



West Yorkshire
Fire & Rescue Service

OUR VALUES

"Our people demonstrate effective teamwork, integrity, learning, responsibility & excellent communication every day."

Teamwork:

“We recognise everyone’s strengths and contributions, working effectively as one team.”

Behaviours for everyone:

Treats everyone fairly and with respect, promoting a climate in which people can feel safe to be who they are.

Works well with others.

Respects and values the individual, appreciates everyone’s contributions, shares knowledge willingly.

Works as a team to enable each individual to overcome challenges together and celebrates team success.

Works together effectively as a team moving towards common goals.

Respects people’s contributions and supports the wellbeing of everyone in the team.

Behaviours for managers:

Empowers others to take decisions; supports the team to deliver.

Is visible and approachable.

Sets the right tone from the top.

Considers all members of the team when making people decisions, doesn’t just rely on policy.

Gives people the courage and confidence to try new things, creating a positive ‘can do’ atmosphere.

Encourages innovation.

Behaviours we don’t want:

Bullies others, even if disguised as banter.

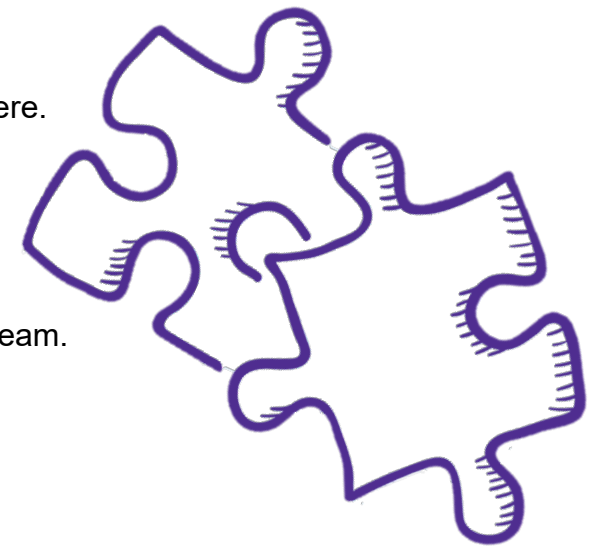
Uses disrespectful language or behaviour towards colleagues within and outside the immediate team.

Encourages an ‘us vs. them’ attitude.

Shows a lack of care for others’ well-being.

Uses authority to belittle others.

Puts self before team; promotes self-interest over the team and organisation.



Integrity:

“We are trustworthy, act ethically, treating each other with dignity and respect.”

Behaviours for all:

Leads by example, consistently demonstrating behaviours that are expected from others.

States clearly what will be done and follows through on doing it.

Admits mistakes and apologises graciously; puts things right.

Says ‘thank you’ for a job well done and gives credit to others where due.

Uses data, experience, ‘reality testing’, knowledge and common sense to do what is right.

Is aware of the impact of what people say, how they say it and what they do; reflects and changes approach.

Behaviours for managers:

Acts with consistency – seeking decisions that are fair and based on sound evidence.

Acts with openness and honesty.

Approachable and available; open to ideas and explains why.

Treats colleagues at all levels with respect.

Listens and takes on board other peoples’ views.

Extends trust to others.

Behaviours we don’t want:

Criticises in an unconstructive way.

Is judgemental or blames others unfairly.

Covers up mistakes.

Hides behind bureaucracy.

Shows favouritism.

Believes self to be more important than colleagues.



Learning:

“We learn all the time; we share knowledge and experiences, celebrating success.”

Behaviours for all:

Promotes a culture where people feel encouraged to continuously improve.

Is open to change, encourages innovation and listens to new ideas with an open mind.

Is supportive and inclusive, celebrating success.

Asks questions and takes the time to understand things from everyone's point of view.

Learns from mistakes, seeks constructive feedback to learn and develop.

Shares their knowledge and experience willingly.

Behaviours for managers:

Considers how best to plan and implement change, uses emotional intelligence to support colleagues appropriately.

Nurtures team and talent development confidently, supporting people with less experience to develop.

Engages in meaningful consultation and applies emotional intelligence to create a supportive two-way feedback culture.

Performance management conversations are focused on great performance from all.

Tackles under performance sensitively and appropriately.

Shows flexibility to allow space for innovation.

Behaviours we don't want:

Discourages new ideas and approaches.

Criticises mistakes, rather than using them as an opportunity for learning.

Tells you what they think you want to hear.

Prioritises ticking the boxes over innovation and creativity.

Makes decisions or voices opinions based only on limited knowledge.

Resists reasonable requests for change.



Responsibility:

“We are responsible, work positively and take ownership of the work we do.”

Behaviours for all:

- Takes ownership and responsibility for promoting our values and behaviours.
- Challenges inappropriate behaviour in all situations, including negative peer pressure.
- Takes responsibility for keeping knowledge and awareness up to date.
- Takes ownership and personal responsibility for achieving objectives and doing a great job.
- Is reflective, demonstrating awareness of own influence and impact.
- Strives for efficiency and effectiveness.

Behaviours for managers:

- Inspires people, connects people to our purpose and is able to explain the “why” behind decisions and actions.
- Supports people at all levels to make appropriate decisions.
- Takes account of other people’s priorities, expectations and constraints.
- Adjusts expectations in the light of circumstances.
- Encourages ownership; champions positive and decisive behaviour.
- Takes responsibility and is accountable for the actions taken by the team.

Behaviours we don’t want:

- Fails to challenge inappropriate behaviour.
- Shows a negative attitude.
- Sweeps tricky issues under the carpet.
- Promotes the view that things aren’t as good as they used to be.
- Favours policy over common sense.
- Passes the buck and fails to take responsibility or be accountable for own actions.



Communication:

“We share clear information, in ways everyone understands, having open discussions”.

Behaviours for all:

Keeps communication simple, clear and easy to understand.

Uses ‘Plain English’ in written communication.

Listens carefully, ensuring they understand what the other person is saying.

Supports others to innovate, encouraging people to challenge and communicate new ideas.

Shows awareness of what is appropriate and not appropriate to communicate.

Communicates our vision (“Making West Yorkshire Safer”) and our values to all.

Behaviours for managers:

Makes time to listen and communicate with the team

Makes sure the Annual Review adds value for the individual, team and organisation.

Ensures communication is clear and tailored to the needs of the audience.

Manages the volume and priority of communications.

Communicates face-to-face about change, taking on board feedback and suggestions.

Communicates organisational strategy and priorities in words everyone can understand.

Behaviours we don't want:

Spreads rumours or fails to challenge rumours.

Fails to communicate key messages.

Communicates in an overly technical or woolly way.

Criticises in a negative or unconstructive way.

Doesn't listen or take on board feedback.

