievable objectives

Create a positive and supportive working environment

Promote the impact and benefits of change positively

Apply a consistent and fair approach to providing effective feedback and recognition

Support and manage individual and team priorities to achieve successful outcomes

Senior Leaders

Develop flexible plans and strategies to translate the mission of the University into effective working practices

Challenge, where necessary, the status quo

Maximise ways for individuals and colleagues to work together through engagement and consultation

Act as a University advocate within and outside of the organisation

Make the longer term decisions, taking responsibility for the outcomes