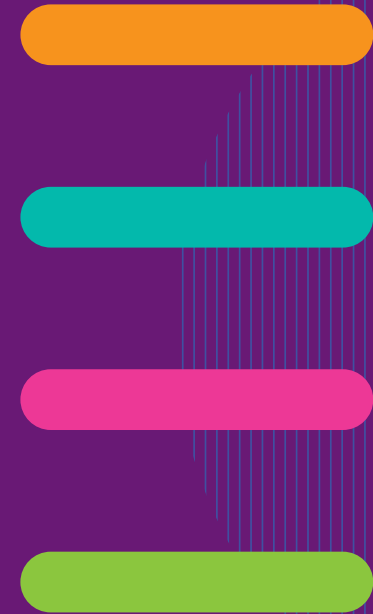


One College, One Team



Welcome



**Rob Okunnu,
RCPCH CEO**

You are part of an organisation that has purpose at the heart of its culture. Everything that we do stems from our vision and mission. Our Values ensure that *how* we do things is of equal importance to *what* we do.

We have a bold and exciting College Strategy which easily describes our strategic ambitions for the next few years. Our Values are a core part of the narrative, underpinning our serious commitment as a values-led organisation. Include, Influence, Innovate, Inspire – these are meaningful Values, integral to a strategy that is living and active, which aids stewarding a positive culture.

The College is complex, made up of many parts working across types of activities. Such is the nature of what we do as a unique membership organisation,

working on behalf of paediatricians in the UK and internationally to the wider benefit of child health. As a vibrant community made up of staff, members in College roles as well as the broader membership, trustees and children and young people, being cohesive, collaborative and connected is essential. One College, One Team is a helpful way to describe our culture and it provides a way to keep the bigger picture in focus. We are indeed, the sum of many parts.

I am very pleased that we have clearly set out a Values and Behaviours framework, which is a practical tool that will help everyone day-to-day. I would encourage you to be familiar with it, refer to it, and use it. It is a crucial set of 'guide rails' as we live our Values, foster positive behaviours and develop our culture from strength to strength in support of One College, One Team.



Our Values ensure that *how* we do things is of equal importance to *what* we do.



Our Values

Two overlapping purple circles are located in the bottom-left corner of the page. The circle in the foreground is a darker shade of purple, while the one behind it is a lighter shade.

We are One College, One Team and our Values radiate through our day-to-day activities from partnering with College members and children and young people to influence child health policy, to supporting staff with leadership and career opportunities.

We are committed to developing an environment where we are all able to do our best work to deliver the College Strategy. Defining our Values and associated behaviours helps everyone

understand what is expected of them, how to recognise and celebrate positive behaviour and how to actively address poor conduct. This will enable us to achieve a high-performance culture and support our ambition to deliver impact for our members and children and young people.

This document is a guide for staff with common language for how we do our daily work together.

Living our Values

Our Values are our foundational beliefs and principles. They help us to define the College's identity and guide our operations. They also help all of us to align our actions and decisions with the College's purpose, fostering a shared understanding of what the College stands for. Values directly shape and influence the College's culture.

Our Values serve a further purpose when considered in greater detail, namely behaviours. By having a shared understanding of behaviours, we all know how we should interact with others, and what we can expect from each other. These are the behaviours we Champion. We heard during the Values workshops that you wanted to better understand and have the tools to challenge behaviours which do not live the College Values, and we have set these out too, under the behaviours we will Challenge.

As well as establishing our College culture we can also use this framework to attract like-minded colleagues to the College. Colleagues with a shared understanding are more likely to stay longer which boosts organisational performance and the improves the services we provide to members and each other.

This framework has been designed as a resource for everyone to use with positive intent. It can be used as a tool to lead by example, to improve communications and people skills as well as day to day interactions.

Our College Values are not just a marketing tool, but a cornerstone of our success, through boosting employee morale, retention, organisational loyalty, and overall organisational integrity.



Louise Beauchamp,
RCPCH Executive Director
for People and Culture



Our College Values are not just a marketing tool, but a cornerstone of our success.

Our mission, vision and strategic goals

Our vision...is a world where every child is healthy and well.

Our mission...is to advance child health practice, shape policy, set educational standards and empower paediatricians. We are led by insights from our members, children and young people.

Our strategic goals

Working together and with members and children and young people, we have developed strategic goals that are practical, progressive, and have distinct outcomes.

These goals will guide us throughout the 10-year strategic outlook, alongside our values, they will make sure we always remain true to our vision:



Goal 1

The size, skill and welfare of the UK child health workforce are prioritised by senior NHS decision makers to meet the needs of children and young people across the four nations.



Goal 2

Child health is at the centre of decision-making across the four nations.



Goal 3

Research, evidence and clinical standards improve safety and child health outcomes.



Goal 4

RCPCH has an international impact in paediatrics and child health.

I include

**I will treat others fairly
and with respect, ensuring
that my behaviour is
appropriate at all times.
I will value individual
differences, perspectives
and contributions.**



I will champion:

- ✦ Treating everyone with dignity & respect
- ✦ Taking action to treat everyone fairly
- ✦ Taking responsibility for my own behaviour
- ✦ Taking responsibility for developing my self awareness
- ✦ Considering how my style may impact others
- ✦ Showing interest and being naturally curious about the views of others
- ✦ Ensuring my words and actions are kind
- ✦ Considering the needs of others

I will challenge:

- ✦ Negative talk about others behind their backs
- ✦ Disrespectful behaviour to others and of their opinions
- ✦ Allowing discrimination or disrespect go unchallenged
- ✦ When confidentiality is not respected
- ✦ When position or knowledge is used as a power mechanism
- ✦ When a group is used to side against another
- ✦ Showing different levels of respect to different levels of colleague, members or children and young people
- ✦ Withholding information

I influence

I act with integrity,
being open and honest,
checking and challenging
my behaviour and
practices to improve
working practices, and
advance the work of
the College.



I will champion:

- ✦ Behaviours that support our values
- ✦ Communicating and interacting in a way that shows I care and understand
- ✦ Openly sharing ideas, plans and progress
- ✦ Giving and receiving honest feedback in a productive and positive manner
- ✦ Communicating positively so that every person feels they belong and are valued
- ✦ Listening carefully and responding honestly
- ✦ Asking for guidance to help me make the right decisions
- ✦ Accepting the views of others and explaining what we can and cannot do
- ✦ Knowing my own limits and seeking advice and support when needed
- ✦ Providing clarity and reasons behind my decisions
- ✦ Challenging myself and others to make a positive difference through the work that we do

I will challenge:

- ✦ Behaviours that do not support our values
- ✦ Failing to escalate issues when they become known
- ✦ Saying 'yes' to something to please others, when I know we may not be able to deliver
- ✦ Not taking responsibility for actions
- ✦ Not offering to help others
- ✦ Placing blame on others
- ✦ Failing to answer questions honestly

I innovate

I aim for quality in everything I do, take pride in my work to have the greatest impact on the services provided by the College.



I will champion:

- ✦ Creating space for the exploration of diverse ideas
- ✦ Problem-solving
- ✦ Capturing lessons learned
- ✦ Actively sharing knowledge, skills and experience with others
- ✦ Using analytics to inform exploration of ideas and decision-making
- ✦ Encouraging and seeking feedback from multiple stakeholders
- ✦ Drawing on diverse strengths, knowledge and experiences
- ✦ Exploring new ideas knowing that if they are not successful we can capture the lessons learned and not appoint blame.
- ✦ Building positive work relationships, drawing on diverse strengths, knowledge and experiences
- ✦ Making time to plan, do and review

I will challenge:

- ✦ Associating only with people who think like me
- ✦ Being defensive to feedback
- ✦ Being rigid in ways of thinking and working
- ✦ Adopting a negative or pessimistic mindset
- ✦ Not listening or responding to ideas
- ✦ Thinking that one person has all the answers
- ✦ Not making time to plan, do and review

I inspire

**I will be inspired
by and open to
possibilities, seeking
to first understand
the ideas of others. I
will have the courage
to embrace change
and openly share
my ideas freely with
others to improve the
way we work.**



I will champion:

- ✦ Inspiring and supporting others to challenge and stretch themselves
- ✦ Creating a safe and supportive learning environment
- ✦ Celebrating success and giving positive feedback to build confidence
- ✦ Learning from mistakes
- ✦ Creating and sharing connections
- ✦ Listening, understanding and empathising with others
- ✦ Empowering and encouraging others to make informed choices

I will challenge:

- ✦ Failing to learn from mistakes
- ✦ Shirking responsibilities
- ✦ Accepting poor performance
- ✦ Failing to give timely constructive and feedback
- ✦ Creating unrealistic objectives, plans or deadlines
- ✦ Taking credit for other people's work
- ✦ Not taking pride in my work

How to use our Values and Behaviours

The behaviours provide a guide to build from so that we have a consistent culture across the College that we can be proud of. It is everyone's responsibility to ensure that collectively we live the College Values.

All staff at the College - whatever their role or location across the globe - can use them to translate our Values into action. They give tangible examples that describe both positive and negative behaviours. These are here to help you to learn and develop, but also recognise positive and negative behaviours in others and encourage accountability.

You'll be measured on how you're demonstrating our Values through the behaviours we have listed during your half yearly performance reviews, and

annual performance reviews. You'll also be assessed on your day-to-day performance, objectives and more.

We encourage you to treat this document as a powerful tool for your own personal development. Use it to identify your strengths and plan how you can have even more impact on your day-to-day, and tackle some of the challenges in your role. This is not meant to be easy – it's meant to challenge all of us; colleagues, managers and leaders. The behaviours are life skills and developing them will help you now and in the future. It is important to be aware that competence is about good judgement as well as effective behaviour. The One College, One Team behaviours are not designed to be exhaustive, and the framework shouldn't be followed in a literal

way. It's about exercising good judgement about how we behave and the impact this can have on others.

Above all, these Values underpin our culture. They make the College a place where we not only want to work, but also a place we would encourage others to work too.



Our culture shapes our success

Values and behaviours determine the culture of many different settings including societal and domestic as well as in the work place. And the culture we experience is crucial to our fulfilment and success in every setting. When I look through adult eyes back at my school days, the thing that made a teacher “good” was their classroom culture, where there was mutual respect and trust.

Over the last 30+ years, as an adult, shared respect and trust have remained core to the positive cultures I have enjoyed in clinical, research and teaching settings. I have been a college officer since 2016 and over this time I have had constantly experienced the pleasure of working in a positive culture created by our staff, officers and members.

It is challenging to fully describe “culture”, and to put it into print. For me, values and behaviours which demonstrate respect, trust, kindness, empathy, support and courage are important to a positive culture.

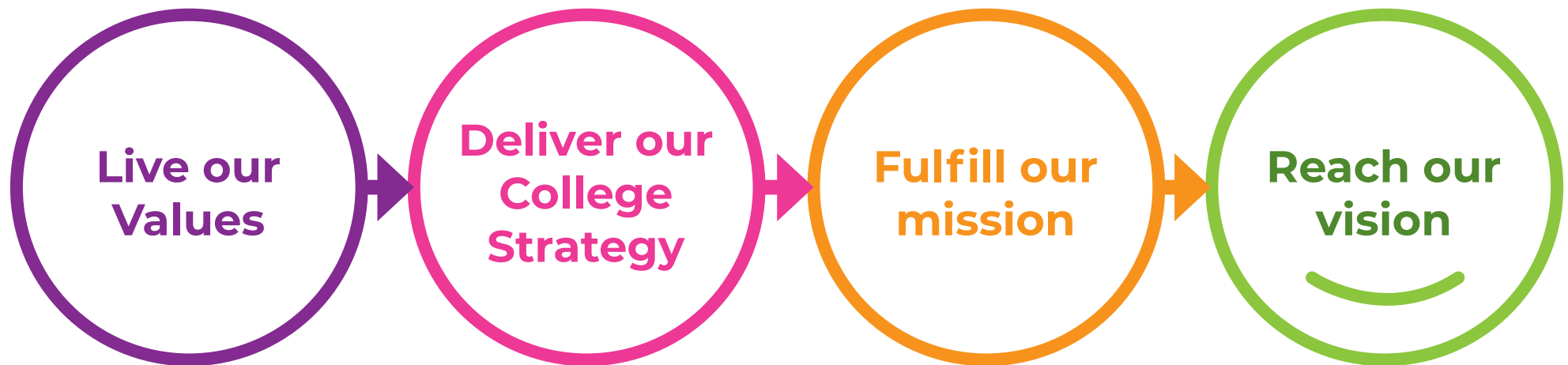
We are all different, and will have differing perspective on what the key components of a positive culture are. In reality it is the mixture of many values and behaviours which together combine to make the culture.



**Professor Steve Turner,
RCPCH President**

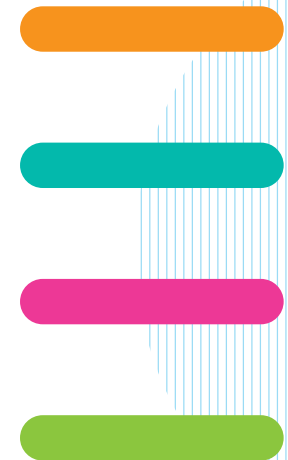


Everyone contributes to culture. It is everyone's responsibility.



On their own, values are just words. What counts is how you live them on a daily basis—they are the standard we need to live by to deliver our College Strategy.

Doing our best to deliver the **College Strategy** helps us fulfil our mission, bringing us one step closer to reaching our vision. Our culture is defined by our **Values** and **behaviours** and they are fundamentally linked to our **mission** and **vision**.



Here are some **key** takeaways:

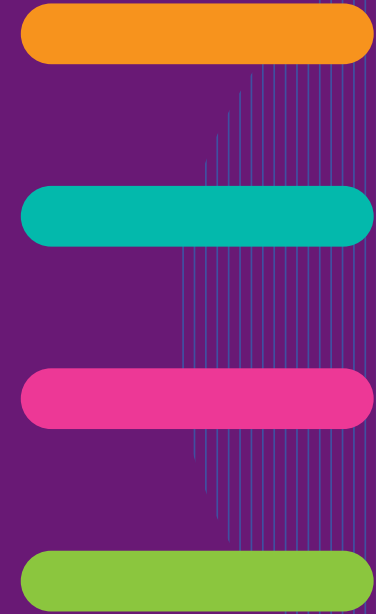
I hope that you find this resource helpful. It has been developed to show the difference we can make and the role that we can play individually and collectively in supporting One College, One Team. As we press ahead, I encourage everyone to:

- ✦ Remember that we are a values-led organisation and are committed to stewarding a positive culture
- ✦ Be familiar with our Values and where we can all champion positive behaviours and challenge behaviours that do not support our Values
- ✦ Actively use this resource in living the Values
- ✦ Give as much importance to how we are doing things in our daily activities and not just what we are doing
- ✦ Remember that we are the sum of many parts – One College, One Team – working together towards achieving the College's vision and delivering its mission



Thank you!

One College, One Team



Royal College of
Paediatrics and Child Health

Leading the way in Children's Health