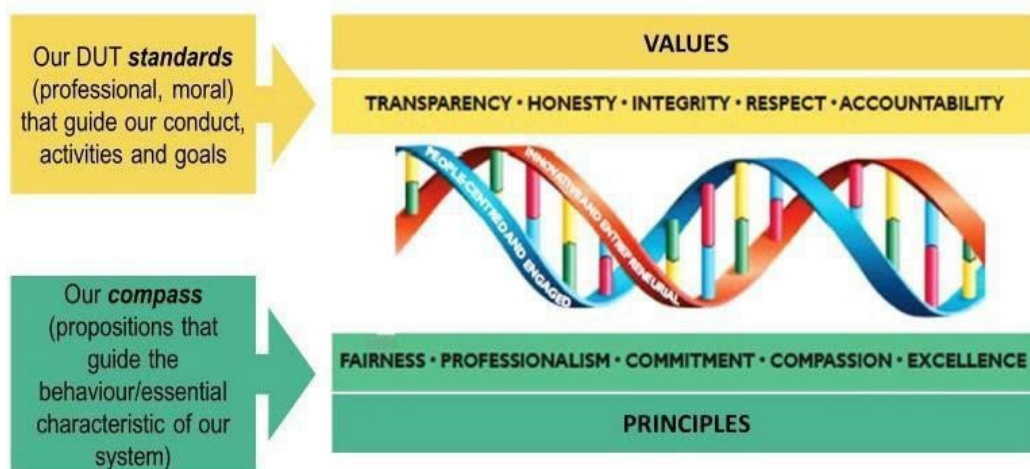


## Background

From the outset it has been clear that ENVISION2030 is a values- and principles-based strategy focused on impact. Having identified the key five values and five principles for ENVISION2030 as reflected diagrammatically in Figure 1 below, the intent to make these more meaningful than simply appearing on University branding was developed by adopting The Living Values Project, which is a project under the Magna Charta Observatory (MCO) located at the University of Bologna, Italy aimed at enabling “universities across the world to define, achieve engagement with and live effectively in accordance with their values”.

Figure 1: ENVISION2030 Values and Principles



## Analysis

Borrowing on the MCO Living Values Methodology, we set out to represent the behavioural expectations of our people, aligned to our espoused values and principles.

The outbreak and spread of COVID-19 disrupted the plans for the Living Values project but with adjustments to online meetings and workshops, a phased approach of Cascading Conversations began in August 2020. These conversations, were led by an external consultant working in conjunction with the Institutional Planning Office, saw a series of engagements comprising the Vice Chancellor and Executive and senior management in phase one of the process.

In phase two of the process, the Strategic Planning Working Group (SPWG) worked with Human Capital Services (HCS) to cascade the living values conversations across the University. Key discussion and finalization of values and principles definitions and behaviours statements were the focus of the cascading conversations workshops. Alignment and continuity were achieved by utilising the same external expertise to facilitate these discussions and also by Ms Lorna McCullough teaming up with the facilitator at these workshops, when HCS realised a resource gap.

Determined to benchmark our current activities against other universities participating in The Living Values Project, we reached out to the Living Values Project ambassador Ms Eva Egron-Polak; who introduced us to Prof Caroline Parker, Assistant Vice-Principal Values at Glasgow Caledonian University (GCU), who shared their LV framework with us.

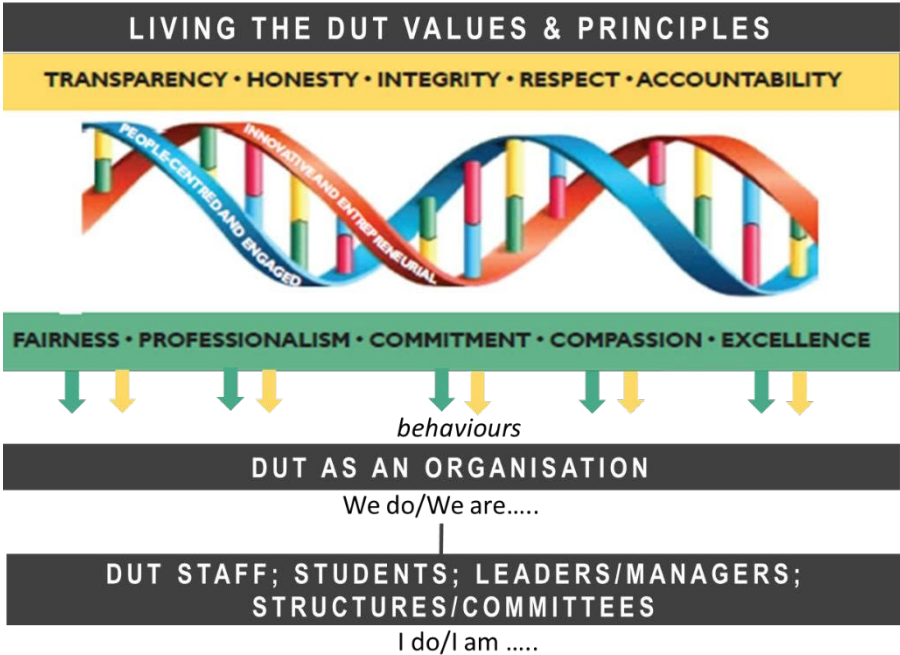
There was discussion at SPWG that there is merit in emulating the GCU framework, and in also identifying a driver to strategically advance embedding Values and Principles at DUT.

The data collected from each of the workshops referred to above, was collated into one draft document and filters<sup>1</sup> applied to arrive at a DUT definition for each value and principle and *I will/ we will* behaviours for “everyone”, departmental managers and executive management, following the GCU framework.

Various iterations of the document followed, resulting in a draft DUT LV Behaviour Framework. This showed a two-fold innovation on the Glasgow Caledonian University (GCU) LV Framework in that:

- i. the DUT LV Framework will portray “I do/I am” and “We are/We do” statements, affirming self-talk to craft a LV mindset instead of *I will/ we will* GCU behaviours and
- ii. will also refer to DUT specific pillars of ‘Student’, ‘Staff’ and ‘Managers/Leaders’, ‘Structures/Committees’ instead of the GCU levels of ‘Everyone’, ‘People Manager’ and ‘Executive Board’.

This cascade is reflected diagrammatically below:



*Introducing the DUT Living Values Framework*

To achieve *Lived Values*, we have captured the definition of each of our Values and Principles within a set of benchmark behaviours. These aspirational statements clarify the behaviours we would like to be recognised for and which will help us foster our *Institutional Culture*.

There are two types of DUT behaviour statements:

<sup>1</sup> See Annexure 1 for the Framework to arrive at the final Living Values Data Set

- i. those that describe the behaviours we aspire to as an organisation; and
- ii. those that describe how we as individual members of DUT (*I*) aspire to live our values and principles depending on our role within the university.

These definitions and behaviour statements are reflected in the DUT Living Values Framework, which follows from the next page.

## DUT Living Values Framework

VALUE DEFINITION	<p><b>WE</b> Live the values using the behaviours listed below</p> <p><b>WE</b></p>	<p><b>STUDENTS</b> Live the values using the behaviours listed below</p> <p><b>I</b></p>	<p><b>STAFF</b> Live the values and principles using the behaviours listed below</p> <p><b>I</b></p>	<p><b>MANAGERS/LEADERS</b> Lead and direct at department /university level using the behaviours listed below</p> <p><b>I</b></p>	<p><b>STRUCTURES/COMMITTEES<sup>2</sup></b> Live the values using the behaviors listed below to carry out the tasks entrusted to us</p> <p><b>WE</b></p>
<p><b>Transparency</b> means relevant information, actions and decisions are communicated clearly among our people, through the best/most suitable channels, in a timeous, consistent, open and inclusive way.</p>	<p>keep clear and open lines of sight, action and communication within our teams. involve and get input from our people, as relevant before decisions are made</p> <p>clearly disseminate relevant information to our people.</p>	<p>take ownership of my behavior and I am able to explain the rationale behind my actions</p> <p>own up to my mistakes</p> <p>show consistency between my words and my actions</p>	<p>provide relevant information and feedback timeously</p> <p>share how and why my decisions are made</p> <p>engage openly when clarity is sort on my decision making</p>	<p>respect the right of our people to be fully informed and to be empowered to participate in accordance with the structures of the university in decisions and processes affecting them.</p> <p>deliver open and straight forward clear communication, about decisions and operations that ensure that nobody is disempowered or unfairly advantaged.</p> <p>invite being challenged if I am not seen to be transparent.</p>	<p>are guided in our decision-making by the Higher Education sector and University policy frameworks</p> <p>ensure evidence-based decision-making, where, the evidence supporting such decisions can be provided when there is call for such evidence.</p>

<sup>2</sup> A group of DUT people

VALUE DEFINITION	WE	STUDENTS	STAFF	MANAGERS/LEADERS	STRUCTURES/COMMITTEES <sup>2</sup>
<p><b>Honesty</b> is being sincere, truthful, authentic, straightforward, (forthright) and trustworthy</p>	<p>Live the values using the behaviours listed below</p> <p><b>WE</b></p> <p>are courageous enough to speak the truth, without fear of intimidation, victimization, bullying, being judged, and misunderstood</p> <p>provide accurate information and evidence.</p> <p>give credit where it is due by acknowledging the source of our ideas</p>	<p>Live the values using the behaviours listed below</p> <p>follow the University's rules</p> <p>am honest with myself and others and lead by example</p> <p>desist from academic and all other forms of cheating and undertake to not subscribe to these practices</p> <p>respect the university Statute and aligned policies and the University ethics code</p>	<p>Live the values and principles using the behaviours listed below</p> <p>am sensitive and respectful in the way I am honest</p> <p>never deceive or mislead deliberately or by omission</p> <p>am forthright respectfully when providing constructive feedback</p>	<p>Lead and direct at department /university level using the behaviours listed below</p> <p>am honest in engagements with people</p> <p>hold all employees accountable for transgressions in honesty.</p> <p>engage in authentic management by being open to hearing the truth from employees</p>	<p>Live the values using the behaviors listed below to carry out the tasks entrusted to us</p> <p><b>WE</b></p> <p>bring issues related to the roles and functions of structures and committees to the table and speak honestly and openly about these</p> <p>make decisions with clarity and accuracy to avoid potential for ambiguity and/or perceptions of misrepresentation.</p> <p>apply rules of engagement with consistency to mitigate procedural irregularities.</p>

<b>VALUE DEFINITION</b>	<b>WE</b> Live the values using the behaviours listed below  <b>WE</b>	<b>STUDENTS</b> Live the values using the behaviours listed below  <b>I</b>	<b>STAFF</b> Live the values and principles using the behaviours listed below  <b>I</b>	<b>MANAGERS/LEADERS</b> Lead and direct at department /university level using the behaviours listed below  <b>I</b>	<b>STRUCTURES/COMMITTEES<sup>2</sup></b> Live the values using the behaviors listed below to carry out the tasks entrusted to us  <b>WE</b>
<p><b>Integrity</b> is doing the right thing by behaving ethically, even when no one is watching, and in the face of pressure.</p>	<p>do the right thing because we are mindful of the impact of our actions and decisions on our people</p> <p>engage in regular self-reflection on the manner in which we are internalizing and upholding our values and principles.</p>	<p>am dependable and reliable in my work, commitments and actions</p> <p>do what I believe is right, even if others criticize me</p>	<p>uphold all Policies, procedures and Codes of Conduct of DUT</p> <p>assertively communicate in a respectful and professional manner, any matters of concern that may affect the integrity of the institution, despite possible criticism from others.</p>	<p>ensure efficiency, accuracy and reliability in the implementation of all systems, processes, policies and procedures relating to my area of responsibility</p> <p>strive to be an exemplar of ethical practice</p>	<p>honour and uphold the guiding principles of the committee (and university)</p> <p>maintain terms of confidentiality and declare any possible conflicts of interest and handle any that do arise in such a way as to promote accountability and transparency</p>

	do not sacrifice values and principles in the face (name) of expediency	use and treat all university property with respect  demonstrate moral courage without disrespecting others beliefs, while holding true to my beliefs and ideals	honor and follow through on my commitments as far as institutional priorities and resources allow/enable	am proactive in mediating conflict resolutions should the need arise	read materials in advance of meetings, present opinions, ask questions and make informed recommendations while considering institutional need.
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<b>VALUE DEFINITION</b>	<b>WE</b> Live the values using the behaviours listed below	<b>STUDENTS</b> Live the values using the behaviours listed below	<b>STAFF</b> Live the values and principles using the behaviours listed below	<b>MANAGERS/LEADERS</b> Lead and direct at department /university level using the behaviours listed below	<b>STRUCTURES/COMMITTEES<sup>2</sup></b> Live the values using the behaviors listed below to carry out the tasks entrusted to us
	<b>WE</b>	<b>I</b>	<b>I</b>	<b>I</b>	<b>WE</b>
<b>Respect</b> is recognising and valuing our diversity, identity, feelings, beliefs, aspirations and wellbeing, as are our contributions, talents and achievements.	recognize and uphold the dignity of our people, our University brand, property and policies  acknowledge our diversity in all its forms	step outside my comfort zone and learn from those who are different than me  show empathy, tolerance and courtesy	value my role and the context within which I work  treat all our people in a way that champions their dignity	carefully consider opposing points of view before making decisions.  appreciate and accommodate diversity of views, norms and practices and deal decisively with those who are disrespectful	make contributions that provide for difference, diversity and alternate views  demonstrate courtesy, collegiality, and politeness in our engagement with colleagues

	<p>celebrate our contributions, talents and achievements.</p> <p>refrain from hurling insults and will respect the authority that comes with a particular office of the University</p>	<p>recognize my role in contributing fully whilst acknowledging and respecting the contributions of others</p> <p>freely express who I am and allow others to do the same,</p>	<p>affirm the ideas, contributions and achievements of others</p>	<p>listen and engage by showing a sense of interest and empathy</p>	<p>am open to persuasion by acknowledging the inputs and contributions of colleagues</p>
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<b>VALUE DEFINITION</b>	<b>WE</b> Live the values using the behaviours listed below	<b>STUDENTS</b> Live the values using the behaviours listed below	<b>STAFF</b> Live the values and principles using the behaviours listed below	<b>MANAGERS/LEADERS</b> Lead and direct at department /university level using the behaviours listed below	<b>STRUCTURES/COMMITTEES<sup>2</sup></b> Live the values using the behaviors listed below to carry out the tasks entrusted to us
	<b>WE</b>	<b>I</b>	<b>I</b>	<b>I</b>	<b>WE</b>
<p><b>Accountability</b> is the obligation and willingness to accept responsibility and /or account for our attitudes, actions, inactions, decisions, results or products</p>	<p>discharge our roles and responsibilities to deliver for impact</p> <p>take ownership of the outcomes for our actions and decisions</p>	<p>am an active learner who fully embraces university life</p>	<p>take responsibility for my personal behavior (attitudes, actions, inactions, communication, relationships</p> <p>deliver on my commitments by optimizing the utilisation of University resources and time</p>	<p>set clear expectations by defining my teams' roles and responsibilities</p> <p>take ownership of my position in the university and remain responsible to all stakeholders.</p>	<p>are guided by approved policies and procedures and take collective responsibility to make decisions in the best interests of the university</p> <p>proactively and timeously cascade relevant information for implementation of decisions taken at meetings</p>



	undertake to deliver accurate and timeous outcomes	exercise independence in thought and deed and do not submit to peer pressure  follow directions and complete work by the set deadline  own my failures and learn from them.	take ownership of the consequences of my actions/inactions	take full responsibility for the results of my (and my team's) choices, actions, inactions, decisions and behaviors, and remedy the situation	ensure that the work and functioning of the committee is consistent with its terms of reference.
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<b>PRINCIPLE DEFINITION</b>	<b>WE</b>	<b>STUDENTS</b>	<b>STAFF</b>	<b>MANAGERS/LEADERS</b>	<b>COMMITTEES/STRUCTURES</b>
	Live the principles using the behaviours listed below.	Live the principles using the behaviours listed below	Live the values and principles using the behaviours listed below	Lead and direct at department /university level using the behaviours listed below	Live the principles using the behaviours listed below to carry out the tasks entrusted to us
	<b>WE</b>	<b>I</b>	<b>I</b>	<b>I</b>	<b>WE</b>
<b>Fairness</b> is the use of good judgement in treating everyone equitably, and individually.	consider the context, needs, perspectives and the consequences for our people, in our engagements and interactions.	treat others equally without self-interest or prejudice	consistently adhere to our policies and procedures	practice equity with information, standards and in engaging with our people	ensure that contributions to deliberations prior to resolutions, are equitable (avoiding inadvertent partiality)

	<p>work actively and intentionally to be impartial, objective and non-discriminatory</p> <p>are unbiased in recognizing all contributions towards achieving a common goal.</p>	<p>speak out against all forms of discrimination including gender, race and religious discrimination</p> <p>acknowledge my personal bias and seek ways to overcome it</p>	<p>act in an unbiased manner, showing no favouritism or preference.</p> <p>consider different perspectives and points of view before taking a decision</p>	<p>exercise good judgement in the treatment of our people</p> <p>provide opportunities for feedback by consulting and seeking out other points of view</p>	<p>take decisions that are procedurally fair, consistent and free of bias</p> <p>take informed evidence-based decisions</p>
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<b>PRINCIPLE DEFINITION</b>	<b>WE</b> Live the principles using the behaviours listed below.	<b>STUDENTS</b> Live the principles using the behaviours listed below	<b>STAFF</b> Live the values and principles using the behaviours listed below	<b>MANAGERS/LEADERS</b> Lead and direct at department /university level using the behaviours listed below	<b>COMMITTEES/STRUCTURES</b> Live the principles using the behaviours listed below to carry out the tasks entrusted to us
	<b>WE</b>	<b>I</b>	<b>I</b>	<b>I</b>	<b>WE</b>

<p><b>Professionalism</b> is the consistent commitment to a diligent work ethic, competence, standards of practise and building considerate relationships and growing our expertise, as embodied in the DUT way.</p>	<p>demonstrate continual competence and mastery of our tasks.</p> <p>work synergistically collaboratively with our people</p>	<p>take my studies seriously and commit to fulfilling all my academic responsibilities in a timely and competent manner</p> <p>model good etiquette in the academic environment and uphold the values and principles of DUT</p>	<p>give due effort and energy to carry out any work assigned to me</p> <p>engage in the continuous process of maintaining and developing my skill set</p> <p>strive to maintain cordial and collegial interpersonal relationships</p>	<p>practice exemplary behavior through demonstrable commitment and work ethic that contributes to achievement of institutional objectives</p> <p>schedule individual development of our internal people to ensure that they learn and grow to perform at an exceptional level</p>	<p>fulfil all duties and responsibilities assigned to ensure the effective functioning of the committee/structure</p> <p>am on time and well prepared for the meetings and make meaningful contributions-</p> <p>abide by committee decisions whether in agreement with them or not</p>
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<p><b>PRINCIPLE DEFINITION</b></p>	<p><b>WE</b> Live the principles using the behaviours listed below.</p> <p><b>WE</b></p>	<p><b>STUDENTS</b> Live the principles using the behaviours listed below</p> <p><b>I</b></p>	<p><b>STAFF</b> Live the values and principles using the behaviours listed below</p> <p><b>I</b></p>	<p><b>MANAGERS/LEADERS</b> Lead and direct at department /university level using the behaviours listed below</p> <p><b>I</b></p>	<p><b>COMMITTEES/STRUCTURES</b> Live the principles using the behaviours listed below to carry out the tasks entrusted to us</p> <p><b>WE</b></p>
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<p><b>Commitment</b> is enthusiasm, resolve and dedication, to our roles and functions; and our colleagues and students, in the best interests of DUT.</p>	<p>value initiative and are trail blazers and are steadfast in discharging our roles and functions.</p>	<p>look for ways to encourage and serve my fellow students</p>	<p>adapt and acclimatize to situations and settings with resolve and dedication</p>	<p>support and promote the development of my team in pursuit of institutional goals</p>	<p>participate fully in the meetings by sharing views, raising questions, clarifying points</p>
	<p>foster strong and mutually beneficial relationships with our people</p>	<p>enthusiastically approach my learning by adopting critical thinking to foster curiosity and creativity</p>	<p>proactively and independently do my best in executing all tasks and responsibilities</p>	<p>provide a clear sense of focus and help to prioritize and coordinate the actions of those I lead</p>	<p>accept and abide by decisions arrived at by the collective in support of DUT goals</p>
	<p>exercise self-discipline resilience and persistence in the pursuit of ENVISION2030's strategic intent.</p>	<p>strive to engage in dialogue to resolve divergent views amicably</p>	<p>am dedicated to DUT and willing to actively participate as a team member by contributing fresh ideas and suggestions</p>	<p>inspire and unite those I lead through exemplary behavior</p>	<p>exercise effort beyond the minimum in achieving the committee's mandate.</p>

<p><b>PRINCIPLE DEFINITION</b></p>	<p><b>WE</b> Live the principles using the behaviours listed below.</p>	<p><b>STUDENTS</b> Live the principles using the behaviours listed below</p>	<p><b>STAFF</b> Live the values and principles using the behaviours listed below</p>	<p><b>MANAGERS/LEADERS</b> Lead and direct at department /university level using the behaviours listed below</p>	<p><b>COMMITTEES/STRUCTURES</b> Live the principles using the behaviours listed below to carry out the tasks entrusted to us</p>
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	<b>WE</b>	<b>I</b>	<b>I</b>	<b>I</b>	<b>WE</b>
<p><b>Compassion</b> is a willingness to understand, support and help whilst showing empathy and kindness to Individuals, collective and the University itself – it is what makes us human towards one another and what binds us together, where the wellbeing of the individual, the collective and the University are inextricably intertwined</p>	<p>Work together in supporting one another and the university itself and more so in challenging times</p> <p>express empathy while applying policies and procedures fairly</p> <p>create supporting environments by considering the needs of our people in the context of those of the university</p> <p>are sensitive to and demonstrate care for the sustainability of our University and our planet, whilst protecting the rights of future generations/silent stakeholders</p>	<p>practice authentic listening.</p> <p>always behave in a caring manner that protects the safety, interests and rights of all in the DUT community and the University.</p> <p>engage in acts of kindness by reaching out to support my fellow students</p>	<p>engage in active authentic listening and respond with care</p> <p>exercise emotional intelligence in all my interpersonal interactions</p> <p>do not misuse any of the University's resources/infrastructure</p> <p>treat all University resources/infrastructure with respect and care</p>	<p>exercise due care and consideration before I speak, or act</p> <p>understand the effects of exclusion and encourage a culture of inclusivity</p> <p>implement policies whilst demonstrating compassion for the general welfare and well-being of our people and the University itself</p>	<p>show support, care and fairness in contributing to attainment of the University's strategic intent</p> <p>care about results, and when those results affect people negatively we will lever mechanisms to minimise those consequences.</p> <p>provide feedback in a constructive manner</p> <p>make policies and take decisions that provide for the general welfare and wellbeing of our people</p>

<b>PRINCIPLE DEFINITION</b>	<b>WE</b> Live the principles using the behaviours listed below.  <b>WE</b>	<b>STUDENTS</b> Live the principles using the behaviours listed below  <b>I</b>	<b>STAFF</b> Live the values and principles using the behaviours listed below  <b>I</b>	<b>MANAGERS/LEADERS</b> Lead and direct at department /university level using the behaviours listed below  <b>I</b>	<b>COMMITTEES/STRUCTURES</b> Live the principles using the behaviours listed below to carry out the tasks entrusted to us  <b>WE</b>
<p><b>Excellence</b> is the consistent dedication to sustained quality improvement, that exceeds expectations, in all that we do and are.</p>	<p>always put our best effort forward, demonstrating our competence and skills in our attempts to perform beyond expectation</p> <p>have processes and systems in place that values customer services, community and meet the goals and objectives of ENVISION 2030</p> <p>are proactive and critically reflect on the impact of all our actions, and take active steps to address any shortcomings or deficiencies</p>	<p>uphold a strong work ethic and commit to high standards</p> <p>am willing to learn and to try new things</p> <p>am willing to embrace an entrepreneurial mindset</p>	<p>am meticulous proactive and go above and beyond/ put my best effort forward in accordance with ENVISION2030</p> <p>use my experiences and knowledge to empower each other/ change "I" to "we" as I help my colleagues and create a united, team atmosphere</p> <p>use innovative practices and come up with new ideas in work place to leverage experience of other colleagues to build on existing attributes</p>	<p>select the right people for the right job, where excellence is the primary requirement</p> <p>lead the development of exemplary practices</p> <p>inspire others to be excellent by being a positive role model</p>	<p>complete our assigned actions within the agreed upon timeframe</p> <p>read and consider all papers carefully in order to contribute to an informed discussion</p> <p>present logical , fact/evidence based arguments</p>



