

Welcome

Core Values Workbook

CORE VALUES WORKBOOK

PARTNERSHIP
Together Making the Difference

Teamwork

Core Values Workbook

WELCOME to this Core Values Workbook

Values are the fundamental beliefs that guide and motivate attitudes and actions. They identify the things we prize most so influencing the way a person actually behaves. Values are usually given to us from our families, backgrounds and experiences. In a work setting our values effect the way the VEC operates and how we work together.

The core values we are highlighting have been chosen by the stakeholders in the sector as the most appropriate ones to achieve modernisation and change in Partnership within the VEC sector. There are some general principles that apply to our values.

- The core values are inter dependant
- None is more important than another
- They should guide all our actions when we undertake a new task or review an action/project and you should look at them in the light of the values.
- The should be considered when introducing or changing organisational systems such as structures, policies and selections

This workbook has been put together by the VEC National Partnership Forum to help VEC s to implement the core values and improve their ability to respond better to the challenges of modernisation and change. It is expected there will be a sponsor group (usually the Local Working Group) who will take responsibility to implement these in the VEC and support each area in the VEC to improve them.

The information on the barriers to be overcome and actions to be taken to achieve each core value was taken from core values workshops held across the country and should provide useful insight into the issues to be addressed. The Forum would like to thank all those who participated in the workshops and the other Partnership groups who were involved in putting this together.

The workbook has been designed as a working document for teams to follow and to work out what they need to do. It will only be useful to you if you take it and act! So best of luck to you and your team as you begin this journey.

Teamwork

1. Definition

TEAMWORK	VEC Policies and procedure	Individual Behaviours
Encourage staff to be clear on their own role and on collective responsibility to achieve success through the VEC team. Encourages and supports others in pursuit of VEC goals.	<ul style="list-style-type: none"> Recognises working in teams as the most effective way of achieving success Will provide direction and support to all teams within the VEC 	<ul style="list-style-type: none"> Understands personal role in performance of duties within VEC Contributes in a positive way to the performance of the team Supports and encourages others in performance of team objectives

2. Purpose

Why do we need to work on issues of teamwork?

3. Objective

What issue(s) should we address in our VEC/ Team to improve teamwork?

What will be done ?		By When
How will we do it ?		
How do we measure success?		

4. Barriers

What are the things that get in the way of making this happen?

VEC Organisation (Suggestions from VEC Staff)	Individuals (Suggestions from VEC Staff)
<p>Team Communication: Between Management and staff, different sections, admin office and schools/centres.</p> <p>Team Roles: lack of Organisational Knowledge- what each team does, individual roles within a team (PMDS), Distribution of work between different teams</p> <p>Team Dynamics: Not valuing each member of the team and their contribution, lack of inclusive team meetings, outdated management structures/ approaches</p>	<p>Attitudes: Lack of enthusiasm/motivation, lack of confidence, lack of flexibility</p> <p>Knowledge/skills: Not understanding team as a whole, and one's role in it, lack of communication skills</p>
More specific to our VEC / Team	More specific to individuals in our VEC / Team

Teamwork

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5. Actions

What things do we need to do to help make them happen?

VEC Organisation (Suggestions from VEC Staff)	Individuals (Suggestions from VEC Staff)
<p>Leadership: Promote Teamwork as core way of working, Setting up inclusive meetings, Cross functional teams to develop projects Acknowledge/ value contribution of all team members, distribute work evenly among sections (eg: busy time in one/ quieter in other, quieter helps other etc)</p> <p>Communication: Regular communication update (eg: weekly e-mail) to all staff Communicate organisational aims to all, Whole VEC events</p> <p>Expertise: Teambuilding exercises, Leadership Training, include Teamwork as part of induction process</p>	<ul style="list-style-type: none"> ➤ Familiarise oneself with whole organisation, Greater participation ➤ Support and listen to other team-members
More specific to our VEC	More specific to individuals in our VEC

6. Priorities

What are the most important things for our VEC / Team to address?

VEC Organisation / Our Team	Individuals
1.	1.
2.	2.
3.	3.

7. Action Plan

What actions are we going to take to achieve our objectives?

Objective	Action	Deliverable	Who	When

8. Evidence

What will an observer see that is different and would know we have achieved our objective?

Co Operation

1. Definition

CO OPERATION Works well with others to achieve a common aim and works to establish common ground providing support where possible	VEC Policies and procedure	Individual Behaviours
	<ul style="list-style-type: none"> Encourage and promote in its issues 	<ul style="list-style-type: none"> Works to build good relationships with others Finds common ground with others and works to advance VEC services

2. Purpose

Why do we need to work on issues of co operation?

3. Objective

What issue(s) should we address in our VEC/ Team to improve co operation?

	By When	
What will be done?		
How will we do it?		
How do we measure success?		

4. Barriers

What are the things that get in the way of making this happen?

VEC Organisation (Suggestions from VEC Staff)	Individuals (Suggestions from VEC Staff)
Organisational awareness: Lack of understanding of different VEC functions, sections, centres and schools, overall mission of VEC. Need to identify what the current status of co-operation is within the organisation. Communications: need to be improved between sections, between admin, schools/centre	<ul style="list-style-type: none"> ➤ Lack of Organisational knowledge, ➤ Lack of identification with the overall mission of the VEC, ➤ Inflexibility
More specific to our VEC	More specific to individuals in our VEC

Co Operation

5. Actions

What things do we need to do to help make them happen?

VEC Organisation (Suggestions from VEC Staff)	Individuals (Suggestions from VEC Staff)
<p>Communication: Consult with staff to see how Co Op can be improved, highlight benefits of Co Operation to staff, Create awareness of what each section/school/centre does Clearly communicate overall aims of VEC to staff, Share information- use website/ staff intranet as centre for information</p> <p>Structures: Put in place structures that promote/facilitate co-op Cross-functional teams, Rotating staff</p>	<ul style="list-style-type: none"> ➤ Be willing to become involved in initiatives that promote co-operation ➤ Find out more about the overall aims of the VEC ➤ Respect and support other members of the VEC Team ➤ Be flexible
More specific to our VEC	More specific to individuals in our VEC

6. Priorities

What are the most important things for our VEC /team to address?

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7. Action Plan

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Objective	Action	Deliverable	Who	When

8. Evidence

What will an observer see that is different and would know we have achieved our objective

Leadership

1. Definition

LEADERSHIP	VEC Policies and procedure	Individual Behaviours
Promotes behaviour that is in the best interests of the VEC, its staff and customers at all times. Motivates and encourages others to take ownership of the VEC objectives and promotes a shared vision of the future	<ul style="list-style-type: none"> Encourages and promotes effective leadership for all staff. Recognises an open door policy. 	<ul style="list-style-type: none"> Demonstrates and inspires commitment to achieving shared vision of VEC Builds credibility by being trustworthy and reliable Encourages others working for the modernisation of the VEC Motivates others to innovate and implement change Takes personal responsibility for own role within in service delivery

2. Purpose

Why do we need to work on issues of leadership?

3. Objective

What issues should we address in our VEC/ Team to improve leadership ?

By When

What will be done?		
How will we do it?		
How do we measure success?		

4. Barriers

What are the things that get in the way of making this happen?

VEC Organisation (Suggestions from VEC Staff)	Individuals (Suggestions from VEC Staff)
<p>Culture: Rigid policies and little autonomy and a fixed mind set Risk adverse, Little involvement and little encouragement to be involved or offer new ideas</p> <p>Skills; Insufficient skill set to lead, motivate, plan., Poor time management skills Communications, Not enough clarity on the VEC objectives, nor individual objectives, no job descriptions and role definitions</p>	<p>Attitudes; It's not my concern but the responsibility of the CEO, Things have always been this way, Have to follow the polices in place a long time, It's very difficult to ask questions and to clarify/understand our role</p> <p>Motivation; Only want to do my job, have little interest Lack of commitment and enthusiasm for job, Poor recognition for extra effort or work, little effort put into supporting/encouraging others.</p>
More specific to our VEC	More specific to individuals in our VEC

Leadership

5. Actions

What things do we need to do to help make them happen?

VEC Organisation (Suggestions from VEC Staff)	Individuals (Suggestions from VEC Staff)
Ensure management structures are effective for utilising leadership Develop effective communications strategies for showing, aims and vision of VEC and explaining the role and contribution of individuals Enhance management skill development including motivation and planning	<ul style="list-style-type: none"> ➤ Accept greater responsibility ➤ Get more involved in the VEC ➤ Increase the level of training in leadership ➤ Make an effort to encourage others
More specific to our VEC	More specific to individuals in our VEC

6. Priorities

What are the most important things for our VEC / Team to address?

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8. Evidence

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Participation

1. Definition

PARTICIPATION	VEC Policies and procedure	Individual Behaviours
<p>Welcome all staff to actively make their contribution to the service delivery of the VEC. Each person at every level in the organisation is encouraged to participate</p>	<ul style="list-style-type: none"> Facilitates the involvement of staff in all major initiatives in the VEC Provides consultation mechanisms for the staff within the VEC Encourages the participation and involvement of staff in initiatives 	<ul style="list-style-type: none"> Contributes to team meetings and events Makes an input directly and indirectly with events arranged for employee participation Facilitates and encourages others to participate and contribute Ensures personal views are represented in all important initiatives

2. Purpose

Why do we need to work on issues of participation?

3. Objective

What issue(s) should we address in our VEC/ Team to improve participation?

By When

What will be done?		
How will we do it?		
How do we measure success?		

4. Barriers

What are the things that get in the way of making this happen?

VEC Organisation (Suggestions from VEC Staff)	Individuals (Suggestions from VEC Staff)
<p>Cultural: Not actively promoting participation Follow up: acknowledge participation, give feedback etc, Focus on documentary evidence rather than fostering participative culture Announcing decisions rather than discussing them Structures: Communication structures that facilitate participation not in place</p>	<ul style="list-style-type: none"> ➤ Lack of opportunity ➤ Lack of communication skills/confidence ➤ Part time staff/ re-deployed staff may not become part of team and therefore not participate ➤ Individual lack of ownership regarding their role
More specific to our VEC	More specific to individuals in our VEC

Participation

5. Actions

What things do we need to do to help make them happen?

VEC Organisation (Suggestions from VEC Staff)	Individuals (Suggestions from VEC Staff)
<p>Foster culture of Participation: Greater consultation with all grades of staff, procedures in place to encourage staff to participate eg: allocating time/ holding inclusive meetings/ suggestion boxes Follow up participation by celebrating success and promoting the benefits of participation</p> <p>Communication: Facilitate two-way communication, offer training in communication skills, include participation in job specs</p>	<ul style="list-style-type: none"> ➤ Get involved, realise that we are not lone workers , but part of an organisation and all of us have something to contribute ➤ Realise that with this comes responsibility
More specific to our VEC	More specific to individuals in our VEC

6. Priorities

What are the most important things for our VEC / team to address?

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7. Action Plan

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8. Evidence

What will an observer see that is different and would know we have achieved our objective?

Customer Centred Core Values Workbook

1. Definition

CUSTOMER CENTRED	VEC Policies and procedure	Individual Behaviours
Recognises that customers are the purpose of the VECs existence and approaches every initiative with their interests in mind	<ul style="list-style-type: none"> • Considers the implication of all initiatives for customers • Develops and maintains ongoing monitoring and feedback systems to keep in touch with customer needs 	<ul style="list-style-type: none"> • Puts customer needs at the centre of all initiatives. • Considers the needs of customers and works to ensure they are met • Goes to some length to see the individual needs are met • Works toward improving customer service and seeks ways to deliver superior service.

2. Purpose

Why do we need to work on issues of customer centredness?

3. Objective

What issue(s) should we address in our VEC/ Team to improve our customer centredness ?

	By	When
What will be done?		
How will we do it?		
How do we measure success?		

4. Barriers

What are the things that get in the way of making this happen?

VEC Organisation (Suggestions from VEC Staff)	Individuals (Suggestions from VEC Staff)
<p>Communication: Effective Customer Service policies, standards and procedures not in place No Customer Service Officer Information for customers in complex language Ineffective use of IT and VEC website as customer service tools Inadequate publicity about VEC services and how to access them, need to gain feedback from customers on services Need to provide good customer service for internal customers</p>	<ul style="list-style-type: none"> ➤ Lack of flexibility, of good customer service skills- communication/telephone skills/ dealing with difficult customers ➤ Not knowing the needs of the customers (importance of feedback)

Customer Centred Core Values Workbook

<p>Access:Lack of customer-friendly opening hours and lunch-time access Physical access to services can be poor: facilities/ wheelchair access/ access to privacy</p> <p>Knowledge/Expertise:Customer service training for all staff Customer Service training as part of induction training Lack of organisational awareness amongst staff Lack of up to date information for staff so they are informed Difficulties in providing for diversity of customer: disabled/ sign language/ non-nationals</p>	
More specific to our VEC	More specific to individuals in our VEC

5. Actions

What things do we need to do to help make them happen?

VEC Organisation (Suggestions from VEC Staff)	Individuals (Suggestions from VEC Staff)
<p>Access: Disability/ Signage, Opening Hours, Develop access to services via website and e-learning</p> <p>Feedback: Actively seek feedback from customers, Evaluate feedback Communicate results to all staff, Implement changes arising from feedback, Recognise good Customer service</p> <p>Resources/Expertise: Put effective policies and procedures in place, Carry out training needs assessment re: customer service for all staff</p> <p>Designated officer in place</p>	<ul style="list-style-type: none"> ➤ Demonstrate good customer service (both to internal and external customers) on a daily basis ➤ Be open to change/ flexibility ➤ Put the customer first/ respect the customer
More specific to our VEC	More specific to individuals in our VEC

Customer Centred Core Values Workbook

6. Priorities

What are the most important things for our VEC / team to address?

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7. Action Plan

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Objective	Action	Deliverable	Who	When

8. Evidence

What will an observer see that is different and would know we have achieved our objective?

Communications Core Values Workbook

1. Definition

COMMUNICATIONS	VEC Policies and procedure	Individual Behaviours
<p>Explains the issues of the day and the outcomes expected are understood by all staff. Shares information with all stakeholders at an early stage</p>	<ul style="list-style-type: none"> • Ensures the VEC vision and purpose is understood by all those working in the VEC • Develops policies and structures to ensure that adequate communications structures are in place • Promotes and encourages open communication throughout the VEC 	<ul style="list-style-type: none"> • Explains issues and expected outcomes. • Communicates relevant information to all staff in a clear and concise way. • Understands the communication needs of different audiences and tailors language and method of presentation to meet those needs. • Checks that information conveyed is clearly understood. • Regularly encourages feedback

2. Purpose

Why do we need to work on issues of communications?

3. Objective

What issue(s) should we address in our VEC/ Team to improve effective communications?

What will be done?		By When
How will we do it?		
How do we measure success?		

Communications Core Values Workbook

4. Barriers

What are the things that get in the way of making this happen?

VEC Organisation (Suggestions from VEC Staff)	Individuals (Suggestions from VEC Staff)
<p>Communicating the VEC's message: Lack of Communications policy, Complex/ non user-friendly language in communications, Lack of information disseminated regarding decisions made No Consultation with stakeholders as to how to improve communications, Difficulties in communications between HO, schools & centres</p> <p>Modes of communication: Lack of Communications policy No utilising/ ineffective use of IT No Communication Officer/ person with overall responsibility for Communicating the aims of the VEC to all stakeholders Need to see the importance of 'upwards' as well as 'downwards' communication</p>	<ul style="list-style-type: none"> ➤ Poor communication skills ➤ Not knowing overall aims of the VEC and the sectors within it ➤ Poor IT skills
More specific to our VEC	More specific to individuals in our VEC

5. Actions

What things do we need to do to help make them happen?

VEC Organisation (Suggestions from VEC Staff)	Individuals (Suggestions from VEC Staff)
<p>Communicating the VEC's message: Communication Policy (agreed by staff), implementation strategy and Performance Indicators Information in simple language on roles/services provided Facilitate meaningful communication between all sections of VEC</p> <p>Modes of communication: Regular update of VEC website Introduction of staff intranet Regular newsletters/email updates</p>	<ul style="list-style-type: none"> ➤ Participate in meetings, ask questions, improve listening skills, check that I am understood ➤ Utilise all forms of communication available and participate in any training to improve communication skills
More specific to our VEC	More specific to individuals in our VEC

Communications Core Values Workbook

6. Priorities

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