

OUR VALUES



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland



we value

Safety



we value

Teamwork



we value

Respect



we value

Innovation



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The background features a large, faint watermark of the University of Stirling logo. The logo is circular and contains a central emblem with a thistle and a book. The text 'UNIVERSITY OF STIRLING' is visible around the perimeter of the logo.

Safety Teamwork Respect Innovation

It's about **how** we approach our work.

The words we say and **how** we say them.

The actions we take and the **way** we do them.

1. Your values = Our Values

Our values were developed from feedback we received in our first Cultural Audit which took place in 2014, and they reflect what you said you value most about working within SFRS.



We can all live the values – it is about how we do things, how we treat others, what we say and how we say it, and how we expect to be treated.

This booklet details how we can all support the SFRS vision in our everyday working lives - by promoting, adopting and demonstrating the attitudes and actions which underpin our values, we can all contribute to ensuring the SFRS is an effective, positive and collaborative place to work.



“ We all work with safety in different ways, in a variety of roles, but fundamentally we are all working towards the same overall goal of keeping Scotland safe. ”

Prevention is better than cure. We are trained to deal with fires, but simple advice and guidance can help in the prevention of fire and the tragedies caused by fire. ”

Firefighter Graham Barclay, Dunfermline

2. We value safety

Our number one priority is to work together for a safer Scotland and safety is at the core of everything we do.

We recognise the role we play working alongside communities and in partnership with others in the public, private and third sectors, to keep Scotland safe.

We are committed to keeping our firefighters, who work in dangerous and dynamically hazardous environments as an inherent part of their job, safe, but safety is not just for operational personnel. We all deal with safety in one aspect or other, and we can all take steps to promote and support healthy working lives.

We can **all** demonstrate the value of safety in our everyday working lives by:

- Contributing to and promoting our commitment to prevention within the SFRS by enabling, supporting and working alongside our colleagues, partners and communities to help make Scotland safer.
- Limiting the activities which present a high risk to life to those who have the potential to save life, or to prevent rapid and significant escalation of an incident.
- Safeguarding our own health and wellbeing, our colleagues, partners and the public by acting responsibly and being mindful of safe working environments.
- Taking immediate action to highlight and/or remove safety hazards and risks to ourselves or others, and reporting 'near misses.'
- Promoting healthy working lifestyles and supporting each other's efforts to maintain a good work/ life balance.
- Taking action when stress becomes a risk factor to ourselves and others, and supporting colleagues who are under pressure.

Further information on how we can demonstrate the value of safety is available on page 12.



we value
Teamwork



“ The strength of our team is each individual member, and the strength of each member is our team. Only by working together can we achieve our common goal of keeping Scotland safe. ”

Brenda Gillan, Johnstone Operations Control

3. We value teamwork

Teamwork is the foundation of what we do and what we achieve and is essential across the SFRS

Operationally, lives depend on the ability to work effectively as a team as many pieces of equipment, along with procedures and techniques, require multiple firefighters, and in any of the other varied work contexts across the organisation we must work together to ensure we all deliver on the job we are asked to do, in the best way possible.

As such we will work as a contributing member of the team, supporting each other and sharing our own knowledge.

We will also be committed to working alongside our stakeholders and partners in pursuit of our shared prevention agenda to help keep Scotland safe.

We can **all** demonstrate the value of teamwork by:

- Being supportive and open, listening to each other, and sharing skills, knowledge and experience.
- Taking the time to develop internal relationships across all departments and functions within the SFRS.
- Focusing on organisational objectives, rather than just our own or those of our immediate team.
- Identifying and pursuing opportunities to work in cooperation with partners and the community to help deliver common agendas.

Further information on how we can demonstrate the value of teamwork is available on page 13.



“ **Respect is about valuing and appreciating everyone and always acting and operating in an open, honest, courteous and professional manner. Self-respect is equally important as it contributes significantly to what we are and how we are viewed as individuals, and at all times we should seek to earn the respect of others through our actions.** ”

John MacDonald, Area Manager
DCO Business Support, Inverness

4. We value respect

Everyone has the right to be treated with dignity at work and respect is an important principle for our desired organisational culture.

By valuing respect, we will ensure we have an organisation where people work well together, where individuals recognise that their own attitudes and actions have an impact on others, and where we all have a shared responsibility to challenge others in a constructive way if unacceptable behaviour is demonstrated.

We will also value the individual differences and diverse communities we serve, work alongside and support. We will respect the views of our stakeholders and partners, always be honest and trustworthy, and welcome the opportunity to discuss differences.

We can **all** demonstrate the value of respect by:

- Displaying a professional attitude at all times, delivering on the promises we make, and ensuring fairness, openness, honesty and ethical approaches to everything we do.
- Taking responsibility for our own actions - recognising our words as well as our actions will have an impact on others.
- Challenging unacceptable behaviour and resolving our differences in a constructive way.
- Showing a willingness to work with others, regardless of differences in terms of role/ grade, and the different views and beliefs which they may hold.
- Valuing the efforts and contributions of others by acknowledging achievements.
- Showing consideration for others and empathy towards their emotional and/or physical wellbeing.

Further information on how we can demonstrate the value of respect is available on page 14.



we value
Innovation



“ We strive to use innovative techniques as a team, embracing the challenges associated with providing better end products to best serve the needs of our colleagues, including our frontline firefighters whose safety is of paramount importance. ”

John McNicol – CAD Supervisor

5. We value innovation

Being innovative will help us grow, adapt, and be more responsive to change and the needs of our communities.

It does not always involve inventing completely new ways of doing things, it can also be about making small changes to current processes, systems or procedures, or applying these in a more flexible way, to be more efficient and effective in our work.

We will value innovation by looking for opportunities to improve the way we do things, by being open minded to new ideas, and by ensuring policies and procedures are not used to constrain thinking or our approach to reach successful outcomes.

In operational contexts, we will also ensure the priority to save human life and ensure the safety of firefighters is not compromised by prescriptive ways of dealing with incidents.

We can **all** demonstrate the value of innovation by:

- Being open to new ideas and ways of thinking, taking into consideration the bigger picture, and being mindful of any ways to improve the way we do things.
- Fostering collaboration and communication internally and externally, sharing our own ideas and listening to other people.
- Supporting others who are exploring new ways of working, listening to their ideas and suggestions for improvement.
- Being flexible in our approach, for example when a strict approach is likely to prevent a successful outcome.
- Evaluating opportunities to take calculated risks, and taking responsibility for the impact of our decisions.

Further information on how we can demonstrate the value of innovation is available on page 15.

6. Our values in our everyday working lives

We all have a key part to play in embedding the values, which were developed as a result of what you said you value most about working within SFRS, and we need to promote them in everything we do.

To further develop your understanding of the values please:

- Read this booklet which contains information on how we can support the values
- Discuss with your manager and colleagues how the values relate to working within SFRS, specifically role/ remit and work objectives. Your manager will introduce the values into future team meetings which should give you an opportunity to share your views.
- Consider situations or good examples of when you or others have demonstrated the values in action, and situations where the values have not been supported. When considering these examples, you may wish to discuss with your manager and colleagues what is acceptable in terms of behaviour and what is not, for example when humour becomes offensive.
- Lead by example – constructive communication and feedback leads to sustained and positive changes.

Our values will be considered against a range of current processes and revised policies and procedures will be developed where appropriate.

Further information and guidance

Further information on our values is available on **intranet**.

If you have any questions please contact your line manager in the first instance. You can also contact your local Human Resource Advisor (HRA) who can offer further information and direct any enquiries you might have, or alternatively you can email **Sfrs.values@firescotland.gov.uk**

7. Our behaviours

We demonstrate the value of safety through the following behaviours.

Expected

Our required behaviours

- We all have a role to play in delivering the prevention agenda within SFRS. We contribute to this agenda in a variety of ways. For example by enabling, supporting and working alongside our colleagues, partners and communities to make our communities safer; by conducting Home Fire Safety visits and offering advice; by visiting industrial premises to carry out audits and inspections; by all staff maintaining a focus on service delivery and our shared prevention agenda.
- Activities that present a high risk to safety shall be limited to those that have the potential to save life, or to prevent rapid and significant escalation of an incident. We will take responsibility for safeguarding our own safety and that of the people we work with; we will make informed professional judgements about the appropriate use of available resources in order to control the risks inherent in the unique circumstances of operational incidents
- Health, safety, and wellbeing are central to everything we do. We will safeguard our own safety, health and wellbeing, our colleagues, partners and the public by acting responsibly and being mindful of safe working environments including maintaining our workspaces or by wearing appropriate PPE when required.
- We will bear in mind and promote healthy lifestyles and support each other's efforts to maintain a good work/life balance. We will be proactive in the steps we take, recognising when colleagues are under pressure or when stress may become a risk factor within the workplace for ourselves or others.

Aspirational/Leadership

Behaviours required by employees looking to develop and those in senior or managerial positions

- **Leading**
Our leaders promote and understand the complex and political environment that the Service operates within and responds positively to organisational change. They promote the shared prevention agenda, the importance of firefighter safety, as well as our focus on health, safety and wellbeing within teams and for all employees. They use their personal energy and enthusiasm to create buy-in and influence and deliver a narrative that helps people understand and commit to our value of safety and the direction of travel in this respect.
- **Empowering**
Our leaders care about, empower people and support efforts to maintain a focus on Community Safety, firefighter safety, healthy lifestyles and good work/life balance. They lead by example and take appropriate steps to ensure the safety and wellbeing of employees. They take time to build relationships and networks that are critical to a shared prevention agenda.
- **Being Accountable**
Our leaders are mindful of the challenges, opportunities and demands that are placed on the Service by external factors e.g. through legislation and Scottish Government, and maintain dedication to safety, wellbeing and prevention through adapting and changing processes, systems and procedures where necessary.
- **Delivering**
Our leaders implement plans which underpin safety and wellbeing and make best use of resources which drive and align with our shared prevention agenda.

We demonstrate the value of teamwork through the following behaviours.

Expected

Our required behaviours

- We work together as a team by being supportive and open, sharing information and by taking the time to develop effective working relationships with colleagues and partners. We listen to each other and we share skills, knowledge and experience.
- We work in partnership by overcoming the obstacles and barriers we may face. We seek opportunities to work collaboratively with others; we develop internal relationships to help deliver organisational objectives; we actively involve and engage with others to help them achieve goals; we seek mutually satisfying outcomes for everyone involved and we deal positively with others' negative attitudes and behaviours.
- We will work collaboratively across departmental boundaries to achieve shared goals. We will develop internal networks capable of furthering SFRS strategic objectives which contribute towards the overall goal; we take a joined up approach to planning and working across boundaries.
- We proactively identify and pursue opportunities to work in cooperation and partnership internally across all functions and geographies as well as externally with our partners and the community. We will achieve this by promoting the value of working with others to a common agenda and purpose.

Aspirational/Leadership

Behaviours required by employees looking to develop and those in senior or managerial positions

- **Leading**

Our leaders set high standards and clear expectations by ensuring everyone within the team understands what is expected of them. They take time to explain the "why" as well as the "what" behind organisational change. They take time to build relationships and networks that are critical to service successes and outcomes.

- **Empowering**

Our leaders engage people in the planning process, listen to their ideas and recognise their contribution. They involve and empower people through inclusion in decision making and encourage staff participation outside of their immediate remit/ department/ SDA.

- **Being Accountable**

Our leaders are open to feedback and questions; provide feedback to teams and individuals; recognise and celebrate success; identify team strengths and areas for development; and give praise and credit to others. They embrace differences and have no tolerance for any form of discrimination.

- **Delivering**

Our leaders make best use of resources and skills, and ensure colleagues have adequate resources to carry out the tasks required. They know that partnerships lead to sustainable outcomes and understand that they must build trust and share control to make partnerships effective. They find ways to develop shared outcomes whilst recognising different operating environments of their partners.

We demonstrate the value of respect through the following behaviours.

Expected

Our required behaviours

- We respect others by resolving our differences in a constructive way and we will respect the differences we have. We will achieve this by acknowledging different perspectives and by recognising that our words as well as our actions will have an impact on others. We will always challenge unacceptable behaviour.
- We respect others by demonstrating a positive professional attitude at all times, and by delivering the promises we make by always doing what we say we will do. We will take ownership for setting and maintaining standards and achieving objectives and recognise the efforts and contribution of others.
- We will respect the views of others by looking to learn from our colleagues and partners; taking responsibility for our own actions; admitting to our mistakes and we will learn from them, and we will always strive to put things right. We will respect the contribution that others can make by consulting with end users when new systems, processes or equipment are being considered.
- We will respect others by always leading by example and with integrity; providing constructive feedback on a regular basis; by ensuring fairness, integrity, openness, honesty and ethical approaches to everything we do.

Aspirational/Leadership

Behaviours required by employees looking to develop and those in senior or managerial positions

- **Leading**
Our leaders are motivational and respect the views of others. They provide a clear strategic vision and narrative and show strategic insight about what the organisation is trying to achieve by valuing respect in the workplace; they lead by example and challenge unacceptable behaviour at all levels.
- **Empowering**
Our leaders create a constructive culture which values respect, encourages de-centralised decision making and empowerment by taking time for people and finding out what motivates them; they encourage two way communications and are open to constructive challenge.
- **Being Accountable**
Our leaders display a high level of integrity and ethical behaviour and treat individuals with dignity and respect. They take ownership for addressing unacceptable behaviour; are approachable, visible and deliver on promises. They build two way trust by telling the truth in a way people can verify; don't have hidden agendas and are fair and transparent in their decision making.
- **Delivering**
Our leaders accept responsibility for delivering departmental and SFRS objectives; they align individual goals with workplace objectives and are open to different ways of working to achieve a common aim. They are respectful, flexible and responsive to diverse views and opinions.

We demonstrate the value of innovation through the following behaviours.

Expected

Our required behaviours

- We will consider the bigger picture and be mindful of any ways to improve the way we do things. We will look for ways to encourage and support innovative ideas, to challenge conventional thinking and approaches; be proactive in the pursuit of new ideas and processes to ensure the effective and efficient provision of service by the SFRS.
- We are open to new ideas and ways of thinking. We will take time to explore new ways of working, to consider the thoughts of others and ideas and identify which is the best way forward. We will foster collaboration and communication internally and externally relating to innovation across all organisational structures and hierarchies.
- We will be flexible and evaluate opportunities to take calculated risks; when making risk based or safety-critical decisions. Incident Commanders may apply operational discretion to apply guidance flexibly when the benefit of what is intended justifies the risk in order to save human life or prevent incident escalating.
- We will be decisive and take ownership for the decisions we make; we will look for ways to reduce dependent behaviours and increase autonomy and responsibilities. We will be flexible and adaptive to changes we might face.

Aspirational/Leadership

Behaviours required by employees looking to develop and those in senior or managerial positions

- **Leading**
Our leaders create a vision that is compelling and realistic; they challenge the status-quo and keep an eye on the bigger picture; they are courageous in their decision making, and are prepared to take calculated risks.
- **Empowering**
Our leaders enable a blameless culture by empowering and supporting teams to initiate improvements without fear of reprisal. They display a high level of understanding in instilling a culture of innovation within their teams. They provide opportunities for learning, creativity, innovation and sharing ideas. They build capacity and interact with employees.
- **Being Accountable**
Our leaders are flexible and responsive to diverse views and opinions. They create a constructive culture which encourages innovation, accountability, empowerment, continuous improvement, sharing information and learning from successes and mistakes. They invite questions and set out expectations clearly.
- **Delivering**
Our leaders accept responsibility for delivering departmental and SFRS objectives. They innovate, make courageous decisions and take accountability for their impact. They identify and manage interdependencies and identify the wider impact of decisions. They make time for people finding out what motivates them in the workplace and aligns this with individual goals and objectives.



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www.firescotland.gov.uk