SRUC Shared Values

The work of every employee at SRUC contributes to the achievement of our strategic outcomes, it is therefore important that we all have a clear understanding of what our role is and what is expected of us.

The Shared Values have been designed to develop the culture we need to meet future challenges. They embody how we need to behave and provide direction for us at all levels across all areas of SRUC.

They are a journey of continuous improvement and link to key areas such as; recruitment, induction, personal development, leadership, performance, communication and succession planning.

Our Shared Values underpin our aim of creating an environment that inspires and supports all of us to give our 'best' for our organisation, students and clients, and makes us proud to work for SRUC.

Respect

Innovate

Support

Excel

We will RISE to our values; RESPECT everyone's contributions, INNOVATE for success and SUPPORT each other to EXCEL in everything we do.

What do they mean?

Value	For all of us	For our managers	For our leaders
Respect *everyone's contributions*	Recognise that everyone in the organisation makes a valuable contribution to our success	Take a genuine interest in staff as individuals; value their contributions and have positive expectations of what can be achieved	Be visible, approachable, supportive and demonstrate integrity. Promote fairness and high personal standards
Innovate *for success*	Create your future, don't wait for things to happen, constructively challenge how things are done	Create a culture of curiosity, openness and interest in the possibility of creating new outcomes	Envision and anticipate likely future scenarios and stimulate debate and response within the organisation
Support *each other*	Look beyond the boundary of your job to support others, sharing knowledge	Manage and motivate the team and promote an open culture	Create a climate where people can take risks, make mistakes but learn from them
Excel *in everything we do*	Take pride in your own contribution, have high standards of excellence and work to these	Coach and empower others to take ownership and responsibility to deliver quality service	Create and embed a culture of delivery excellence, recognising and celebrating excellence in SRUC

How can we live them?

Value	For all of us	For our managers	For our leaders
Respect *each other's contributions*	• Makes sure behaviour consistently links to our values • Takes account of how behaviour affects others • Consistently treats people fairly • Demonstrates respect for differences and diversity • Connects own work to the success of the team • Is receptive and willing to accept constructive feedback • Gives genuine appreciation and thanks for help • Displays co-operation and respect for colleagues • Values different views and opinions	• Communicates the values across the organisation and motivates others to put them into practice • Earns respect from staff through behaviours • Creates an open culture to get the best out of people • Acknowledges the skills and expertise of others • Celebrates success and encourages others to do so • Manages and motivates the team • Understands and respond to others needs and motivators	• Leads by example in demonstrating and modelling the values • Ensures all strategic outcomes are aligned to our values • Ensures governance structures align with our values • Ensures honesty, transparency and fairness are at the heart of everything we do • Treats individuals with dignity and respect regardless of position in organisation • Establishes credibility quickly and effectively projecting confidence and authority • Acts with integrity at all times

Value	For all of us	For our managers	For our leaders
Innovate *for success*	- Constructively challenges the status quo and identifies creative solutions to issues - Continually searches for better solutions - Understands and considers the bigger picture for the organisation, students and clients - Looks for more effective ways of doing things – even small things - Does what it takes to get the job done - Proactively learns about other areas of SRUC - Embraces change positively - Thinks beyond the current situation	- Empowers people to make decisions and influence change - Anticipates how others will adapt to change and actively promote the benefits of change - Encourages people to work out of comfort zone - Seeks opportunities across divisions to collaborate and be creative - Open to new ideas and suggestions that will enhance what we offer to our customers - Encourages innovative thinking as part of 'the day job' - Treats mistakes as an opportunity for learning	- Promotes and be actively involved in cross divisional partnerships to continually improve service - Creates a culture of collaboration and where ideas are welcomed - Leads and supports large scale organisational change and create an environment where others become change drivers - Encourage others to think for themselves; suggest improvements and take on responsibility - Portrays a balanced outlook between realism and optimism for the future - Engages with people to help keep change and challenges in perspective

Value	For all of us	For our managers	For our leaders
Support *each other*	• Develops self-insight by seeking feedback and recognising how own personality, behaviours and ability impact others • Spots and offers support when people need help without waiting to be asked • Works well with colleagues inside the team and across divisions • Challenges constructively when others are negative • PMRs are two way with feedback between manager and employee • Promote a culture of honest, open and two way communication • Gives and receives feedback in a constructive manner • Shares experiences regularly, both achievements and challenges	• Supports the team to understand how they contribute to achieving operational objectives • Use a coaching approach to encourage others to develop their skills and initiative • Recognises the need for sensitivity when dealing with others • Handles, mistakes with empathy and fairness • Manages conflict and challenges poor performance • Articulates high expectation of themselves and others • Gets the best out of people by proactively developing team's skills/ experiences and ambitions • Empowers others to work autonomously, helping people recognise their own competence and potential	• Respects, values and encourages the involvement and development of others in a 'can-do' collaborative culture • Communicates positively and proactively to create a culture of trust, openness and constructive challenge. • Enthuses others by presenting a clear vision of the future • Celebrates success and encourages others to do so • Provides clear direction and specific goals for the future

Value	For all of us	For our managers	For our leaders
Excel *in everything we do*	• Takes personal pride in doing a good job • Takes responsibility and accountability for own work • Prepared to go the extra mile for the organisation, students and clients • Responds to feedback and takes appropriate action • Measures own progress against Service Level Agreements (SLAs)and Key Performance Indicators (KPIs) • Actively develops self based upon feedback • Acknowledges and takes responsibility for mistakes to prevent them happening in the future • Looks for 'added value' opportunities in all activities • Works at building key relationships	• Delivers to targets and timescales, meeting or exceeding customer and stakeholder needs • Understands the sector and current and future needs of our customers • Plans and allocates use of resources to ensure high quality, cost effective delivery • Identifies the cause of any performance variances and takes timely, creative action • Makes decisions even if they may be difficult/unpopular • Acknowledges and carries accountability for other's mistakes where appropriate • Raises the bar of expectations for self and others	• Sets high standards and keeps self and others focused on outcomes • Only takes decisions that cannot be made by other people further down the organisation • Critically evaluates opportunities and develop understanding of what will deliver greatest benefit to SRUC • Creates a culture of empowerment, responsibility and accountability • Supports and enables the removal of obstacles to ensure high quality delivery • Shifts or re-allocates resources across the organisation to ensure high quality organisational performance within budget