



This is our NWSSP

NWSSP Values Behaviour Framework Guide

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Introduction

The values that underpin NWSSP reflect what is important to us as an organisation, they are our centre, and bring us together. They inform the communities around us that we invest in ourselves and our services to ensure the best experience for everyone. We believe in the importance of respecting, trusting, and including employees in everything we do, and importantly in developing this framework that aligns with our values.

NWSSP's culture programme, *This is Our NWSSP*, has invested time in creating a Values Behaviour Framework to enable colleagues to better understand the importance of how we act and speak to one another in the workplace. This programme consists of Culture Change Champions across the organisation, including Trade Union colleagues, and has been informed by surveys, focus groups and interviews to ensure the framework is created and supported by employees from within NWSSP.

What do our leaders say?

Tracy Myhill

Chair, NHS Wales Shared Services Partnership
Committee



*"Values are critical as they guide not just **what** we do but more importantly **how** we do it. We all have a responsibility to bring Our NWSSP values to life, to support each other to live up to them and to call each other out, constructively, if we see behaviours that don't reflect them. Please call me out too."*

Andrew Evans

NWSSP Director of Primary Care Services
&
Director Sponsor of This is Our NWSSP



"Our values are important because they define the type of organisational culture we want to nurture, and this is important because we know that culture is what gives us a sense of identity and belonging. This in turn is what impacts our health and wellbeing, our motivation to perform well, to reach our potential, and to contribute to the organisation's wider aims. This document clearly sets out the type of organisation we want to create, the culture we want to promote, and the behaviours that will help us achieve that. It is, in essence, the roadmap for our future."

What are our Values?



Listening & Learning

To continually reflect upon and improve the quality and effectiveness of all we do.



Taking Responsibility

For brave and compassionate decisions and making the right things happen.



Working Together

Inclusively with colleagues, customers, and suppliers.

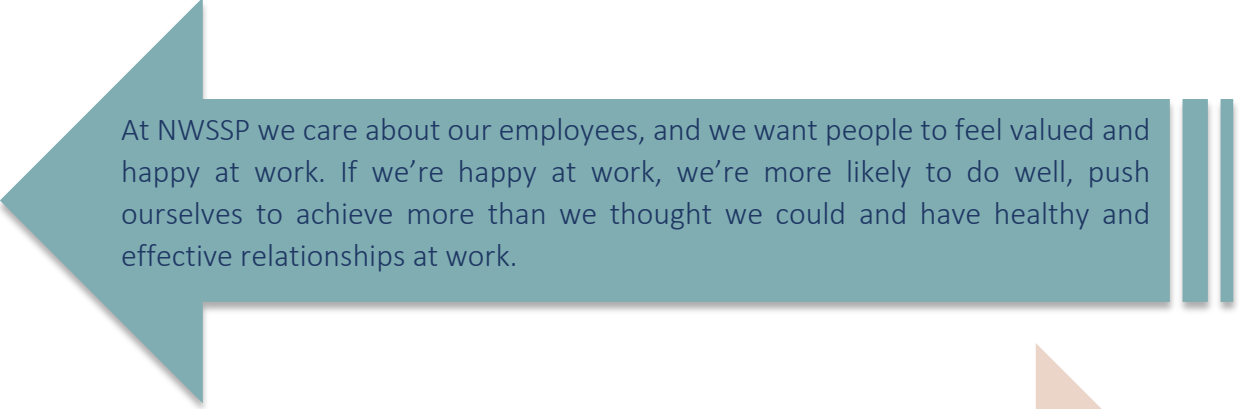


Innovating

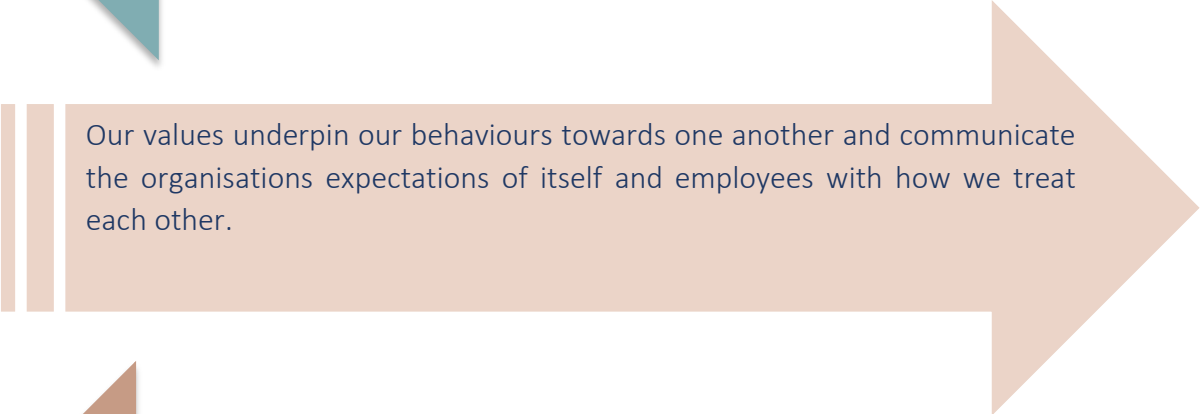
To be courageous and creative through continuous improvement.

Our values define how we are with each other, how we treat each other and face challenges as a team. As an organisation, we aim to listen to each other respectfully, and learn from each other by taking action to implement changes. We ensure to take responsibility for ourselves at work, we will look after ourselves and each other, celebrate our successes and learn from our mistakes. We encourage innovation and challenge the status quo to ensure we always deliver the best service to our customers. We do all of this while working together, making sure we consider everyone in the decisions we make as a team.

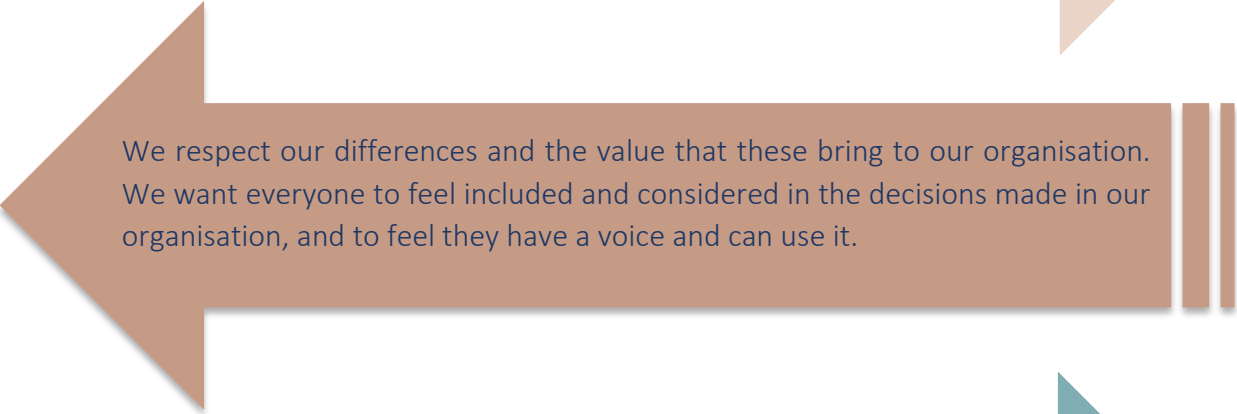
Why are the values important?



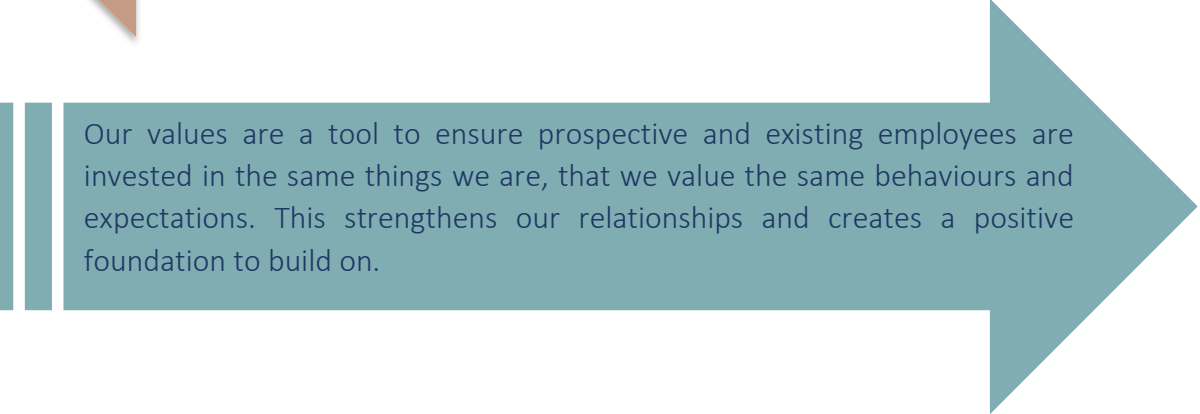
At NWSSP we care about our employees, and we want people to feel valued and happy at work. If we're happy at work, we're more likely to do well, push ourselves to achieve more than we thought we could and have healthy and effective relationships at work.



Our values underpin our behaviours towards one another and communicate the organisations expectations of itself and employees with how we treat each other.



We respect our differences and the value that these bring to our organisation. We want everyone to feel included and considered in the decisions made in our organisation, and to feel they have a voice and can use it.



Our values are a tool to ensure prospective and existing employees are invested in the same things we are, that we value the same behaviours and expectations. This strengthens our relationships and creates a positive foundation to build on.



What do we mean by behaviour?


The way we communicate with each other informs the way we behave, how other people behave and ultimately how we feel about each other. When we talk about behaviour, we're referring to:

- What we say, and how it's said
- How we treat ourselves
- How we treat others
- Our expectations of ourselves and others
- Our reactions and perceptions

Communication is not only what we say, but also the way we say it, our body language, and facial expressions. All these things are important when we're thinking about our behaviour and how we communicate.

Remember: how are people experiencing me right now?

Self-reflection is a great tool that we encourage everyone to take part in, give yourself time to process how you're feeling, your actions and whether you reacted in the best way.




We respect our differences

Our differences are what make us great in NWSSP. We bring a wealth of experience and knowledge from different communities across the world, and this should be celebrated and utilised to continue evolving and improving our services. In NWSSP we are dedicated to making everyone feel heard, to strengthen the voices across the organisation and supporting diverse and inclusive services to everyone.

We respect the value that our differences can bring to our services, therefore ***respect, inclusion, trust, and caring*** are important elements to our behaviour framework. As an organisation, our behaviours should reflect these and are expected to be seen in the way we treat each other.

This doesn't mean always agreeing with each other, but it does mean treating other with respect and dignity.



How do we embed the values?

Values based recruitment

Recruiting is a two-way process, not only are we looking to bring new talent into the organisation, but individuals are also assessing our organisation to determine if it's the right fit for them. Therefore, embedding the values in our recruitment process is vital, from when we advertise to inducting new employees.

1. Advert

We need to consider the way adverts are written so that individuals know what is important to us as an organisation and within teams. Make our values clear and welcoming.

2. Shortlisting

If we are embedding the values as part of our recruitment, we need to think about including values in the shortlisting criteria, have they demonstrated the values in the application?

3. Interview

We need to think about the interview process and ensure that we're asking questions that look for our values in the candidates' responses. Ask for examples of listening and learning, and innovation. Ask them what values are important to them.

4. Induction

The values are currently included in the Welcome session that NWSSP provide, as well as the Managers Induction for new managers in post. However, there may be an opportunity during the induction process to sit down and get to know your new employee, find out their expectations, do they have new ideas and what's important to them. We can ensure that the induction process not only highlights the values for them, but also that we demonstrate them in the way we treat out employees.



Annual appraisal process and feedback



The current appraisal process includes opportunities to discuss the values and behaviours and asks for us to demonstrate these through examples and third-party feedback. To ensure the values are embedded effectively, this needs to be viewed as an opportunity to discuss why the values are important to us as employees. Individuals can reflect on their work, their behaviour and what the priorities should be going forward. This also provides managers with an opportunity to look at their approach to leading employees in their own appraisal and look for opportunities to develop a more well-rounded skill set if this is needed.

Feedback is vital for our development, and in thinking of our values and behaviour we should seek feedback where possible. We should seek out opportunities for continuous feedback, think about any projects you're working on, the teams you're working with, and invite people in to share. This shouldn't be an activity that happens only once a year.

Team development opportunities

With agile working fast becoming the new way to work, we may not regularly have opportunities to get together. Therefore, planning an opportunity to develop as a team is a great chance to catch up and work on the team purpose and priorities. In designing these opportunities, teams should think about how they've demonstrated the values over the last few months with each other and in the service we provide. We can look at how the values feed into our behaviour with each other, and how this impacts our shared purpose as a team. Think about:

- How have we demonstrated the values as individuals and a team?
- What impact has this had on our service?
- How can we ensure that continue to treat each other with respect and compassion?
- Can we build on our trust in the team?
- Are we including everyone in the discussion?
- What can we celebrate?

Take the opportunity to get to know each other at a team development day and connect to the organisation.



Team / individual meetings



Regular meetings are a great way to ensure we feel listened to, valued, and engaged in the workplace. This can be team and 1:1 meeting and are equally important to building effective relationships. During these meetings we have an opportunity to practice the values, listening and learning from each other, bringing new ideas, taking ownership of our work, learning from mistakes, and working together to improving ourselves. The behaviour framework is a useful tool to refer to in these situations, to remind us of the positive expectations we have of each other. Think about:

- How can we get the best out of each other?
- Implement active listening in all our conversations
- If you disagree, that's okay, we respect our difference of opinion and trust there's a way forward
- Take time to think before you respond if you're not sure how to react
- Congratulate each other when we've done something well

Putting in regular meetings can help with rapport and build trust between team members, take the opportunity to meet with your colleagues, staff, or managers to get to know each other better. It is in these meetings we can thank each other for the hard work, congratulate on a job well done and provide an opportunity to learn from each other.

Decision making

Considering the values when we make decisions in the organisation is imperative, whether this is as individuals in a team or leaders of the organisation. Our values indicate what we believe and how we want to be with our communities, that's why it's important that our decisions reflect the values. We need to think about:

- **Listening and Learning**
Have we listened to everyone who will be impacted by our decision, and if so, have we addressed any concerns and considered these in the decision?
- **Taking responsibility**
Who is responsible for making this decision? Is there anyone else that will need to take responsibility for the outcome? How will we celebrate the benefits of the decision?
- **Working Together**
Can we make this decision together? Are there other departments that have experience that could help with the process/outcome?
- **Innovation**
Does this decision take new ideas into consideration? Have we looked at new developments that could inform or improve our processes? Do we have any networks that are currently working on similar issues that could support?

There's a lot to think about when making decisions, however if we get into the habit of assessing our decisions against the values it's likely to become part of our everyday thinking. This can have a positive impact on our behaviours, and our reactions and perception of decisions. This will ultimately impact our culture for the better, we want people to be happy to come to work in NWSSP and this will help us achieve that.



Early Resolution



It's not unusual for some relationships in the workplace to go through a phase of flux, where opinions differ, and we clash. What is important in these situations is trying to resolve these issues as early as possible and in line with our values, to maintain healthy working relationships. This can include:

- ✓ Making time to meet informally, discuss the concerns and listen to each other. It's surprising how much you'll learn from someone else's perspective.
- ✓ Recognise your role in the issue and reflect on what you could have done differently to avoid this happening again.
- ✓ Plan the next steps together, make sure you both have an opportunity to discuss what you want to do next and how this can work going forward.
- ✓ Think outside of the box, it doesn't have to be complicated, but put your heads together to work out a different way of working that you haven't considered before.

We spend a significant amount of our lives in work, and it's vital that we take time to work on our relationships with each other.

Applying Policies and Processes

It's important to remember, that even if we're in an uncomfortable position, including applying a policy in an employment relationship, we can still do this compassionately and in line with our values.

➤ **Listening and Learning**

Making sure we take the time to listen to everyone involved, what has happened, why did it happen and what can we learn from this experience. Consider how you can use this for your own development and the development of your team.

➤ **Taking responsibility**

We must reflect on our role in the situation, what impact have we had and is there something we could do to improve the circumstances?

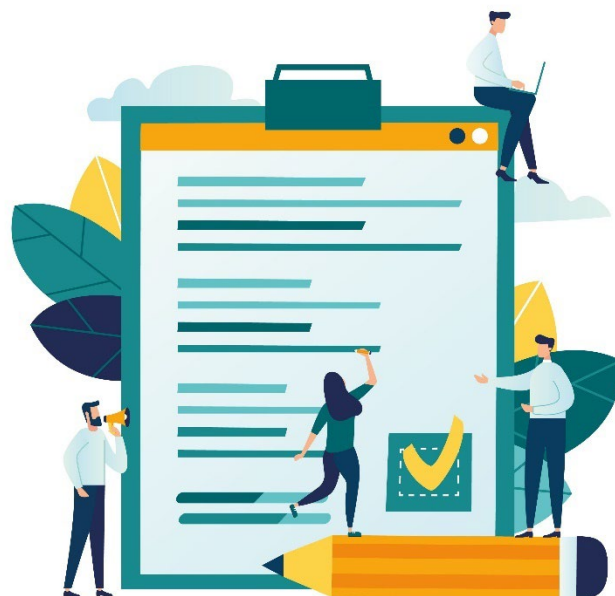
➤ **Working Together**

Work through the situation together, make sure everyone has had an opportunity to share and feedback and find a solution, if possible, that meets everyone's needs. Keep people informed of the development, offer support where needed.

➤ **Innovation**

Is there a new way to approach this situation? You might find a solution that hasn't been considered before, but it works for you and your colleagues and supports the right approach.

It's important to maintain a positive working relationship where possible, often when policies are applied it can negatively impact relationships. We should try to resolve issues as early as possible to avoid moving into applying a formal policy where possible.



Seeking to improve



Finding new ways to do things that improve our efficiency, productivity, and motivation to do our roles is important to NWSSP. We want to encourage all employees to put ideas forward, and for these to be considered in earnest. NWSSP are working on providing an innovation platform and encourage connections and sharing ideas, but it's important that these behaviours are fostered in each department outside of these opportunities. Think about:

- ✓ Set up a chat on Microsoft Teams where you can suggest new ways of doing things
- ✓ Create a Microsoft Forms document where people can log ideas – they may want to do this anonymously
- ✓ Ask your team how they want to communicate their ideas
- ✓ Don't dismiss ideas immediately, even if you're sure it won't work, make sure you've explored the options first, you might be surprised
- ✓ Invite colleagues to share their ideas with you in any of your team meetings
- ✓ If a colleague isn't sure about how to do something, invite them to explore the options and find a way – if it's suitable
- ✓ As a colleague, encourage you team members to be open about things that don't work and share these with your managers in a compassionate way, followed by a way that it could work

It doesn't matter if you're a colleague or a manager, we should all encourage each other to innovate in the workplace. We might be surprised with what we can do when we support each other.

NHS Wales Core Principles

It's important to remember we are part of the NHS family, which is why we should consider the NHS Core Principles, and how our behaviours align with these as well. These principles bind us together as NHS Wales colleagues, and although we may have different values across the organisations, we will all come back to these principles. They outline the importance of providing an effective service and supporting employees to ensure that patients receive the best possible service from NHS Wales. These principles put the service users at the forefront of every decision.



We put patients and users of our services first



We reflect on our experiences and learn



We seek to improve our care



We work in partnership and as a team



We focus on wellbeing and prevention



We value all who work for the NHS

For more information on these principles, visit the [Health in Wales website](#).

Other relevant sources

There are other documents and intranet pages that support this framework, and we recommend you take some time to look at these:

Policies / Documents	Intranet Pages
Agile Working Toolkit	Agile Working Programme Board
Disciplinary Policy	Coaching and Mentoring
Equality and Diversity Policy	Equality, Diversity, and Inclusion
Flexible Working Policy	Health and Well-Being Centre
Managing Personal Relationships at Work Protocol	Manager's Support Toolkit
Respect and Resolution Policy	Staff Engagement at NWSSP
Standards of Behaviour Policy	Leadership and Management Hub
Upholding Professional Standards Policy	People Development Hub
	People and Organisational Development

Support

There are several support mechanisms available to our employees in relation to this work, please see below:

People and Organisational Development	This is Our NWSSP (Culture Programme)	Training opportunities
Intranet Pages	Intranet Pages	Intranet Pages
Contact us	Email: NWSSP.PeopleandOD@wales.nhs.uk	Email: NWSSP.Learning-Development@wales.nhs.uk
General: NWSSP.PeopleandOD@wales.nhs.uk		Leading with Excellence and Innovation Programme
Health and Well-Being: NWSSP.HealthandWellBeing@wales.nhs.uk		Internal Training Courses
Equality, Diversity, and Inclusion: NWSSP.inclusion@wales.nhs.uk		
Learning and Development: nwssp.learning-development@wales.nhs.uk		

This is our NWSSP

Our Core Values



Listening & Learning



Taking Responsibility



Working Together



Innovating



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

Listening & Learning: To continually reflect upon and improve the quality and effectiveness of all we do.



We demonstrate Listening and Learning in the following ways:

By **respecting** that everyone learns differently, we care about our colleagues and learn from their experiences.

Being prepared to **act** and make changes as a result of learning new things.

Sharing what we've learned, and empower each other to do the same.

Taking time to **reflect**, to give and accept constructive feedback, and accept that mistakes are a part of learning.

Engaging effectively with others, and make sure to include everyone in the process.

The following behaviours **do not** fit with Listening and Learning:

Being **dismissive** of others, their knowledge, or experiences.

Being **closed** to learning new things, and refuse to act.

Using personal **biases** to influence who we listen and learn from.

Ignoring opportunities to improve.

Belittling ourselves, or others' learning and lived experience.

Taking Responsibility: For brave and compassionate decisions and making the right things happen.



We demonstrate Taking Responsibility in the following ways:

Taking **pride** in the value that we add to the organisation.

Role modelling compassion towards colleagues, encouraging others to do the same, by admitting mistakes and learning from them.

Empowering each other to be themselves, to feel psychologically safe at work.

Through showing we're trustworthy and put our **trust** in others.

By taking **ownership** of our work and behaviour, the good and the bad.

The following behaviours **do not** fit with Taking Responsibility:

Creating a **blame** culture and focus on whose fault it is, rather than learning from a mistake.

Distrusting others without cause, and we are prepared to work at building trust with others.

Judging unfairly and without all the facts - we won't jump to conclusions.

Expecting the worst from people automatically.

Devaluing someone's input and being disrespectful.

Working Together: Inclusively with colleagues, customers, and suppliers.



We demonstrate Working Together in the following ways:

Creating **shared goals** and collaborate effectively to be successful.

Being **inclusive** through valuing our differences and create opportunities for everyone.

Through being empathetic, and practicing **compassion** through supporting each other.

Communicating with others regularly and effectively, as an individual and as part of a team.

Recognising others' contribution and share in joint success and failures as a team.

The following behaviours **do not** fit with Working Together:

Being **self-focused**, including achievements and value.

Using personal **biases** as an excuse to not work as a team, or to be disrespectful to others.

Being **reluctant** to share knowledge, experiences, or information.

Blaming others without facts, and focus on what went wrong rather than fixing a problem.

Disengaging from working with others without cause, and without talking it through first.

Innovating: To be courageous and creative through continuous improvement.



We demonstrate Innovating in the following ways:

By **embracing** change and new ideas, prepared to listen to suggestions for improvement.

Creating a **safe** environment to share ideas openly and without judgement, focusing on psychological safety.

Being **inclusive** by involving others in developing new ideas and recognising that different perspectives are invaluable. By caring about each other and the input we can offer.

Communicating the rationale behind changes and appreciate that not everyone will understand at first.

Through **inspiring** and empowering colleagues to speak up, and encourage creativity.

The following behaviours **do not** fit with Innovating:

Remaining at a **standstill** by refusing to listen to new ideas, or get stuck in 'the way it's always been done'.

Discouraging others from sharing their ideas, or make people feel stupid for sharing their creativity.

Being **resistant** to change, not being open about our fears and reason for reluctance.

Refusing constructive criticism because it will interfere with change or because we disagree.

Being **dismissive** of others' experiences and knowledge, or their ability to think differently to us.