

Certitude

Values and Behaviour Framework



Updated: April 2024

Introduction

This Certitude Values and Behaviour framework describes how we can all contribute to the success of our organisation and to our own individual success.

These behaviours demonstrate the attitude and approach we should bring to our work and encompass:

- how we do things
- how we treat others
- how we can expect to be treated.

The framework identifies behaviours which will help us to achieve our organisational purpose and develop an inclusive culture which makes Certitude a great place to work for everyone. The framework can also be used by each of us to help reflect on if we are personally living Certitude's values.



Certitude vision and mission

Our Values and Behaviour framework helps us deliver our vision and mission by creating a culture where everyone works together to deliver great outcomes for the people we support.

Our vision

Our aim is to become the provider, employer and strategic partner of choice in local communities where we work.

Our mission

At Certitude we exist simply to support people who need us. To help them develop new skills, meet new people and experience new things. We have a love for life. Our mission is to help people live the life they want whatever that may be. So that they can bring their own unique brilliance to this world we live in.



Certitude culture

At Certitude we want an inclusive culture where everyone feels respected and empowered to make a difference. Where we are passionate about the people we support, and we work together in a co-productive and collaborative way, using both strength-based and person-centred approaches to deliver outcomes, enabling people to live the lives they want.

Our culture is one where everyone is inspired to give their best everyday and has access to opportunities to grow and thrive, so we can together confidently deliver our Certitude Forward Strategy. At Certitude our colleagues' matter, and we value the contributions we all bring to work whilst taking care to support each other's wellbeing.

Our culture is underpinned by the following principles, approaches and frameworks:

- [A strengths-based approach](#) including person-centered principles
- [Diversity and inclusion](#)
- [Reducing restrictive practice](#)
- [Co-production](#)

Find information on the above in the Values and behaviour framework section on OurNet.

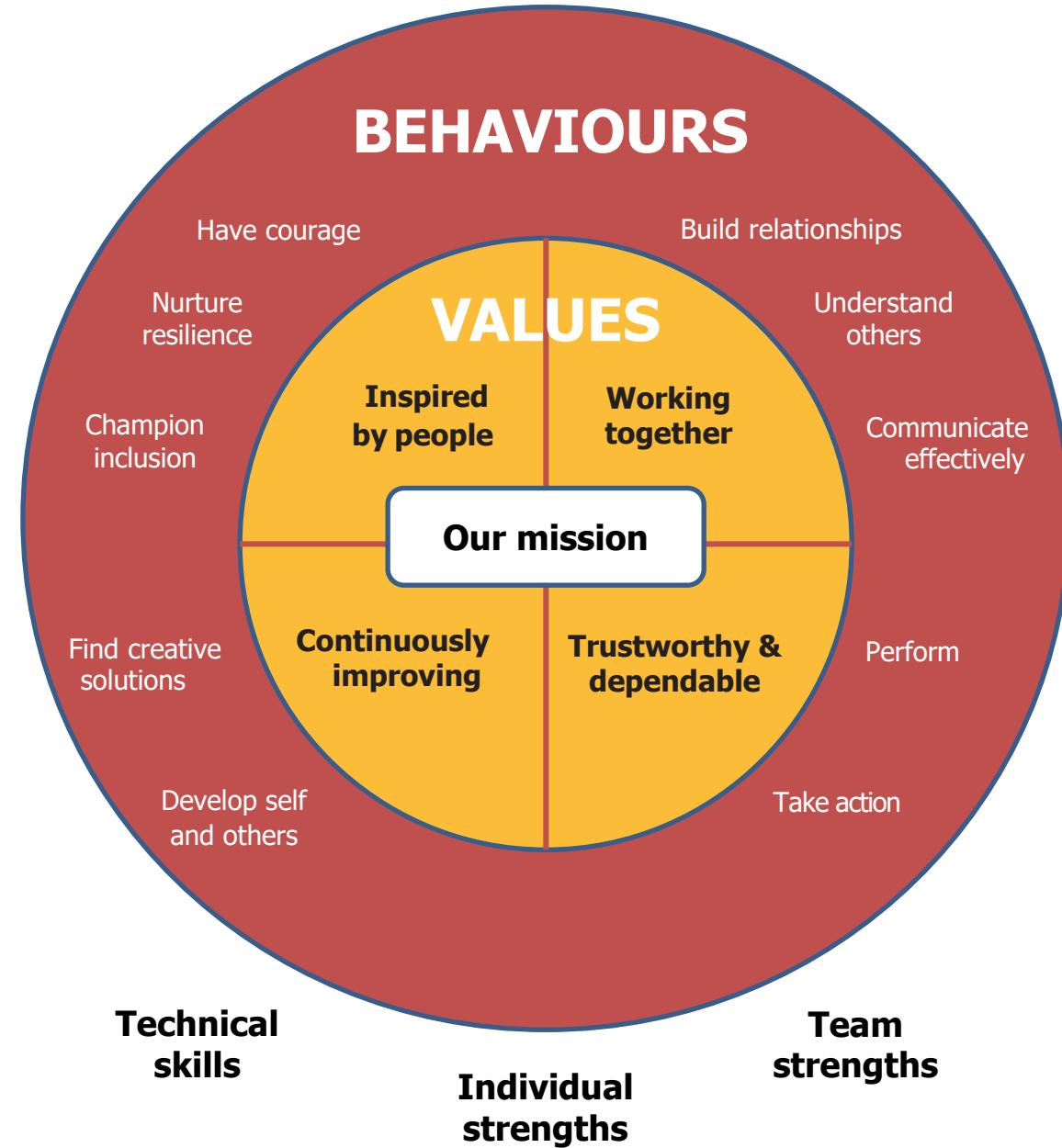
Our culture, values and behaviours

The culture at Certitude is one of the core characteristics of our organisation. Our capabilities and strengths enable us to deliver Certitude's core organisational mission of providing high quality support to people and their families in London.

Our culture is described through the values and behaviours that shape the way we work together each day to deliver great outcomes for the people we support.

Our culture is also described through the inspiration and courage demonstrated by the people we support and teams across Certitude when they overcome challenges they are faced with.

The values and behaviours are underpinned by technical competencies and individual strengths that we also bring to our work.



Understanding the framework

At the top of each page is the name of the value and a brief explanation of its importance

Under each value are statements of behaviours. In the left-hand column are descriptions of the positive things we should all be doing to be successful in our roles.

<h2>Inspired by people</h2>	
<p>At the heart of everything we do is our belief in the current strengths and future capabilities of the people we support and our confidence in the abilities of our colleagues, managers and partners to do a great job.</p>	
<p>I am successful when I..</p>	
<p>Have courage</p> <ul style="list-style-type: none">▪ Am passionate about the work we do to support people▪ Tackle concerns and share my views respectfully▪ Challenge poor practice and behaviours positively	<p>As a manager, I also make sure I..</p> <p>Have courage</p> <ul style="list-style-type: none">▪ Am willing to lead and take a stand on important issues to create positive change▪ Act promptly to address instances of bullying, harassment or discrimination, encouraging colleagues to come forward if they experience these things
<p>Nurture resilience</p> <ul style="list-style-type: none">▪ Acknowledge mistakes and see them as learning opportunities▪ Remain calm under pressure and seek support to help manage my wellbeing and emotional resilience▪ Offer support to my colleagues when needed	<p>Nurture resilience</p> <ul style="list-style-type: none">▪ Build confidence and optimism about the future▪ Provide time and space for individuals to reflect on and build their resilience▪ Share tools with colleagues to build resilience and signpost them to resources
<p>Champion inclusion</p> <ul style="list-style-type: none">▪ Involve people we support and families in my work, as much as possible▪ Treat people with dignity and respect considering their unique cultural needs, background and preferences▪ Contribute to a positive workplace culture where everyone feels valued and welcomed▪ Improve my understanding of other cultures through education and learning from others	<p>Champion inclusion</p> <ul style="list-style-type: none">▪ Lead by example and role model our values and behaviours▪ Actively enable, and encourage others to have a voice and show I value their contribution▪ Always promote and practice inclusion, in all activities

The right-hand column describes additional behaviours from a manager's perspective. This will often mean using the behaviour more broadly and encouraging others to use the behaviour successfully. This is a useful reference point for anyone who wants to develop or be more effective in specific behaviours.

Our values and behaviour clusters



Inspired by people

At the heart of everything we do is our belief in the current strengths and future capabilities of the people we support and our confidence in the abilities of our colleagues, managers and partners to do a great job.

I am successful when I..

Have courage

- Am passionate about the work we do to support people
- Tackle concerns and share my views respectfully
- Challenge poor practice and behaviours positively

Nurture resilience

- Acknowledge mistakes and see them as learning opportunities
- Remain calm under pressure and seek support to help manage my wellbeing and emotional resilience
- Offer support to my colleagues when needed

Champion inclusion

- Involve people we support and families in my work, as much as possible
- Treat people with dignity and respect considering their unique cultural needs, background and preferences
- Contribute to a positive workplace culture where everyone feels valued and welcomed
- Improve my understanding of other cultures through education and learning from others

As a manager, I also make sure I..

Have courage

- Am willing to lead and take a stand on important issues to create positive change
- Act promptly to address instances of bullying, harassment or discrimination, encouraging colleagues to come forward if they experience these things

Nurture resilience

- Build confidence and optimism about the future
- Provide time and space for individuals to reflect on and build their resilience
- Share tools with colleagues to build resilience and signpost them to resources

Champion inclusion

- Lead by example and role model our values and behaviours
- Actively enable, and encourage others to have a voice and show I value their contribution
- Always promote and practice inclusion, in all activities

Working together

We can only be successful by working with others to reach a common goal, through building trust, valuing differences and using our collective strengths.

I am successful when I..

Build relationships

- Build and maintain trusting, authentic and effective relationships
- Collaborate and co-produce with others using person-centred and strengths based approaches to produce the right outcomes
- Recognise the positive contributions of others

Understand others

- Show empathy, understanding and acceptance for people from all different types of cultures, beliefs and backgrounds
- Actively listen allowing others to share thoughts, feelings and lived experiences
- Use questions, and different coaching techniques to clarify understanding
- Regularly review and challenge my own assumptions and biases

Communicate effectively

- Use positive, clear and inclusive language both verbally and in writing
- Provide and share information in a timely manner
- Consider a range of communication methods and styles

As a manager, I also make sure I..

Build relationships

- Create an inclusive team culture that is respectful professional and supportive
- Utilise my strengths and those of my colleagues to achieve our goals

Understand others

- Am committed to working closely with colleagues to better understand their perspectives, motivation and different needs
- Use a coaching approach to facilitate better understanding between colleagues to help create a psychologically safe working environment

Communicate effectively

- Respond constructively and objectively to comments and questions
- Handle challenging conversations and delivery of difficult messages with confidence and sensitivity
- Influence through clarifying purpose and benefits for others

Trustworthy and dependable

We are committed to delivering consistently high quality support and outcomes which others can trust and rely on.

I am successful when I..

Perform

- Consistently aim to perform to a high standard in line with expectations and guidance
- Take accountability and responsibility for my work and its outcomes
- Am professional and reliable, and aim to deliver on my commitments

Take action

- Prioritise work to meet deadlines
- Am flexible, agile and adapt to change
- Keep others informed of progress being made
- Action tasks quickly and efficiently, knowing when to escalate

As a manager, I also make sure I..

Perform

- Set clear objectives and behavioural expectations that define success
- Use and share data in teams to regularly review performance
- Always thank colleagues, recognising and praising them for their achievements
- Encourage colleagues to strive for excellence and have fun while they are doing it

Take action

- Appropriately and sensitively adapt my leadership style to effectively address different situations and people
- Plan ahead, identify and address potential issues before they arise
- Manage resources effectively and provide the right resources and support to enable colleagues to do a good job

Continuously improving

Be creative, innovative and resourceful in finding solutions which develop systems, transform lives and help realise potential.

I am successful when I..

Find creative solutions

- Share new bold and unconventional ideas or approaches
- Always look for ways to improve what I do
- Consider a range of possible solutions before making decisions
- When possible, engage with projects and initiatives organised by other teams

Develop self and others

- Commit to my own development and share learning with others
- Regularly seek out feedback to make positive changes
- Develop my emotional intelligence and self-awareness, being mindful of my impact on others

As a manager, I also make sure I..

Find creative solutions

- Support and create opportunities for my team to have space to reflect on and improve practice and performance
- Positively embrace change supporting others to do the same
- Inspire a confident team culture, willing to take positive and calculated risks
- Evaluate and carefully analyse information in order to make sound decisions
- Encourage curiosity, exploration and experimentation

Develop self and others

- Promote a learning culture through empowerment, encouragement and delegation
- Invest time on improving my personal impact and leadership skills
- Proactively contribute to the development of others through regular one to ones, mentoring and coaching

Appendix 1

How to apply the Values and Behaviour framework – for managers



1. Objectives setting in annual reviews and probations

When setting objectives think about which values and behaviours are needed to be successful and refer to these to help colleague achieve their goals.

2. One to ones

Refer to the values and behaviours regularly during one to ones. This gives you an opportunity to engage colleagues in reflecting on how they are doing their jobs and recognising their achievements and progress.

3. Team culture development

Use the Values and Behaviour framework to build and maintain an inclusive and positive team culture where everyone uses their strengths and potential. Regular team meetings can be used to talk about and review the culture of the team. You can use the Toolkit available on OurNet, with support from HR colleagues to design sessions to support team growth and resilience.

4. Decision making

In meetings where you are making decisions that will impact others, challenge and be open to challenge, to ensure your decisions fit with our values and the culture we are want to create. Be brave!

5. Recruitment

In adverts and recruitment processes, aim to recruit people who align to our values and behavioural expectations, and get support from the HR team.

Additional support



For additional support with using the Values and Behaviour Framework

- Please speak to your line manager about what you would like support with or if there is anything you don't understand.
- If you are a manager, you can also get support from our [Learning & Development Business partners](#), and our [HR Business Partners](#) on how to use the resources we have available to develop your team and your team culture.