

COUNCIL

General Optical Council Values.

Meeting: 16 May 2013

Status: for decision

Lead responsibility: Samantha Peters (Project Sponsor)

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Purpose

1. To update Council on implementation of the General Optical Council (GOC) values.

Strategic Objective

2. In its **2011/14** strategic plan, the GOC identified a 'shared culture and identity' identified, as one of its key strategic aims.
3. The strategic plan stated that a shared and understood vision was critical to GOC's success and delivery of its strategy. It identified the need to bring the whole organisation closer together around a set of shared values that could be integrated with appraisal, training and development. With that in view, a 'Values Project' to 'create and embed organisational values' was included in the business plans for **2012/13** and **2013/4**.

Background

4. The main purpose of the 'Values Project' was to produce a clear written statement of values with defined measurable behaviours to support them.
5. The project team included the Chair (Anna Bradley), the Project Sponsor (Chief Executive and Registrar Samantha Peters), a Project Manager (Gill Normal Bruce), a Council Champion (Liam Kite), and a Values Working Group to steer the process (**Annex 1**). Linda Ford, Head of Education and Standards, chaired the Working Group, with a lead role in delivering this work.

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6. The development of a project framework was undertaken in **March 2012**. The Chief Executive, Chair and Council Champion set the perimeters and boundaries of the work and agreed Council's role in the process. The Project Manager briefed Council and the Executive in **February 2012**, and communicated the process to staff in **March 2012**, including a series "drop in" sessions to explain the work in more detail.
7. A consultation process was undertaken during **May and June 2012**. This included a series of consultative workshops, focus groups, and joint seminars. In particular, focus groups from across the organisation were used to define organisational values and identify measurable behaviours. Feedback was captured through an interactive process.
8. During the consultation phase a Values Working Group was established to refine the multiple values produced by the original focus groups. The values were presented to Council and all staff at a joint workshop in **June 2012**, then refined and signed off with Council and staff in **July 2012**.
9. The values (**Annex 2**) state that the GOC is '*responsible, principled and forward thinking*'. They were published on our website in **July 2012** and are being incorporated into our communication materials, on an on-going basis.

Analysis

10. A key aim of this project was to embed the values into organisational practice. Two mechanisms have now been developed to achieve this.
11. The first mechanism is a set of 'common behaviours' for staff and Council appraisals. These are intended to turn the values into active behavioural statements that can be demonstrated by staff, and Council members (and other committees and panellists longer term). They will be integrated with appraisal, training and development, thereby embedding the values into day to day organisational practice.
12. The draft behaviours (**Annex 3**) have been designed to fully complement, and remain consistent with the agreed values. Their development was undertaken with the support of a series of staff focus groups (which ran from **January 2013** to **March 2013**), and a Council focus group in **March 2013** (Liam Kite, Selina Ullah, Paul Carroll, and Fiona Peel).

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13. In summary, the draft behaviours are as follows:
 - 13.1. I make clear, well, reasoned, evidence based decisions
 - 13.2. I am accountable for my own actions and am open to scrutiny
 - 13.3. I apply resources in a targeted and proportionate manner
 - 13.4. I pursue defined goals and measure the results
 - 13.5. I work in a way which is agile, innovative and progressive
 - 13.6. I work collaboratively to achieve and deliver more
 - 13.7. I seek opportunities to learn and improve
 - 13.8. I gain respect through my credibility, integrity and high standards
 - 13.9. I listen openly, act responsively, and communicate honestly
 - 13.10. I behave consistently and fairly to everyone
 - 13.11. I foster a positive and productive culture

14. It is intended to pilot the draft behaviours through the **2012/3** staff appraisal (in **May and June 2013**). It is recommended that Council consider the behaviours, and agree to pilot them through the next Council appraisal as well (in **September 2013**). The pilot is to ensure that the behaviours work, in practice, and provide the measurability required. It is intended to provide a set of examples to assist with the appraisal process. These are currently being developed with Council input.

15. Subject to the pilot, the behaviours will ultimately be embedded into all our performance management, development and selection processes. This will be done as human resources policies and procedures fall due for review over a rolling three year cycle from **2014 to 2017**.

16. The second mechanism we have developed to embed the values is a set of 'common survey questions' for stakeholders. The purpose of these is to enable the Council to measure perceptions of its overall delivery of the values. A series of questions have been developed to monitor progress through our four stakeholder surveys of staff, Council and committee members, registrants and stakeholder organisations. These surveys took place in **April 2013**. The results will be reported to Council in **May 2013** as part of its annual review of overall performance. Once we have the results it will then be possible to set a baseline for future years (as previously agreed by Council) against which we can drive on-going assessment and improvement.

17. The implications of the decisions in this paper are as follows:
 - 17.1. **Reserves:** None.
 - 17.2. **Budget:** None.
 - 17.3. **Legislation:** None.

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- 17.4. **Resources:** We will need to investment management time into learning how to implement the revised appraisal effectively.
- 17.5. **Equality and Diversity.** None.
- 17.6. **Human Rights Act:** None.

Devolved Nations

- 18. There are no implications in relation to the devolved nations.
- 19. There are no plans to translate the values into Welsh, as this will happen naturally as relevant communication materials are translated.

Communications

- 20. The values have now been published. To ensure that they are communicated on an on-going basis, it is intended that as communication materials are updated, the values will be incorporated.

Risks

- 21. Two key risks were identified, namely that the values lack credibility, and are not embraced by the organisation and project creates wider expectations which cannot be met or easily addressed. To mitigate these risks the project approach was based on the values being co-created by staff and Council members; the values being focussed on a maximum of four or five, and the values being accompanied by identified behavioural measures. In practice, the project identified a number of wider human resources and change management issues thus extending the time, cost and intensity of the work.

Recommendations

- 22. Council is asked to:
 - 22.1. Note the development of a set of common behaviours for appraisals.
 - 22.2. Note plans to pilot these behaviours in **2012/3** staff appraisals.
 - 22.3. Consider the behaviours and agree to pilot them for **2012/3** Council appraisals (**September 2013**).
 - 22.4. Note that perceptions of the Council's delivery of its values have been measured through the stake holder surveys.
 - 22.5. Confirm its previous decision to set baselines for monitoring for the next strategic planning cycle.

Timeline for future work

23. The work will be incorporated into **2012/3** appraisals (staff and Council).

Attachments

Annex 1. The Values Working Group

Annex 2. The General Optical Council Values

Annex 3: The General Optical Council Behaviours

Annex 1 – Values Working Group

Name	Role
Samantha Peters,	Project Sponsor
Gill Norman Bruce	Consultant (Project Manager)
Linda Ford	Chair Values Working Group
Liam Kite	Council member advisor
Anna Bradley	Working group member
Ayesha Benson	Working group member
Joan Burrow	Working group member
Chetna Malvi	Working group member
Neil Drake	Working group member
Mandy Bainger	Working group member
Phil Hallam	Working group member
Helen Volichenko	Working group member
Nicola Ebdon	Working group member
Lindy Petts	Working group member

Annex 2 – General Optical Council Values

Our Mission

Our statutory function is 'to protect, promote and maintain the health and safety' of members of the public. We interpret this in our Mission as 'Assuring the health and protection of those who use the services of optometrists and dispensing opticians'.

Our Vision

The GOC is to be seen as leading the way in regulation. That is, to deliver our Mission in a manner that is innovative and exemplary.

We are determined to respond effectively to the considerable pressure for change in the way health professions are regulated. We do not plan to wait to be told how and what to change. Instead we want to get there first, building on good practice around us and taking the initiative where we can.

We are keen to ensure that our Vision is clearly understood, by all our stakeholders, as an aspiration to be an exemplar; in essence, to develop, adopt and share exemplary practice in public protection, working collaboratively with our stakeholders.

Our Values

At the GOC we inspire confidence: We are responsible

- We make clear, well-reasoned, evidence based decisions
- We account for our actions and are open to scrutiny
- We apply our resources in a targeted and proportionate manner

At the GOC we make a difference: We are forward thinking

- We pursue defined goals and measure our results
- We are progressive, innovative and agile in our ways of working
- We achieve and deliver more by working collaboratively
- We are a learning organisation committed to continuous improvement

At the GOC we build trust: We are principled

- We gain respect through our credibility, integrity and high standards
- We listen openly, act responsively and communicate honestly
- We behave consistently and fairly to everyone
- We foster a positive and productive culture

Value – ‘Responsible’

Behaviour 1

I make clear, well- reasoned, evidence based decisions

What is this behaviour about?

This behaviour is about using evidence to take decisions and form strategy. It includes undertaking sound research and analysis to enable reasoned judgements and to inform proposals. It involves establishing facts, considering others opinions and assuring the impact and outcome of decisions by weighing up the benefits and risks to demonstrate a clear rationale for decisions or conclusions.

Behaviour 2

I am accountable for my own actions and am open to scrutiny

What is this behaviour about?

This behaviour is about being accountable and taking responsibility for your own performance and behaviour and that of the organisation. This is achieved through the seeking and giving of feedback and tackling difficult situations including challenging inappropriate behaviour of others. It includes being pro-active and showing initiative, identifying solutions to problems and engaging with others as needed. It means being transparent about decisions and to give and receive criticism in a constructive and supportive manner.

Behaviour 3

I apply resources in a targeted and proportionate manner

What is this behaviour about?

This behaviour is about using resources in the best possible way. It is about being targeted; which means focussing spending where it is most needed. It is also being proportionate; which includes making financial savings whenever and wherever possible and simplifying or streamlining our work to deliver it in the least costly way necessary to meet our standards.

Value – ‘Forward Thinking’

Behaviour 1

I pursue defined goals and measure the results

What is this behaviour about?

This behaviour is about setting goals, which are clear, realistic and well defined. It includes setting goals which focus on ‘what’ we achieve, as well as ‘how’ we achieve it, in order to show our impact on public health and safety. It also means measuring the results, and reporting on them in a way which is meaningful and accessible to others.

Behaviour 2

I work in a way which is agile, innovative and progressive

What is this behaviour about?

This behaviour is about thinking and planning ahead and anticipating what might be required in an individual job, team or for the Council as a whole. It includes: being willing to develop or adapt to new approaches in the interests of the Council’s successes; being flexible and resilient; being able and willing to change direction quickly in the face of new opportunities, ideas or evidence and cope with uncertainty or change; being able to tolerate ambiguity and not expecting easy or quick answers for all problems; and being tenacious and willing to take some risks and try new ways of working.

Behaviour 3

I work collaboratively to achieve and deliver more.

What is this behaviour about?

This behaviour is about working in partnership with colleagues and stakeholders to ensure that others’ views and needs are considered. Initiating contact with others for the purposes of sharing information or solving problems; being approachable, encouraging others to work with us; being willing to share information, listen and give credit where it is due. It involves resolving conflicts and differences, by actively working towards solutions.

Behaviour 4

I seek opportunities to learn and improve

What is this behaviour about?

This behaviour is about setting stretching and progressive goals and wanting to measure one’s development against those goals. It involves looking for better or different ways of conducting matters in the interests of the Council. It requires being prepared to challenge standard ways of doing things where they might be improved, and seeking opportunities to learn from experience, based on measurable results and feedback. It also involves being aware of developments that might affect your role and seeking to benchmark good practice.

Value – ‘Principled’

Behaviour 1

I gain respect through my credibility, integrity and high standards

What is this behaviour about?

This behaviour is about having high standards of conduct through a consistent, fair and transparent approach. It is about demonstrating honesty, courage and professionalism in dealings with colleagues and stakeholders, challenging others behaviour regardless of their role or seniority. It involves supporting the work of the Council, acting corporately taking unpopular or difficult decisions in the interest of the organisation and supporting decisions once made regardless of personal opinion or feelings. Confidentiality, impartiality and fairness are key aspects of this behaviour.

Behaviour 2

I listen openly, act responsively and communicate honestly

What is this behaviour about?

This behaviour is about ensuring that colleagues' and stakeholders' views and needs are listened to, respected and considered in decision making. It means being willing to develop or change their views following consideration of others' perspectives. It requires recognising the importance of information, decisions, actions and the behaviours of others and tailoring their approach, style and content accordingly. It requires being proactive in sharing information, acknowledging the contribution of others and being constructive when the need arises to challenge.

Behaviour 3

I behave consistently and fairly towards everyone

What is this behaviour about?

This behaviour is about treating colleagues and stakeholders consistently when making decisions, implementing policy, addressing concerns and providing feedback. It encourages the individual to take a collective position regardless of their own opinions or feelings, demonstrating fairness when making decisions, addressing concerns, providing feedback and values and therefore promoting diversity.

Behaviour 4

I foster a positive and productive culture

What is this behaviour about?

This behaviour is about creating a positive environment. It means building morale and momentum, enthusing and encouraging colleagues, and providing praise and encouragement. It is also about creating productive working relationships. This means helping others perform to their best ability, seeking and giving constructive feedback, and handling disagreements or differences in a professional and respectful manner.