

# Our values

Making exceptional service the standard



## Our CORE values

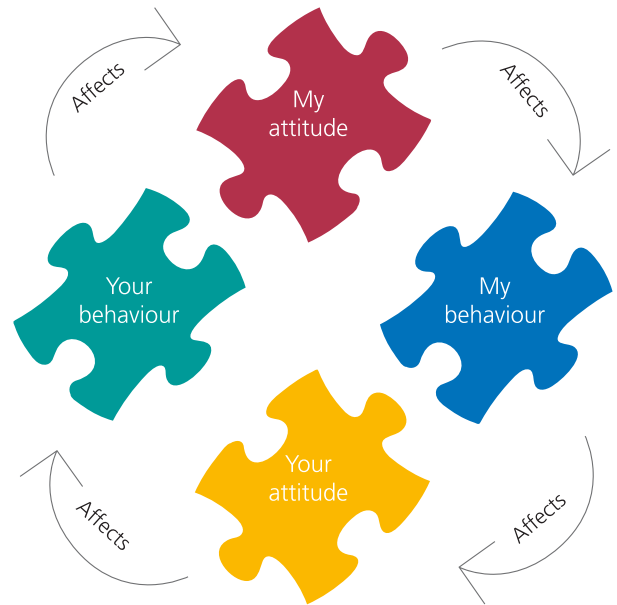
NHS Informatics Merseyside has four CORE values - Communication, Ownership, Respect and Excellence. These values have evolved following engagement with staff and are outlined within this document, which identifies those behaviours, that when consistently carried out, will help embed our values and support the achievement of our vision and objectives.

Our values underpin everything we do and set out clear expectations of 'what we expect to see from our colleagues' and what 'our colleagues can expect from NHS Informatics Merseyside' as an employer, describing how together we will 'make exceptional service the standard'.

In order to help embed our values across the organisation, each value has a set of expected behaviours (see pages 4-7) which are reviewed and discussed with colleagues as part of our annual Personal Development Review (PDR) process.

Our values are clearly displayed at each NHS Informatics Merseyside workbase with all colleagues encouraged to lead by example.

Diagram depicting the impact of our attitude and behaviour on others.



### Communication

To be an open, engaging and listening organisation.



### Respect

To act with dignity and respect at all times, ensuring all opinions are valued.



### Ownership

To ensure every individual makes a positive contribution demonstrating leadership and accountability.



### Excellence

To be committed to providing an innovative, high quality, customer-focused service.

# Why are our values important?

**Recruitment**

Job descriptions / essential skills

Identifying essential skill requirements relating to values and behaviours.



**Induction**

Awareness sessions and staff guides

Setting expectations of standards, values and behaviours.



**NHS**  
Informatics Merseyside




**Our values**

**Personal Development Review**

Measure performance

Measuring performance against values and behaviours as part of PDR.



**Staff recognition**

Praise best practice

Identifying examples of best practice by sending a thank you message.



**Health and wellbeing**

Happier and healthier workforce

Benefits of good values and behaviour include improved staff engagement, communication and retention.



# Rating guidance

This document will be used as part of our Personal Development Review (PDR) process to guide those behaviours which best support our values.

This document outlines, in simple terms, the type of behaviour which is exemplary, expected or requires improvement. The table below should be used as a guide to evaluate performance when reviewing your own behaviour or the behaviour of others.

Rating	Values description
1	Unobserved or development needed: displays behaviours in the left column or is rarely observed to display behaviours in the other columns.
1.5	Sometimes meets expectations: displays behaviours in both the left and middle columns.
2	Consistently meets expectations: always displays behaviours in the middle column.
2.5	Always meets expectations and sometimes exceeds expectations: displays behaviours in the middle and right columns.
3	Always exceeds expectations: always displays behaviours in the right column, not only fully embracing values but encouraging others to do so too. Exemplary behaviour.

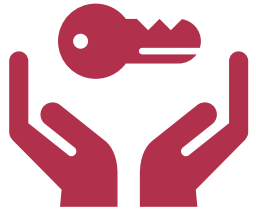
## Communication



To be an open, engaging and listening organisation.

Theme:	Development Needed	Consistently Meets Expectations	Exceeds Expectations
<b>Effective communication</b>	<ul style="list-style-type: none"> <li>Interrupts or fails to listen to others.</li> <li>Does not listen or pay attention.</li> <li>Uses jargon that may not be understood by the audience.</li> <li>Displays negative body language.</li> <li>Does not routinely use an e-mail signature.</li> </ul>	<ul style="list-style-type: none"> <li>Communicates in a timely manner.</li> <li>Communicates effectively in verbal, non-verbal and written form.</li> <li>Is known for communication that is timely and appropriate.</li> <li>Always uses the appropriate medium of communication for the specific audience.</li> <li>Able to adapt communication style with different people and in different situations.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently seeks to improve communication with colleagues, other teams and customers.</li> <li>Is reflective of communications and looks for opportunities to improve.</li> </ul>
<b>Open communication</b>	<ul style="list-style-type: none"> <li>Sometimes does not share information.</li> <li>Communicates information in an unclear or inappropriate way.</li> </ul>	<ul style="list-style-type: none"> <li>Routinely provides information about organisations, services or teams in a clear and appropriate way.</li> <li>Regularly informs people what is happening in their teams.</li> <li>Provides clear reasons for decision making.</li> <li>Is active in meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Listens to colleagues and offers constructive feedback.</li> <li>Highlights risks and issues and asks for help.</li> <li>Consistently displays a transparent, enabling way of working.</li> </ul>
<b>Rating:</b>	1	2	3

# Ownership



To ensure every individual makes a positive contribution demonstrating leadership and accountability.

Theme:	Development Needed	Consistently Meets Expectations	Exceeds Expectations
<b>Personal style</b>	<ul style="list-style-type: none"> <li>Is sometimes inconsiderate or lacks empathy with regards to the needs of others.</li> <li>Can be unapproachable, abrupt, disinterested, unresponsive or does not listen.</li> <li>Reacts unhelpfully to issues or queries raised.</li> </ul>	<ul style="list-style-type: none"> <li>Promotes a culture of optimism and well-being.</li> <li>Is observed to be approachable, helpful, respectful, interested and accountable.</li> <li>Is always positive, supportive and engaging.</li> </ul>	<ul style="list-style-type: none"> <li>Encourages and actively facilitates creativity and innovation.</li> <li>Stays calm when under pressure and does not pass on any stresses to others around them.</li> <li>Able to turn negativity into positivity.</li> </ul>
<b>Integrity</b>	<ul style="list-style-type: none"> <li>Does not take responsibility for own mistakes.</li> <li>Seeks to allocate blame to someone for a mistake.</li> </ul>	<ul style="list-style-type: none"> <li>Always honest in communication with others.</li> <li>Takes responsibility for issues arising from own actions and takes steps to prevent the issues being repeated.</li> <li>Treats others in the manner they wish to be treated themselves.</li> </ul>	<ul style="list-style-type: none"> <li>Is a role model, always leading by example.</li> </ul>
<b>Professional and other standards</b>	<ul style="list-style-type: none"> <li>Has a tendency not to follow policies and processes.</li> <li>Does not always address concerns that have been raised.</li> <li>Sometimes blames others.</li> <li>Does not always dress in suitable professional work attire.</li> </ul>	<ul style="list-style-type: none"> <li>Contributes fully to achieving service aims and objectives.</li> <li>Maintains the organisation's corporate brand through guidance and templates.</li> <li>Always polite and respectful when dealing with customers, always considering their needs.</li> <li>Takes personal ownership of work.</li> </ul>	<ul style="list-style-type: none"> <li>Identifies opportunities and proactively promotes the organisation's corporate brand.</li> <li>Takes action and ownership to challenge inappropriate behaviour.</li> </ul>
<b>Self-development</b>	<ul style="list-style-type: none"> <li>Is unable to recognise their limitations and does not seek support and development.</li> <li>Disinterested in PDPs, reflective practice and supervision, rarely seeks to improve in their role.</li> <li>Avoids development responsibility.</li> <li>Requires prompting, or fails to maintain statutory and mandatory training.</li> </ul>	<ul style="list-style-type: none"> <li>Recognises limitations and seeks support and development.</li> <li>Takes responsibility for maintaining competence relevant to role and service needs.</li> <li>Reflects on own performance and adapts practice where appropriate.</li> <li>Reviews, updates and owns PDR and PDP.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently engages in reflective practice and proactively seeks ways to improve and develop.</li> <li>Proactively seeks and plans opportunities to improve.</li> <li>Promotes participation in appropriate development of skills to encourage best practice.</li> <li>Seeks professional development and undertakes research.</li> </ul>
<b>Flexibility</b>	<ul style="list-style-type: none"> <li>Has a tendency to be inflexible in their approach to work.</li> <li>Tends to put their own needs before that of the team which can have a detrimental impact on colleagues, service delivery and quality.</li> </ul>	<ul style="list-style-type: none"> <li>Adapts and responds effectively to others and service needs.</li> <li>Admits and apologises when wrong.</li> <li>Supportive and accommodating of redistribution of workloads.</li> </ul>	<ul style="list-style-type: none"> <li>Anticipates changes in team and service needs and works proactively to address them.</li> <li>Goes out of their way to support their colleagues.</li> </ul>
<b>Rating:</b>	1	2	3

# Respect



To act with dignity and respect at all times, ensuring all opinions are valued.

Theme:	Development Needed	Consistently Meets Expectations	Exceeds Expectations
Respect for teamwork	<ul style="list-style-type: none"> <li>Has a tendency to work in isolation.</li> <li>Sometimes unsupportive of others.</li> <li>Does not willingly share the workload or difficult tasks.</li> <li>Lacks consideration of the team and/or service needs.</li> <li>Sometimes imposes their views on others, makes derogatory remarks or undermines them.</li> </ul>	<ul style="list-style-type: none"> <li>Recognises and celebrates achievements.</li> <li>Offers encouragement and praise.</li> <li>Consistently contributes to team health and performance.</li> <li>Understands others objectives, appreciating there are different opinions but works together to achieve a common goal.</li> <li>Applies the same rules to themselves as others.</li> <li>Encourages and promotes a positive team identity.</li> </ul>	<ul style="list-style-type: none"> <li>Never underestimates own potential, nor the potential of others.</li> <li>Commends others in their achievements and encourages the celebration of successes.</li> <li>Acts as a good role model for team building.</li> </ul>
Respect for others	<ul style="list-style-type: none"> <li>Sometimes dismissive of other colleagues and their roles.</li> <li>Does not make the effort to understand other roles.</li> <li>Rarely observed to acknowledge the views or concerns of others.</li> <li>Does not listen to others.</li> </ul>	<ul style="list-style-type: none"> <li>Recognises the diversity of people and never makes assumptions.</li> <li>Approachable at all times.</li> <li>Respectful of the language and methods of communication people use.</li> <li>Consistently takes the time to listen, understand and help others.</li> <li>Acts in a constructive manner, avoiding negativity.</li> <li>Is open-minded and tries to understand the views of others.</li> <li>Provides regular support and help to enable colleagues to deliver and understand their role.</li> <li>Maintains standards in line with Equality Diversity and Inclusion.</li> </ul>	<ul style="list-style-type: none"> <li>Promotes and shares the understanding of others.</li> <li>Understands other people's opinions and is willing to change own opinion.</li> </ul>
Respect for our values	<ul style="list-style-type: none"> <li>Makes assumptions of others.</li> <li>Frequently ignores situations or individuals because they do not agree or are not interested in their view.</li> <li>Shows reluctance to accept own faults and weaknesses.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently values peoples uniqueness and diversity in a non-judgemental, productive way.</li> <li>Is consistently courteous and respectful to others.</li> <li>Values and supports the health and well-being of others.</li> </ul>	<ul style="list-style-type: none"> <li>Creates an environment that respects and celebrates diversity.</li> <li>Advocates for anyone feeling discriminated.</li> <li>Proactively seeks to develop equality at work.</li> <li>Recognised for being observant, encourages values and standards in others.</li> </ul>
Rating:	1	2	3

# Excellence



To be committed to providing an innovative, high quality, customer focused service.

Theme:	Development Needed	Consistently Meets Expectations	Exceeds Expectations
<b>Best practice</b>	<ul style="list-style-type: none"> <li>Sometimes dissociates themselves of the responsibility for outcomes and quality.</li> </ul>	<ul style="list-style-type: none"> <li>Sets and delivers high standards in accordance with best practice and policy.</li> <li>Keeps updated on industry issues and developments.</li> <li>Is open to change and proactively seeks new opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Promotes, enables and supports others to exceed standards.</li> <li>Is committed to continual service improvement.</li> </ul>
<b>Passion for improvement</b>	<ul style="list-style-type: none"> <li>Rarely takes action to improve their work or the service.</li> <li>Rarely seeks feedback, or shows little sign of acting upon it when offered to improve our service.</li> <li>Automatically dismisses new ideas or discourages colleagues from coming up with new ways of working.</li> <li>Sticks to out-dated ways of working because unwilling to be exposed to change.</li> <li>Is reluctant to set goals for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Always gives priority to actions that will improve the service we provide, and seeks and acts upon feedback to ensure quality.</li> <li>Is able to present things as opportunities rather than issues.</li> <li>Continuously identifies opportunities to improve team and service performance.</li> </ul>	<ul style="list-style-type: none"> <li>Always asks "how could we do this better?", reviewing best practice in other organisations, and acts on it.</li> <li>Actively promotes the benefits of service improvement and generates enthusiasm with others.</li> <li>Sets goals for improvement for themselves and their team and reviews progress against these goals.</li> </ul>
<b>Collaborative working</b>	<ul style="list-style-type: none"> <li>Does not demonstrate awareness of customers.</li> <li>Works in silos.</li> <li>Inflexible when working with colleagues and customers.</li> </ul>	<ul style="list-style-type: none"> <li>Is aware of the shared service model.</li> <li>Actively supports collaborative working.</li> <li>Involves others in decisions or change proposals.</li> <li>Able to anticipate customer needs.</li> </ul>	<ul style="list-style-type: none"> <li>Proactively seeks opportunities for joint working.</li> <li>Manages the situation, the environment and others in order to maintain and improve engagement.</li> </ul>
<b>Rating:</b>	1	2	3

# Notes