A Practical Guide to Our Ways of Working

Values Based Competencies

SHETLAND ISLANDS COUNCIL

Delivering Excellent Service

We focus on consistently providing high quality, sustainable, accessible and responsive services.

- I listen so I understand needs and can provide a helpful, responsive service
- I communicate clearly and provide accurate, timely information
- I deliver work to agreed standards and timescales
- I focus on achieving realistic and positive outcomes for the people of Shetland
- I use feedback to improve service delivery as sustainably as I can

We put people first (External focus)

Taking Personal Responsibility

We take ownership for our actions, act with integrity, follow through on commitments and continually reflect and learn.

- I take ownership of work and see tasks through to completion
- I follow through on commitments and communicate progress
- I act with honesty, integrity and professionalism and trust my colleagues to do the same
- I am flexible and acknowledge mistakes, taking steps to put them right
- I use judgement and take responsibility for decisions within my own role
- I reflect on my performance and take responsibility for learning
- I minimise my impact on the environment

We take ownership (Individual accountability)

Working Well Together

We build positive working relationships to achieve shared outcomes and deliver effective, joined-up services.

- I build positive, respectful working relationships
- I listen to others and value and appreciate different perspectives
- I share information appropriately and give time to support team working
- I work collaboratively to achieve shared goals
- I handle differences constructively and professionally
- I am aware of my own behaviour and how it affects others
- I am able to challenge views and opinions but will support decisions once made, whether I agree with them or not
- I take action to resolve issues before they escalate
- I support a transition to net zero that works for everyone

We work as one team (Relationships and teamwork)

Core Competencies

SHETLAND ISLANDS COUNCIL

Taking the Lead

We demonstrate initiative by taking the lead when needed. We support our colleagues and help each other to succeed.

For Everyone

- I use my initiative to progress work or address issues
- I support colleagues to achieve their objectives
- I share my knowledge and experience to help others
- I encourage and recognise the contribution of others
- I contribute to a positive and supportive team environment

For Managers and Leaders

- I provide clear direction and set expectations trusting people to do their jobs
- I delegate effectively, empowering others whilst maintaining accountability
- I support staff to grow and develop – I find opportunities to let them shine
- I recognise and value individual and team contributions
- I build an inclusive, supportive team culture where people can perform at their best
- I address performance issues constructively and promptly
- I use mediation and facilitated conversations to resolve issues between individuals or teams

We step up and support others (Initiative and support)

Adapting to Change

We are open to change and actively seek opportunities to improve services, supporting the delivery of better outcomes for the people of Shetland.

- I am open to change and adapt positively to new ways of working
- I identify opportunities to improve processes or services
- I suggest practical ideas for improvement
- I learn from experience to improve future performance
- I focus on achieving better outcomes and efficiencies

For Managers and Leaders

- I clearly communicate the purpose and benefits of change
- I engage staff in shaping and implementing improvements
- I anticipate barriers to change and take actions to address them
- I support and guide others through change, recognising different needs
- I encourage research and innovation and create a safe environment to try new approaches
- I monitor the impact of change and take action to ensure intended outcomes are achieved

We improve and adapt (Future focus)

Using Resources Responsibly

We use public resources carefully, responsibly and in a way that delivers Best Value.

- **For Everyone**
- I use time, money and resources efficiently and appropriately
- I consider the use of resources in day-to-day decisions
- I take care of equipment, information and public assets
- I follow financial, governance and data protection requirements according to my role
- I identify and raise concerns about waste and misuse of resources

For Managers and Leaders

- I ensure resources are used effectively
- I monitor resource use and take action to address inefficiency or risk
- I ensure awareness of and compliance with statutory obligations
- I promote a culture of accountability and responsible use of public resources
- I ensure fair and effective implementation of policies and procedures

We use resources wisely (Stewardship)