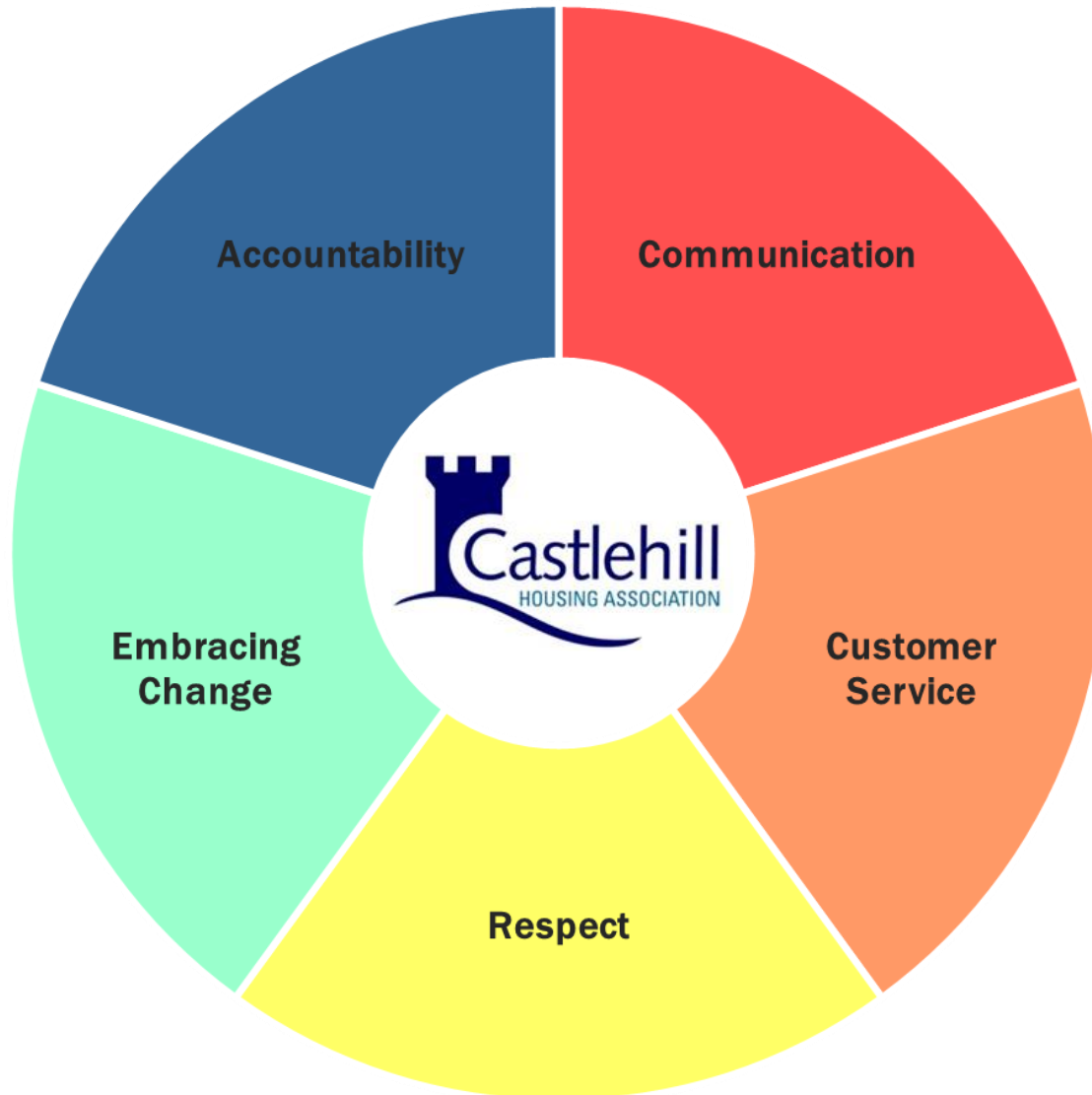


Castlehill Housing Association

Our Values





What are Values?

Castlehill's Values focus on observable behaviours – underlying characteristics, traits, attributes or qualities that we all display when we approach our work. They explain **HOW** we go about doing our jobs, rather than **WHAT** we do. They do not define the technical skills and knowledge needed to do our jobs.

These values can be helpful in ensuring that staff are the right 'fit' for Castlehill – that is, their personality, ways of working and general behaviour is aligned with the culture of our organisation – so that we can all work together to meet Castlehill's overall aims and objectives and ensure that our customers receive consistently high quality services.

Using Castlehill's Values

Castlehill's Values apply to all employees. The values outline the expected standards of behaviour that employees are required to demonstrate when undertaking their duties. Each of the five values consists of a descriptor defining what the value means, and examples of the types of behaviour associated with effective performance for staff at different levels (all, manager, and director). Examples of behaviours that would be considered inappropriate and unsupportive of Castlehill's culture are also listed as development indicators.

Note that the behaviour levels are cumulative, meaning that the behaviours in the previous level(s) are pre-requisites for all subsequent levels i.e. if you are a director, you are also required to demonstrate the types of behaviour given in the 'all' and 'manager' sections.

Castlehill's Values may be incorporated into a range of HR practices, including: recruitment and selection, job descriptions, learning and development, and performance management, including the annual appraisal process.

This document can also be accessed electronically:

<S:\Performance Management Framework\Corporate\7 - Corporate Resources\Castlehill Values>



Communication

The ability to communicate clearly and effectively with a diverse range of people, taking account of their views, and using well-reasoned arguments to convince and persuade where necessary.

Level	Effective Behaviours	Development Indicators
All	<ul style="list-style-type: none"> • Polite and courteous to others at all times. • Thinks before acting or talking. • Asks questions when required to check for understanding. • Listens to others, taking on board what is said. • Answers questions promptly. • Communicates effectively using a variety of methods e.g. verbal, written, email, telephone. • Shares relevant information. • Adapts communication style depending on the audience and situation. • Sensitive to the consequences of passing information to an inappropriate source. 	<ul style="list-style-type: none"> • Does not listen to others. • Uncomfortable communicating. • Sees information as power. • Blocks information flow. • Not able to engage or persuade people. • Unable to put their point across clearly and effectively.
Manager	<ul style="list-style-type: none"> • Able to communicate confidently. • Holds people’s attention when conveying information. • Able to persuade and influence others positively. • Can communicate effectively and consistently at a variety of levels, internally and externally. • Prepares and puts forward complex information simply and logically. • Produces well structured, clear and concise written information. • Respects the views and actions of others, challenging as required. • Is open and non-judgemental in discussing difficult issues with others. 	<ul style="list-style-type: none"> • Appears bored or uninterested when others are talking. • Is unfocussed in written or oral communication. • Uses inappropriate methods of communication for the audience / situation.
Director	<ul style="list-style-type: none"> • Acts as a proactive ambassador for Castlehill. • Promotes Castlehill at a local / regional / national level. • Develops and promotes effective two-way communication across the Association. • Leads meetings and / or discussions effectively to achieve clear results. • Secures positive outcomes through negotiation where appropriate. • Encourages others on the benefits of proposals and specific courses of action. • Presents compelling arguments by understanding and anticipating the agendas of others. • Articulate, persuasive and influential in presenting information, both formally and informally. 	<ul style="list-style-type: none"> • Does not notice how people react or whether they have understood. • Is inconsistent in use of words and actions. • Does not show respect for confidentiality.



Customer Service

Taking account of customer needs, striving to meet them, and providing a consistently high quality service to all customers including tenants, service users and colleagues.

Level	Effective Behaviours	Development Indicators
All	<ul style="list-style-type: none"> • Is approachable and genuinely helpful. • Treats customers fairly and consistently. • Responds to customer needs and enquiries efficiently and effectively. • Deals with customers in a positive manner. • Is prepared to be flexible to meet customer needs where possible. • Understands the value of, and actively seeks, customer feedback. • Develops good working relationships with customers and colleagues, recognising when these breakdown. • Makes unprompted efforts to satisfy customer needs. • Maintains the confidentiality of customers. 	<ul style="list-style-type: none"> • Places customer needs low on the list of priorities. • Shows no interest in delivering a good service. • Does not see things from the customer's point of view.
Manager	<ul style="list-style-type: none"> • Deals effectively with customer complaints and issues within the agreed procedures and timescales. • Listens to customer feedback and ensures all feedback is considered constructively and communicated to the appropriate stakeholders. • Evaluates customer satisfaction, changing processes and strategy where necessary. • Actively seeks to implement improvements to the service delivered. • Builds mutually beneficial relationships, both within and outside of Castlehill. 	<ul style="list-style-type: none"> • Does not welcome customer feedback. • Does not keep customers informed of what is happening. • Is slow to respond to customer requests.
Director	<ul style="list-style-type: none"> • Supports and promotes a customer focused culture by setting an example across the organisation. • Balances customer expectation with statutory requirements, Castlehill policy, and resource limitations. • Challenges the customer's way of thinking, influencing their behaviour positively. • Responds quickly to conflict or breakdown in customer relationships to reach positive solutions. • Anticipates future customer needs and prepares to meet them. • Tactfully involves and consults with customers to determine and refine service requirements. 	<ul style="list-style-type: none"> • Is unwilling or unable to tackle conflict. • Is reactive rather than proactive in anticipating customer needs.

Respect

Demonstrating high standards of fairness and honesty, dealing with customers and colleagues in an open, equal and respectful way at all times.

Level	Effective Behaviours	Development Indicators
All	<ul style="list-style-type: none"> • Demonstrates respect for colleagues and customers in all day to day dealings. • Understands the need for equality and fairness to all in the workplace. • Treats others with genuine consideration and understanding. • Shows an understanding and appreciation of people's differences. • Is honest and realistic about what can be delivered. • Does what is right in spite of the personal consequences. • Is worthy of the personal trust of others. 	<ul style="list-style-type: none"> • Is impolite and unhelpful. • Shows bias or discrimination towards others. • Fails to keep commitments or deliver agreed outcomes.
Manager	<ul style="list-style-type: none"> • Respects the time and effort of others by being on-time and prepared for meetings and tasks. • Sets a good example by demonstrating empathy, equality and fairness towards others. • Acknowledges and values the effort, good performance and personal commitment of others. • Is positive, honest and constructive in dealing with others. • Ensures fairness and equality through consistent application of Castlehill's agreed policies and procedures. 	<ul style="list-style-type: none"> • Is late or unprepared for meetings. • Ignores the contribution or opinions of others. • Fails to give reasonable warning of changes to plans or priorities. • Makes unreasonable demands on people's time or resources.
Director	<ul style="list-style-type: none"> • Acts as a role model, visibly and openly demonstrating respect, empathy, equality and fairness in working relationships both internally and when representing Castlehill externally. • Challenges behaviours when a lack of respect is observed, empowering and supporting others to do the same. • Ensures that equality and fairness is at the heart of all strategic and operational policies, procedures, and improvements. 	<ul style="list-style-type: none"> • Fails to follow Castlehill's agreed policies and procedures. • Fails to challenge behaviours which do not show respect.

Embracing Change

The ability to adapt to change, remain flexible in changing circumstances, and embrace different ways of doing things and opportunities for improvement with a positive and open attitude.

Level	Effective Behaviours	Development Indicators
All	<ul style="list-style-type: none"> • Ability to adapt and remain flexible in changing circumstances. • Willing to adjust ways of working by adopting new methods, approaches, technology policies and procedures. • Prepared to take on new or different tasks. • Able to switch easily between routine and complex tasks in response to fluctuating workload and / or changing business need. • Suggests ways to introduce and improve working practices where appropriate. • Takes responsibility for own learning. • Willing to listen to feedback and constructive criticism. • Learns from mistakes. 	<ul style="list-style-type: none"> • Inflexible. • Resists new ideas. • Is set in own ways and reluctant to embrace new ways of working. • Creates barriers to change.
Manager	<ul style="list-style-type: none"> • Adapts style and approach to meet team needs and / or changing demands. • Actively supports and promotes innovation. • Actively seeks opportunities to improve working practices, and takes action to implement improvements where appropriate. • Able to adapt and find solutions when faced with difficult situations. • Uses feedback and constructive criticism to make changes and improvements where appropriate. 	<ul style="list-style-type: none"> • Is focused on the present term and does not consider long term. • Talks about change without taking action to make it happen. • Does not promote or explain the benefits of change to other members of staff.
Director	<ul style="list-style-type: none"> • Constructively challenges policy, practice and traditional boundaries when necessary. • Leads the implementation of change, embracing new and different approaches. • Promotes a positive and flexible approach to change. • Creates a culture of continuous improvement amongst staff. • Receptive to fresh insights and perspectives from a diverse range of sources. • Focuses on what is required for the organisation, setting aside personal preferences. • Appreciates the impact of change on others and manages change openly, honestly and sensitively. • Demonstrates flexibility and adaptability during times of pressure, emergency or crisis. 	<ul style="list-style-type: none"> • Unwilling to listen to feedback or constructive criticism and use it to improve. • “Head in the Sand” mentality. • Waits to be taught.

Accountability

Being openly accountable for our actions, opinions and decisions; taking responsibility and ownership for delivering agreed outcomes and seeing things through to completion.

Level	Effective Behaviours	Development Indicators
All	<ul style="list-style-type: none"> • Understands the importance of taking ownership of own workload and responsibilities. • Is reliable and keeps promises to deliver agreed outcomes. • Pre-empts problems with delivering agreed outcomes and takes appropriate action. • Willing to take responsibility for failure within remit of personal workload and responsibilities. • Keeps customers as informed as possible, and acknowledges when expectations have not been met. • Willing to stand up and give honest opinions and input where appropriate. • Willing to take on tasks beyond remit in order to ensure things get done. 	<ul style="list-style-type: none"> • Fails to take ownership for personal responsibilities, tasks and / or goals. • Blames others for failure. • Defensive or in denial about failure and unwilling to accept responsibility.
Manager	<ul style="list-style-type: none"> • Provides clear and realistic goals and priorities to team members, whilst acknowledging the importance of maintaining overall responsibility and ownership for team output. • Confidently makes decisions and stands by them. • Meets objectives, or is willing to explain why objectives have not been met. • Overcomes obstacles to delivering agreed outcomes. • Supports team members to meet objectives and achieve goals, pre-empting problems and providing support where appropriate. • Willing to take responsibility for failures within the remit of relevant team(s). 	<ul style="list-style-type: none"> • Fails to overcome obstacles that are within control, or positively influence outcomes. • Delegates tasks to others without following up to ensure completion. • Afraid to speak up and voice opinions.
Director	<ul style="list-style-type: none"> • Inspires trust in others through openly demonstrating a willingness to take ownership and accountability for responsibilities across the organisation. • Acts as a role model and coach, empowering others to take ownership and responsibility and providing support in overcoming obstacles to delivering outcomes. • Stands by actions and decisions taken at a corporate level, presenting a positive attitude across the organisation. • Willing to take responsibility for failure at a corporate level and work with senior management and the management team to take appropriate action. 	<ul style="list-style-type: none"> • Unwilling to make decisions and stand by them. • “Slopy Shoulders” attitude.