

The Rose Road Association

Overview of Values Framework

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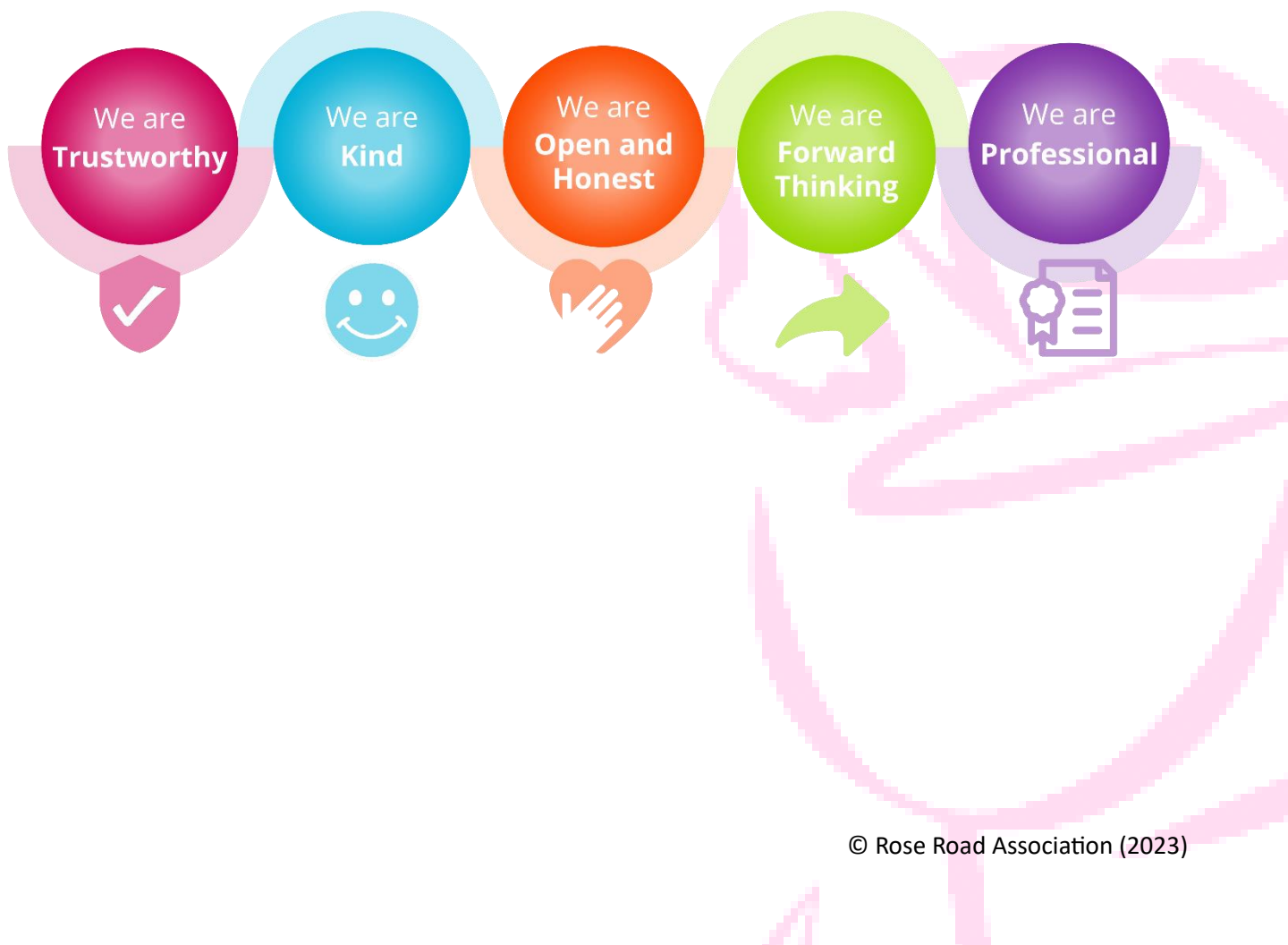
Introduction

As a charity that has been serving the community for over 70 years, we remain committed to providing the highest levels of support to those who need us, when they need us, just as we did when we were first formed back in 1952.

We are dedicated to making a positive impact for disabled people and their families in the communities we serve. Our focus is always on the children and young people we support, as well as their families, our staff and our volunteers. We value their input and strive to understand their needs when shaping our services.

The Values Framework aims to support all employees, now and into the future. It sets out recognised behaviours which put our values into practice and will provide a consistent foundation for a range of processes. This framework will ensure that there are clear expectations of everyone working in Rose Road which in turn will lead to standards being raised for the benefit of our Service Users.

Our Values

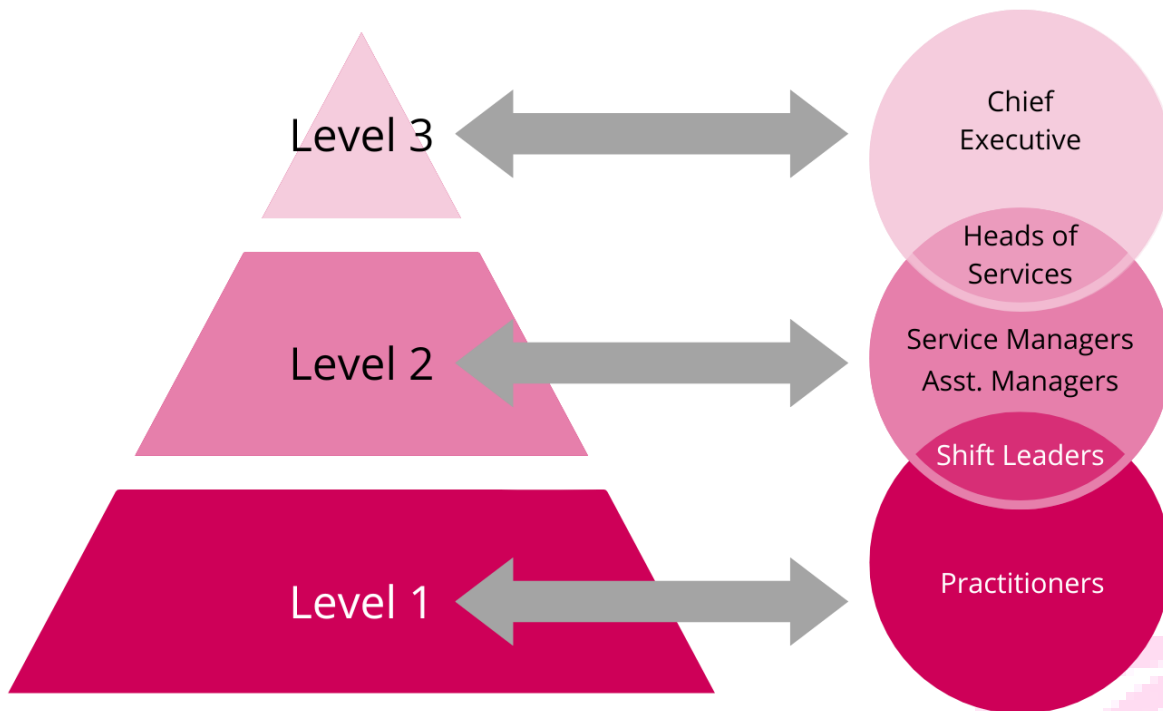


Levels

Our five values have clear descriptions and identified behaviours that demonstrate what they look like in practice.

The behaviours are split into three levels which are intended to be relevant and consistent throughout various roles within Rose Road.

Job Descriptions will include the different levels of each behaviour required which should be demonstrated throughout recruitment processes and ongoing employment.



Career Progression & Recruitment

Candidates will be asked competency-based questions that fall under the Values. They will be expected to demonstrate evidence of the behaviours that are relevant to the role.

Each question will be scored out of 3 –

- 3** – Substantial positive evidence of the behaviours observed, few or no areas for development identified.
- 2** - Positive evidence of the behaviours observed but some areas for development identified.
- 1** - Substantial areas for development identified and little evidence of the behaviours observed.
- 0** - No positive evidence of the behaviours observed.

We are Trustworthy

We build trust with the children, young people and families we support – as well as our partners - by being dependable, reliable, and accountable in all that we do.

Why is it important?

We have a responsibility to ensure that we act in the best interests of our Service Users. Ensuring their safety and wellbeing underpins all that we do. Engaging and listening to their needs and concerns and working to make sure that people feel valued and engaged, will help to build trust and confidence.

Behaviours

Level 1

- I give an accurate representation of my actions and records
- I am consistent and truthful in my communications
- I maintain confidentiality appropriately
- I acknowledge and respect a range of different perspectives, values and beliefs
- I understand the value that diversity offers
- I value the trust families place in us
- I take time to listen, hear and understand
- I take responsibility for my own actions, I fulfil my promises and do what I say I will
- I demonstrate pride in representing the Organisation

Level 2

- I ensure that my decision-making rationale is clear and considered ensuring it is easily understood by others
- I represent the opinions of others accurately and consistently
- I promote a culture that values diversity and encourages challenge
- I encourage reflective practice among others and take the time to support others to understand reactions and behaviours

Level 3

- I understand internal and external politics and I wield influence effectively, tailoring my actions to achieve the impact needed
- I use resources effectively and efficiently and not for personal benefit
- I challenge myself and others to deliver organisational vision to provide the best possible service in every decision made
- I act as a role model, and enable the Organisation to use instances when things go wrong as an opportunity to learn rather than blame

We are Kind

We understand and value the unique needs of the people that we support.
Providing care and support with compassion and empathy.

Why is it important?

The way in which we conduct ourselves is just as important as what we do. Communicating and acting politely, respectfully and with compassion helps to build relationships. Empathy is particularly important as we engage with vulnerable individuals who may not be able to fully express or articulate their thoughts or feelings. Understanding ourselves and our colleagues means that we improve our own resilience, support each other and therefore cope effectively during challenging situations.

Behaviours

Level 1

- I take into account individual needs and requirements in all of my actions
- I understand that every person is different and has different needs
- I always give people an equal opportunity to express their views
- I act in the interest of Service Users, first and foremost
- I take into consideration how others want to be treated when interacting with them
- I treat people respectfully regardless of the circumstances
- I seek to understand the thoughts and concerns of others even when they are unable to express themselves clearly
- I take the time to get to know others and their perspective in order to build strong working relationships
- I value others knowledge, experience, views & opinions
- I adapt to address the needs and concerns of Service Users and their families

Level 2

- I value everyone's views and opinions by actively listening to understand their perspective
- I share credit with everyone involved in delivering our services
- I identify when people go the extra mile and take time to recognise this
- I adapt my style and approach according to the needs of the people I am working with, using my own behaviour to achieve the best outcome
- I take responsibility for helping to ensure the emotional wellbeing of those in my teams
- I motivate and inspire others to achieve their best

Level 3

- I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate
- I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance
- I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions

We are Open & Honest

We foster an honest and open-minded culture and are transparent in both our decision making and communication.

Why is it important?

By showing transparency in our actions, decisions and communications with both the people we work with and those we serve we will build trust. This ensures that we are honest and open in our interactions and decision making. We are genuine with those we communicate with and endeavour to create trusting relationships. We accept feedback and are comfortable in responding to criticism and finding ways to improve.

Behaviours

Level 1

- I am open and responsive to challenge about my actions and words
- I seek to understand the needs of others to act in their best interests
- I am open and honest about my areas for development and I strive to improve
- I recognise the value of feedback and act on it
- I communicate in clear and simple language so that I can be easily understood by others
- I will admit if I have made a mistake and take action to rectify this
- I ask for help and support when I need it

Level 2

- I am clear and comprehensive when communicating with others
- I give constructive and accurate feedback
- I help create joined-up solutions across the organisation
- I am approachable, and explain things well so that I generate a common understanding
- I am accountable for the decisions my team make and the activities within our teams

Level 3

- I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen
- I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the Organisation and in other sectors
- I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals
- I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a clear and compelling way

We are Forward Thinking

We are committed to providing the highest quality of care, constantly seeking new, collaborative, and creative ways to deliver our services—encouraging everyone to be ambitious and to achieve their goals.

Why is it important?

Having an inquisitive and outward-looking nature, searching for new information and alternative sources of good practice will support implementation of creative working methods. Being committed to reflecting on how we go about our roles, being flexible in our approach as required will ensure the best outcomes. Seeking to understand how well we are performing, both as individuals and as teams we ensure continuous improvement. By maintaining an open mind it will allow us to identify opportunities and to create innovative solutions. The need to adapt, innovate and question our assumptions is at the heart of being able to serve efficiently.

Behaviours

Level 1

- I demonstrate an openness to changing ideas, perceptions and ways of working
- I share suggestions with colleagues, speaking up to help improve existing working methods and practices
- I constantly reflect on my own way of working and periodically review processes and procedures to make continuous improvements
- I adapt to change and am flexible as the need arises while encouraging others to do the same
- I learn from my experiences and do not let myself be unduly influenced by preconceptions

Level 2

- I explore a number of different sources of information and use a variety of tools when faced with a problem
- I am able to spot opportunities or issues which may influence how I go about my job in the future
- I am flexible in my approach, changing my plans to make sure that I have the best impact
- I encourage others to be creative and take appropriate risks
- I share my explorations and understanding of the wider internal and external environment
- I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role. This helps them to adopt fresh perspectives and identify improvements

Level 3

- I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance
- I work to create an innovative learning culture, recognising and promoting innovative activities
- I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere
- I take the lead in partnerships when appropriate and set the way in which partner Organisations interact allowing us to play a significant role in the delivery of services to communities

We are Professional

Flexible and agile in our approach, we uphold the highest professional standards to meet the needs of our children, young people, and their families.

Why is it important?

Understanding the vision and values of the Organisation in our day-to-day activities as a role model provides inspiration and clarity to our colleagues, service users and partners. Creating an environment for people to work to the best of their abilities will ensure a culture of mutual respect and support. Understanding and reinforcing expectations of professional behaviour will enable recognition of good and bad performance. Maintaining the highest levels of professionalism will build confidence among service users and their families.

Behaviours

Level 1

- I always act in line with the values of Rose Road
- I enhance the reputation of the Organisation through my actions and behaviours
- I demonstrate courage in doing the right thing, even in challenging situations
- I challenge colleagues whose behaviour, attitude and language falls below expectations
- I declare any conflicts of interest at the earliest opportunity
- I remain calm and think about how to best manage difficult situations
- I approach tasks with enthusiasm, focusing on service
- I refer to procedures and precedents as necessary before making decisions

Level 2

- I am respectful of the authority and influence my position gives me
- I am a role model for the behaviours I expect to see in others and I act in the best interests of service users
- I take the responsibility to deal with any inappropriate behaviours
- I proactively create a culture of ownership within my areas of work and support others to display personal responsibility
- I take personal responsibility for seeing events through to a satisfactory conclusion and for correcting any problems both promptly and openly
- I challenge others to ensure that decisions are made in alignment with policy, vision and values

Level 3

- I define and enforce the standards and processes that will ensure effective service delivery and organisational culture
- I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance
- I am politically aware and I understand the political circumstances and what this means for Rose Road
- I demonstrate long-term strategic thinking, going beyond personal goals and considering how the Organisation operates in the broader societal and economic environment.