TIME - Kelvin's Values

Trust Through Transparency	Inclusive and Welcoming	Make Meaningful Opportunities	Excellence Created Together
We communicate clearly and openly	**We create a true sense of belonging**	**We are committed to our communities**	**We move forward as a team**
Act with integrity	Act with respect and dignity	Place communities at the centre, learners at the heart	Give people skills to empower themselves
Listen actively and respond	Embrace diversity and value everyone	Support learning for life	Encourage innovation and continuous improvement
Deliver on our promises	Support and encourage	Provide accessible routes to meet students' needs	Collaborate and share learning

Glasgow Kelvin College

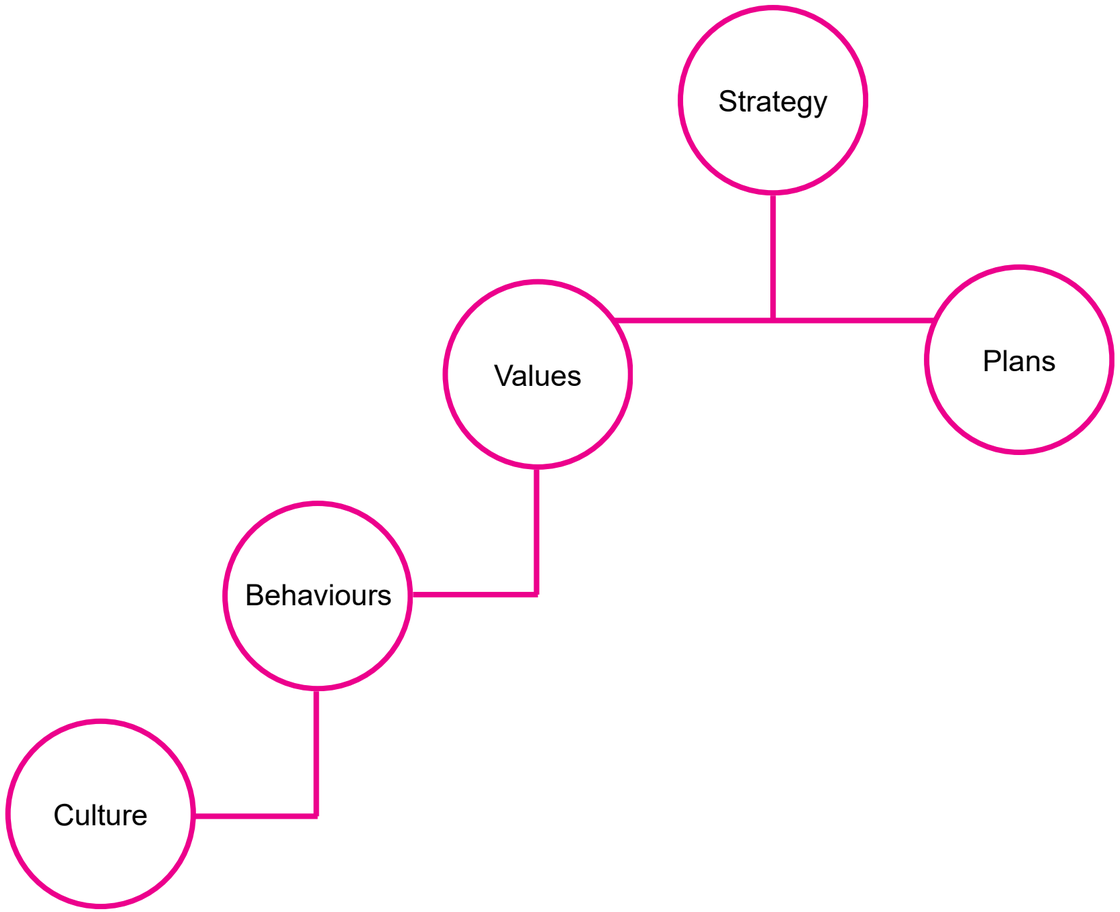
Kelvin’s Behaviour Framework

Our behaviour framework:

- sets out the standards we are expected to bring to our work at Kelvin College. It outlines the attitudes and approaches that should guide how we act, how we communicate, how we treat others, and how we expect to be treated, complementing the tasks and responsibilities of our roles
- supports the delivery of our strategic priorities, upholds our values and drives our culture
- applies to all individuals within our organisation, including Board Members, employees, and learners

Behaviours are outlined in three distinct categories

- **Core Behaviours** – Expectations for everyone, including management and senior leaders
- **Management Behaviours** – Additional behaviours for those currently in, or aspiring to, management roles
- **Senior Leadership Behaviours** – Further behaviours expected of senior leaders and Board Members, or for individuals seeking advanced development



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How to use the Framework

- The framework is designed to outline the behaviours we should all strive to demonstrate in every aspect of our work. It serves as a clear, easy-to-use reference to support positive and effective working relationships. It should be embedded into key people processes, including recruitment and selection, learning and development, and appraisal and development discussions. In addition, it should be reflected in relevant policies and charters to ensure a consistent and aligned approach across our organisation.

- It provides a clear standard for recognising our talented people, supporting the organisation in developing its workforce and planning for the future. By embracing the behaviours outlined in this framework, colleagues help make Kelvin an effective, positive, and rewarding place to work, as well as a well-respected and trusted organisation.

- It is not intended to be memorised but rather used as a reference tool to consult when needed, allowing you to draw out the behaviours most relevant to each situation.

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Trust Through Transparency

We communicate clearly and openly

Behaviours from Everyone	Behaviours from Management	Behaviours from Senior Leadership
I set realistic expectations and always follow through, even when challenges arise	I am consistent and transparent in my decisions and show how they impact others	I collaborate proactively to deliver impactful solutions
I fully own my responsibilities and aim to exceed expectations	I communicate with transparency, integrity and clarity	I take account of sector changes and the needs of staff, students and partners
I communicate with respect, addressing disagreements constructively	I promote peer collaboration across all levels	I communicate effectively and openly with staff, students and partners
I listen and engage so others feel heard and valued	I foster an open environment where ideas and concerns can be shared freely	I foster an environment of accountability and transparency at every level
I seek and embrace feedback, using it to continuously improve	I actively listen and respond to feedback, ensuring all stakeholder voices inform decisions	I encourage and implement feedback mechanisms, including anonymous feedback
I meet deadlines and communicate early if timelines change	I give clear, honest, and timely feedback and encourage others to do the same	I am transparent in my decision-making, explaining the rationale behind actions, ensuring colleagues understand how and why outcomes are reached

Inclusive and Welcoming

We create a true sense of belonging

Behaviours from Everyone	Behaviours from Management	Behaviours from Senior Leadership
I listen actively, value diverse perspectives, and communicate in all forms with respect	I work with colleagues to remove barriers and build a strong, inclusive community	I place people-centred values at the heart of organisational and Board decisions
I demonstrate kindness and empathy in all interactions, recognising the personal circumstances of others	I delegate fairly and flexibly, considering individual skills, workload, and circumstances	I ensure services and resources are flexible, accessible and promote inclusive practices
I create and share accessible, inclusive and diverse resources	I promote open conversations about workload and wellbeing, supporting healthy work–life balance	I lead by actively supporting initiatives that benefit our people, partners, and students
I provide guidance and support to colleagues and students	I mentor and support colleagues to build confidence, independence, and resilience	I champion policies, programs and initiatives that embed diversity, equity, and inclusion
I take part in College activities and encourage others to get involved	I create a respectful, valued team culture	I actively listen to diverse views and engage with meaningful action
I am friendly and welcoming and represent the College positively	I actively engage in and positively represent the college at key events	I am present and available, taking time to listen and respond to colleagues' questions, ideas, and concerns

Make Meaningful Opportunities

We are committed to our communities

Behaviours from Everyone	Behaviours from Management	Behaviours from Senior Leadership
I proactively identify my skill gaps, pursue learning opportunities, and continually expand my expertise	I promote ongoing professional growth for myself and my team, staying current with industry standards and best practice	I support continuous development and clear progression pathways for all staff and learners
I put learners at the heart of our organisation, driving a needs-led approach	I provide the time, resources and opportunities needed for staff to grow and succeed	I celebrate and champion all learner, partner and staff achievements
I support and collaborate with local employers and partners	I value and acknowledge achievements, big or small, to foster motivation and pride	I collaborate with partners and stakeholders to strengthen community impact
I seek to understand and support the communities I work in	I understand the needs and challenges of our students and communities, ensuring decisions support their success and wellbeing	I ensure local needs and lived experiences inform decisions and strategy
I personally thank people who have helped or contributed positively	I promote sustainability and responsible practice, prioritising local	I use research, sector trends, and future skills insights to shape College priorities and curriculum planning
I advocate for the College and positively promote services	I represent all aspects of the college's services when liaising with the students and community	I celebrate and champion all learner, partner and staff achievements

Excellence Created Together

We move forward as a team

Behaviours from Everyone	Behaviours from Management	Behaviours from Senior Leadership
I seek creative solutions, embrace technology, and continuously improve ways of working	I review and streamline processes, integrating staff ideas to improve efficiency and effectiveness	I identify opportunities to streamline workloads and processes to promote efficiency
I collaborate effectively, using collective strengths to achieve shared goals	I facilitate cross-departmental collaboration and ensure team goals support organisational objectives	I remove barriers to foster a cohesive, collaborative environment
I stay adaptable and open-minded, trying new approaches with courage and curiosity	I identify and share risks with relevant groups	I ensure all staff have opportunities to share learning, ideas, and best practices
I share knowledge, learn from mistakes, and act on feedback to support personal growth	I support individuals to see failure or mistakes as an opportunity to learn	I provide managers with the tools, systems, and training needed to effectively support their teams
I offer constructive feedback to help others learn and gain confidence	I support and encourage people to make decisions, take on new challenges and embrace change	I delegate responsibility to encourage autonomy and confidence of staff and learners
I plan well and prepare thoroughly	I create space for others to lead, share ideas, be innovative and start initiatives	I invest responsibly and set measurable environmental and sustainability goals