

# OUR UNIVERSITY CONTRIBUTION

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# Our Strategy, Vision and Values

When we all contribute and work together we can **drive success** all round.

In a world of heightened competition we all need to give our best. To help us grow as a University and as people we're building on our vision for: Exceptional learning and teaching, Exceptional student experience, and Exceptional graduates.

Our vision embodies each of our Values and Principles - to be Progressive, Transforming, Relevant, Approachable and Inclusive.

Our contributions make sure we live these in our day to day activities.

Our strategy is about

- ▶ **Quality**
- ▶ **Community**
- ▶ **Growth**
- ▶ **Resilience**

Through our own positive contributions we ensure that we nurture and retain a sense of community, improve the student experience and ensure we achieve growth and a resilient University.

The behaviours defined here are designed to reflect on how we're all contributing. Each behaviour linked to our vision and strategy is made up of a number of personal commitments we can all expect from each other.

They show you how you fit in to the bigger picture and what's expected of you as a colleague, manager or senior leader. They will help you develop in your role and make a greater contribution to the University; so as the University grows, so will your career.

As well as helping managers reflect on team contribution, constructive feedback and support will be enabled through Performance Development Reviews.



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# FOR EVERYONE

Strategic  
Priority

## ▶ VALUING PEOPLE

Behaviour

What  
does it  
mean?

What's  
expected  
of me?

### ▶ Leading myself and others

▶ Inspiring others with your energy, including everyone and valuing their differences.

▶ I take responsibility for resolving problems, rather than passing them on to someone else.

▶ I understand my colleagues all need different things from me, so I adapt how I communicate.

▶ I show respect and courtesy to everyone I work with, regardless of role or position.

▶ I am confident raising issues and talking suggestions through with my manager.

Behaviour

What  
does it  
mean?

What's  
expected  
of me?

### ▶ Working together as a team

▶ Collaborating with others to promote a positive, productive University.

▶ I make a real contribution to my team's success and help to set new goals.

▶ I get involved in day-to-day work, while helping the team develop for the future.

▶ I remain calm under pressure, taking an active, positive approach to teamwork.

▶ I happily share my skills and experience, keen to learn new skills in return.

Strategic  
Priority

## ▶ ACHIEVING THE VISION

Behaviour

What  
does it  
mean?

What's  
expected  
of me?

### ▶ Delivering great service

▶ Working alongside others to create an exceptional student experience.

▶ I take pride in delivering a great service to both students and customers.

▶ I know what I need to do to deliver and improve the service I provide.

▶ I respond promptly and thoughtfully to any requests made to me, prioritising as I go.

▶ I act as an ambassador for York St John, inside and outside the University.

▶ I keep up with the latest thinking relevant to my area of work.

Behaviour

What  
does it  
mean?

What's  
expected  
of me?

### ▶ Taking a professional approach

▶ Being professional, fully committed to developing yourself and others.

▶ I use my knowledge and expertise to help achieve Department and University goals.

▶ I always look to improve my knowledge, through external networking and on-going learning.

▶ I take my development seriously, looking where I can improve and embracing my Performance Review.

▶ I apply my full breadth of knowledge to develop our offer to students and colleagues.

Strategic  
Priority

## ▶ CREATING OUR FUTURE

Behaviour

What  
does it  
mean?

### ▶ Embracing change

▶ Welcoming change, contributing ideas and putting them into action.

▶ I make positive suggestions on how we can change as a Department and University.

▶ I put good ideas into action and don't mind working differently to improve things.

▶ I think about how changes will affect other people and find ways to help them adjust.

▶ I always try to deal with changes in a positive and helpful way.

▶ I come up with new ideas on how to change things for the better.

What's  
expected  
of me?

Behaviour

What  
does it  
mean?

### ▶ Focusing on our strategy

▶ Creating a forward-thinking culture full of open, honest dialogue.

▶ I keep myself up to speed on what's happening around the University.

▶ I understand the role my work plays in achieving the University's objectives.

▶ I give feedback to managers and leaders on how to achieve our goals.

What's  
expected  
of me?

# FOR MANAGERS

Strategic  
Priority

## ▶ VALUING PEOPLE

Behaviour

What  
does it  
mean?

### ▶ Leading myself and others

▶ Inspiring others with your energy, including everyone and valuing their differences.

▶ I inspire my team with my positive energy, celebrating success and addressing poor performance.

▶ I focus my team on priorities, setting high standards and encouraging everyone to take responsibility.

▶ I deal quickly and effectively with unexpected situations.

What's  
expected  
of me?

Behaviour

What  
does it  
mean?

### ▶ Working together as a team

▶ Collaborating with others to promote a positive, productive University.

▶ I promote collaboration and work to break down barriers within my team and the University.

▶ I work closely with senior managers so that my team contributes to wider University aims.

▶ I encourage my team to share helpful feedback, handling conflict in a fair and sensitive way.

What's  
expected  
of me?

Strategic  
Priority

## ▶ ACHIEVING THE VISION

Behaviour

What  
does it  
mean?

### ▶ Delivering great service

▶ Working alongside others to create an exceptional student experience.

▶ I support and motivate my team to deliver an excellent service that constantly improves.

▶ I monitor and review quality, while balancing different demands and changing priorities.

▶ I promote accessibility and inclusiveness, understanding and overcoming any barriers to participation.

What's  
expected  
of me?

Behaviour

What  
does it  
mean?

### ▶ Taking a professional approach

▶ Being professional, fully committed to developing yourself and others.

▶ I coach my team and help them develop themselves, understanding they have different needs.

▶ I update my team on internal and external developments, helping us to improve for the future.

▶ I actively get involved and engage in professional debate and discussions, helping the University develop and grow.

What's  
expected  
of me?

Strategic  
Priority

## ▶ CREATING OUR FUTURE

Behaviour

What  
does it  
mean?

### ▶ Embracing change

▶ Welcoming change, contributing ideas and putting them into action.

▶ I encourage my team to share ideas and develop new ways to introduce organisational change.

▶ I am flexible and enthusiastic about change, coaching others to embrace new ways of working.

▶ I cope well with complex, uncertain or difficult situations, trusting my own judgement and acting decisively.

What's  
expected  
of me?

Behaviour

What  
does it  
mean?

### ▶ Focusing on our strategy

▶ Creating a forward-thinking culture full of open, honest dialogue.

▶ I develop and communicate clear team goals that support the direction of the University.

▶ I contribute to operational strategy, thinking how University priorities and external issues affect my team.

▶ I influence senior managers and stakeholders, communicating in a clear, sensitive and structured way.

What's  
expected  
of me?

# FOR SENIOR LEADERS



Strategic  
Priority

## ▶ VALUING PEOPLE

Behaviour

What  
does it  
mean?

What's  
expected  
of me?

- ▶ **Leading myself and others**
- ▶ Inspiring others with your energy, including everyone and valuing their differences.
- ▶ I act as a leader across the University, inspiring others with a shared vision.
- ▶ I am a visible leader of equality and inclusivity, actively striving for continuous improvement.
- ▶ I cut through organisational boundaries to translate and deliver strategic priorities.

Behaviour

What  
does it  
mean?

What's  
expected  
of me?

- ▶ **Working together as a team**
- ▶ Collaborating with others to promote a positive, productive University.
- ▶ I partner with others in the University community to recognise common issues.
- ▶ I manage positive relationships with others to identify University-wide solutions.
- ▶ I enlist the support of a network of key stakeholders and experts from other areas.

Strategic  
Priority

## ▶ ACHIEVING THE VISION

Behaviour

What  
does it  
mean?

What's  
expected  
of me?

- ▶ **Delivering great service**
- ▶ Working alongside others to create an exceptional student experience.
- ▶ I create an exceptional, innovative culture, focusing on the needs of students, colleagues and partners.
- ▶ I enhance the University's reputation, developing relevant new approaches in order to contribute to future success.
- ▶ I drive improvements in how the University is perceived by external audiences.

Behaviour

What  
does it  
mean?

What's  
expected  
of me?

- ▶ **Taking a professional approach**
- ▶ Being professional, fully committed to developing yourself and others.
- ▶ I build the reputation of York St John through professional activity outside the University.
- ▶ I shape and influence the University through my own expertise.
- ▶ I inspire confidence through leadership and strategic decision making in an increasingly competitive environment.

Strategic  
Priority

## ▶ CREATING OUR FUTURE

Behaviour

What  
does it  
mean?

### ▶ Embracing change

▶ Welcoming change, contributing ideas and putting them into action.

What's  
expected  
of me?

▶ I create an environment that supports and promotes innovation and fresh thinking.

▶ I lead and champion the vision for change, acting as a role model and ambassador within the University.

▶ I create an inclusive, University-wide understanding of the aims and purpose of change.

Behaviour

What  
does it  
mean?

### ▶ Focusing on our strategy

▶ Creating a forward-thinking culture full of open, honest dialogue.

What's  
expected  
of me?

▶ I lead a climate of strategic debate, empowering others and directing University strategy.

▶ I actively promote the University's vision, securing buy-in from colleagues and stakeholders.

▶ I create strategy and deliver excellence in my own area of influence in order to support University direction.

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