As part of the Transformation vision, the University has defined a set of five core values:

- Valuing people
- Working together
- Integrity
- Making a difference
- Excellence

We need to make sure everyone knows them and is guided by them, so that they’re at the heart of every action and every decision we make. They shape our culture.
The 2013 staff survey and the Structures Review Working Group identified that there was a compelling need to improve culture and communication at the University.

The Culture and Communications Workstream was established to take forward thinking about how we could improve communication as a key aspect of strengthening our culture. We take the view that effective communication must be right at the heart of our culture, defined by our values.

What this means – Values into Action

While the values of the University are well known it is not always clear how those values should translate into action. We therefore set out to work with people across the University to explore what actions should flow from our values and our shared determination to improve communication.

What follows has been developed with input through workshops, postcards and discussion. Its purpose is to stimulate self-reflection at an individual and wider team level as we seek to transform our culture and communications.
Treat everyone with equal respect, valuing their contribution to the University

Valuing people

- Make time to listen to, help and support others
- Be aware that you might have unconscious biases and try to identify and overcome them
- Be liberal with thanks and praise
- Recognise and reward achievement
- Acknowledge the contribution of others towards individual success
- Recognise and respect differences, actively promoting inclusion

One Dundee: seek what is best for the wider University community as well as your team

Working together

- Actively seek ways of working together across boundaries to address the University’s key challenges
- Foster partnership working between students and staff
- Ensure every member of the University community is included and feels part of the bigger picture
- Share good practice generously
- Maintain calm and perspective in stressful situations
- Counter cynicism by encouraging productive discussion and problem solving
- Positively challenge divisive behaviour
Integrity

- Be open, honest and fair
- Keep your word and be trustworthy
- Be accountable for actions and decisions
- Respect confidentiality when appropriate
- Be open to challenge without defensiveness and willing to challenge without aggression
- Have the courage to question actions that are inconsistent with University values

Making a difference

- Encourage and support fellow students and colleagues to be transformative
- Commit to making a real difference through your work, inspiring others with your passion and enthusiasm
- Focus on working well with others to get results
- Encourage and enable professional development
- Embrace change

Behave ethically and professionally, with the best interests of the University at heart

Remember that our common purpose is to transform lives locally and globally
Aim to be leading in what you do as we strive to be Scotland’s leading University

Excellence

• Nurture creativity and innovation
• Demonstrate consistently strong personal performance so that others can rely on you
• Benchmark yourself and your team against the best
• Gather feedback to improve performance and close feedback loops
• Provide encouragement and seek support to improve
• Be honest with yourself and others about performance that is less than excellent
• Challenge mediocrity and be prepared to take, and accept, difficult decisions in pursuit of excellence

Take personal responsibility for ensuring communication in your sphere is effective

Communication

• Communicate effectively and clearly using appropriate channels
• A conversation is often better than email
• Listen well so you can understand before responding
• Be polite and courteous in all circumstances
• Praise first before giving constructive feedback
• Challenge absent or poor communication appropriately and ensure that no one is left out of the loop
Examples of progress so far

• New academic promotions application system built around the University’s values

• Values into Action incorporated into Principal’s welcome to new staff

• Rollout of new staff contracts including reference to fostering the University’s values

• Appointment of Internal Communications team to enhance internal communications and the replacement of Hermes with a new newsletter

• Achievement of all students to be equally celebrated at graduation ceremonies (ending the practice of presenting students in descending order of degree class)

• University Executive Group holding meetings in Schools and Directorates to engage with staff across the University

• Deans meet together regularly to strengthen the One Dundee approach and foster horizontal communication

• Published commitment to equal gender representation among lay members of Court
In summary

• Treat everyone with equal respect, valuing their contribution to the University

• One Dundee: seek what is best for the wider University community as well as your team

• Behave ethically and professionally, with the best interests of the University at heart

• Remember that our common purpose is to transform lives locally and globally

• Aim to be leading in what you do as we strive to be Scotland’s leading University

• Take personal responsibility for ensuring communication in your sphere is effective