Everyone
All staff and students

Integrity
I believe that I can make a positive difference by what I do as a member of the GCU community

I am open, honest and reliable

I reflect honestly on my actions and behaviours

I strive to understand, and be inclusive of, the varying backgrounds and perspectives of other people

I do my best to promote a sense of community for individuals from all cultures and backgrounds

I take personal responsibility for my actions and behaviours

Creativity
I accept and provide supportive feedback to stimulate positive change

I am flexible and open to change

I look for positive ways to deal with challenges

I look for opportunities to work with, learn from, and share with others

I am willing to look outside of my own discipline and experience when seeking solutions

I look for ways to innovate and improve the way we do things

Responsibility
I look for opportunities to reduce the environmental impact of my activities

I take personal responsibility for my work and its completion

I make the best use of the time and resources available to me

I help others to develop their skills and confidence

I take responsibility for my mistakes and use them as an opportunity to learn and develop

I keep up to date with the laws and regulations that directly influence my work

I am aware of my responsibilities when dealing with confidential or sensitive information

I treat myself and others with respect, kindness and compassion

Confidence
I am proud of my work and my contribution to the University and wider community

I am willing to step outside of my comfort zone to achieve new skills, knowledge and useful experiences

I raise awareness of unacceptable practice or behaviour when I see it

I share my knowledge and expertise with others

I communicate honestly and positively about GCU's mission for the Common Good

People Managers
Leading at a Departmental/Unit level

Integrity
I share and celebrate my team's contributions to the Common Good

I encourage and support team members in their efforts to deliver for the Common Good

I strive to be a role model for our GCU Behaviours

I promote an inclusive and supportive culture in which everyone is treated with dignity and respect

I encourage and promote a flexible and agile working environment responsive to each individual's circumstances

I make informed decisions

I share the rationale behind my decisions

Creativity
I endeavour to provide a working environment where creativity, imagination and innovation can flourish

I encourage and support the team to regularly create space for reflection and creative thinking in relation to their work

I encourage team members, where possible, to engage in activities which cross discipline and organisational boundaries

I recognise, celebrate and share good practice and ideas

Responsibility
I take responsibility for making difficult decisions when needed, liaising appropriately with my team, and other colleagues in the wider University

I engender team identity and a sense of belonging

I stand up for and support my team and colleagues in challenging situations

I manage performance by recognising success and supporting and encouraging improvement

I provide opportunities for team members to raise issues in the knowledge that I will listen and respond to their concerns

I work with colleagues to ensure that student experience and quality standards are being met

I aim to balance day-to-day service delivery with longer term service improvements

I pay attention to my own mental and physical wellbeing providing a positive example for my team

I encourage the development of self-belief and resilience in my team

Confidence
I promote and encourage the celebration of my team's achievements

I am willing to test out new ideas to meet the department's and University's goals

I promote an environment in which self-reflection and positive change are seen as standard

I encourage and support the promotion of the University's knowledge and expertise

I encourage my team to work together to generate solutions to shared problems

I support and encourage team members to reach their full potential

Strategic Leaders
Leaders at University, School and Directorate level

Integrity
I ensure that the University's mission informs every strategic decision we take

I engage with the University's stakeholders in order to co-create solutions

I uphold the highest standards of professional and personal practice

I invite and encourage discussion and the sharing of ideas

I am committed to and support a collegial working style

I take full responsibility for my area

Creativity
I embrace the unexpected and am resourceful in finding solutions

I seek to shape operational practices and direct resources in ways that will facilitate cross-disciplinary activities and thinking

I sponsor and support the development of key innovations within my area

I encourage, support and facilitate the sharing of ideas and adoption of good practice between different teams in the University

I engage with members of our communities and public, private and other relevant organisations in the development and improvement of our education and research

I encourage the development of innovative approaches to the improvement of University services and operations

I identify and adapt creative solutions from national and international exemplars to advance the University's mission and objectives
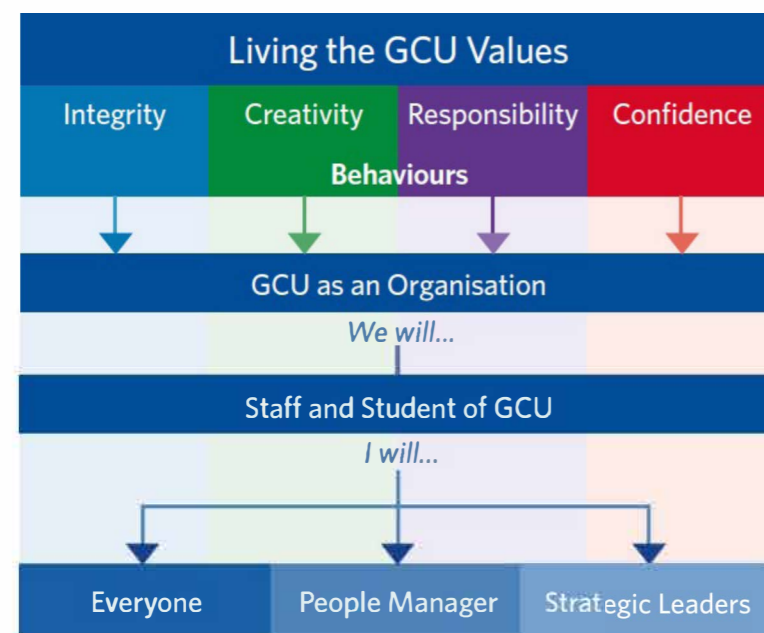
Responsibility
I make sure that the University commitment to the Common Good is promoted and fullfilled in the areas I lead

I regularly review our activities to ensure that they are in line with the University's 2030 aims and goals

I work beyond my own portfolio to support others for the benefit of the wider University

I lead and sponsor University wide developments in my area

I ensure that the University, and the areas for which I am accountable, operate within the agreed resources

I actively manage my own health and resilience, and support healthy working practices and wellbeing (physical and mental) of others

I seek decision outcomes and processes that encourage healthy working practices and physical and mental wellbeing

Confidence
I celebrate the achievement and the success of individuals, teams and the whole organisation

I speak with pride about the University's mission and its activities in support of it

I take managed risks and am willing to try innovative strategies and tactics to achieve a desired outcome

I build and develop relationships and partnerships with other organisations to further our mission and the future success of our University

I welcome and encourage debate and challenge

I listen to and support my staff and colleagues and encourage them to talk about their ideas, thoughts and aspirations for the future

Understanding our values and behaviours

The behaviour statements in this document are a way of explaining how we, as individuals, embed the GCU values of **integrity**, **creativity**, **responsibility** and **confidence** into our work and study. They were generated in partnership with staff and students and based around the core values we associate with our **Common Good** mission. These are the benchmark behaviours we'd like to be recognised for, and the ones we will use to evaluate and improve our current practices.

The statements are both realistic and aspirational, describing how we live our values on our best days: some we achieve easily, others may need effort, training, or support before we can regularly attain them.

There are four strands to the statements. The first describes how we, as an organisation live our values and can be found in the separate leaflet **GCU Values and Behaviours**. The other three, presented here, describe how we as individual members of GCU will live our values depending on our role within the University.

Everyone: describes the behaviours that we all, staff member or student, aspire to.

People Manager: describes the behaviours aspired to by those with people management responsibilities within the University.

Strategic Leaders: describes the behaviours aspired to by those with strategic and executive responsibilities.

Living our values

You can use the GCU values and behaviours to help you, your colleagues, and your team to provide a consistently excellent educational experience for our students, a quality service to our colleagues, offer valuable and innovative research and consultancy to our communities and realise our vision to transform lives through excellent education and research that is accessible and impactful for the people of Glasgow and our communities locally, nationally and internationally.

You can use the GCU Values and Behaviours for:

Recruitment: to select people with the attitude and behaviours needed, as well as the technical competence

Local induction: so that people know what behaviours are expected in the daily business of the University right from the start

Setting team standards: to focus on specific behaviours within your team as part of on-going service improvement

Self-assessment and personal development: to help you monitor your own performance and identify areas in which you need additional training or support

PDAR: to make sure there is a balanced focus between objectives and behaviours in the discussions of individual and team based Annual Review

Change and improvement: use the values and behaviour statements to help identify current good practice, what best practice would look like and to develop your plan for change.

Glasgow Caledonian University

University for the Common Good

Our Values and Behaviours