

STAFF VALUES & BEHAVIOURS



Presbyterian Ladies' College

MELBOURNE

Principal's Report



PLC's Mission and Christian Ethos are the foundation of its culture. Our culture underpins the shared values which shape the common life of our community and the behaviour of those who belong to it.

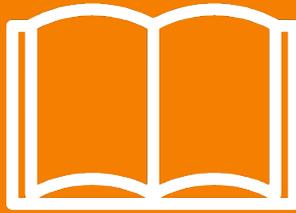
At PLC, we work within a culture of learning, character building, service to others and respect for all people as we strive to build a caring community that nurtures our students to embrace their futures with confidence and compassion.

The four shared values of our culture which guide the school in its Mission and ethos are:

- Truth & Excellence
- Character & Integrity
- Service & Leadership
- Care & Respect

I thank you for contributing to the creation of the behaviours we agree to follow, and I look forward to bringing them to life for everyone, every day, so that our College is a rewarding and dynamic place for all to work and learn.

Cheryl Penberthy
- Principal



TRUTH & EXCELLENCE

Wisdom, a love of learning and the pursuit of academic excellence are fostered by a commitment to discover truth and understanding in all areas of knowledge.

Strive for excellence in all our endeavours, doing our best with the *abilities* we have been given.

Practices

Skilled employees:

- » Use their knowledge and skills to do the job at a high level of accomplishment
- » Are action-oriented, diligent and display a strong work ethic
- » Encourage others; make each individual feel their work is important
- » Acknowledge effort, contribution and expertise; recognise each others' strengths and weaknesses

Unskilled:

- » Use old solutions for new problems
- » Are not open to creative suggestions of others
- » Don't challenge or confront poor performance
- » Lack motivation; do the least to get by; show complacency
- » Intentionally or unintentionally demotivate others

'Have a go', participating willingly in learning and new challenges in order to grow and develop in character.

Practices

Skilled employees:

- » Are eager, enthusiastic and committed to continuously learn, grow and improve
- » Are curious, inquiring and interested in what's better, innovative or new
- » Seek and listen to personal feedback; provide current, complete and actionable feedback to others
- » Share knowledge and learnings with each other
- » Pick up on the need to change personal, interpersonal and managerial behaviour quickly

Unskilled:

- » Don't make the time to learn or reflect on current practice; they stagnate
- » Don't seek, listen or act on personal feedback; may be defensive or sensitive to feedback
- » Are stuck in past skills and technologies

Speak truthfully and graciously at all times, recognising no one is perfect and learning from our mistakes.

Practices

Skilled employees:

- » Seek to understand people and context before making judgements or acting
- » Are seen as truthful individuals; keep confidences and respect privacy
- » Are warm, pleasant and gracious: tolerant and patient with people and processes
- » Admit mistakes and shortcomings; gain insights from mistakes; ask for help
- » See failure and problems as an opportunity to learn and develop

Unskilled:

- » Don't take the time to listen and understand
- » Deny mistakes; make excuses and blame others for mistakes; do not learn from mistakes
- » Rationalise failures away
- » Are judgemental of others



CHARACTER & INTEGRITY

Success in life is measured not just by what we achieve, but who we are as people. Strength of character and virtue are developed through perseverance, courage and self-discipline.

Take responsibility for our own roles and *collective accountability* for actions.

Practices

Skilled employees:

- » Can be counted on to achieve objectives and outcomes; are responsive and reliable; always follow through; don't wait to be asked or directed
- » Seldom give up before finishing, especially in the face of resistance or setbacks
- » Plan and use resources effectively, efficiently and transparently
- » Measure and reflect on performance against goals
- » Anticipate and adjust to problems and roadblocks
- » Challenge constructively but then support decisions or changes

Unskilled:

- » Work in a disorganised fashion; overwhelm others with unfocused activity; fly by the seat of their pants
- » Don't contribute or get things done on time
- » Don't do what they say they will do; don't follow through on commitments
- » Don't complete what they start
- » Hold back and wait for others to complete the task for them

Constantly seek out *continuous improvement* opportunities and embrace *change*.

Practices

Skilled employees:

- » Comes up with new and creative ideas
- » Is not afraid to try something new; takes considered risks for improvement
- » Uses initiative and involves others to solve problems
- » Is balanced, calm and adaptable in times of change or uncertainty, even when under pressure or without having the total picture

Unskilled:

- » Are not disciplined problem solvers; may be stuck in the past and wed to what worked before
- » Create unnecessary road blocks; discourage change from happening
- » Rigidly follow his/her one best way
- » Don't take time to think and reflect on current practice improvement opportunities

Display *courage, optimism and perseverance* towards the future.

Practices

Skilled employees:

- » Pursue everything with drive, energy and a need to finish
- » Don't become defensive or irritated in tough times
- » Are optimistic and future-orientated; talk positively beyond today; talk about possibilities
- » Sometimes use humour to keep perspective
- » Willing to be the only champion for an idea or position

Unskilled:

- » Don't push hard enough to get things done
- » Get emotional, subjective and unpredictable when under pressure: may let anger, hostility or cynicism show
- » Give up too soon or move on to something better
- » Lack interest in the future of PLC
- » Keep dragging up the past; consciously blocking change



SERVICE & LEADERSHIP

Satisfaction in life comes where we live for the wellbeing and benefit of others. We are all called to use our position in the service of others.

When in leadership, lead responsibly for the benefit of others.

Practices

Skilled leaders:

- » Communicates a compelling and inspired vision and sense of core purpose
- » Role model our core values and beliefs during both good and bad times; walk the talk
- » Create a climate in which people want to do their best; creates a feeling of inclusivity, autonomy and mastery; acknowledge contribution and praises effort
- » Set clear objectives, boundaries and delegations; monitor workload and appreciate extra effort
- » Share responsibility, accountability and credit for team successes
- » Sought out by others for advice and direction; make good decisions
- » Are good listeners and clear communicators; provide transparent and timely information

Unskilled:

- » Take kudos for the work of others
- » Have a hidden agenda
- » Play favourites and give preferential treatment
- » Don't trust people to perform; they over control and meddle
- » Lack follow through; are disorganised; impetuous; too busy for team
- » Don't get to know those who interact regularly with them
- » Tolerate poor performance, poor conduct and poor behaviour

Serve humbly for the benefit of others (to meet and enhance the learner and community experience).

Practices

Skilled employees:

- » Act with the learner and community in mind; use their gifts to the full
- » Establish and maintain effective relationships with learners and the community; gain their trust and respect
- » Support the communities we serve; volunteer to support causes and activities that strengthen the School Culture
- » Demonstrate real empathy with the joys and pains of others
- » Are proud to work at PLC and believe in the people we work with
- » Are honest, modest, authentic and not afraid to show vulnerability; help others save face in difficult situations; stand alongside others
- » Act selflessly; Christ-like
- » Are present; show gratitude and understanding of others, are forgiving of others

Unskilled:

- » Don't think of the learner first
- » May have less sympathy than most for the imperfections and problems of others
- » Seen as just out for themselves; misrepresent themselves for personal gain
- » Are loud, dominating, boastful and self-centred



CARE & RESPECT

Prosperity in community comes when we care for and respect one another and harness the different strengths, perspectives and ideas of individuals for the common good of the community.

Treat everyone fairly with *honour and respect*, regardless of their status, position or differences in ability, beliefs or experiences.

Practices

Skilled leaders:

- » Adhere to, and act in line with our core values and beliefs during both good and bad times
- » Show empathy, sensitivity, care and kindness towards others
- » Support safe, equal and fair treatment for all
- » Relate well to all people; are candid and polite with peers; use grace, diplomacy and tact
- » Do the right thing at the right time in the right place; even if no-one is watching

Unskilled:

- » Show low concern for our values; may set their own rules; make others uncomfortable
- » Gossip, undermine or criticise others behind their back
- » Display an intimidating style
- » Speak disrespectfully or rudely to others in verbal or written communications

Work collaboratively and take particular care to ensure the *voice and interests of all* are heard.

Practices

Skilled employees:

- » Consult widely with the right people and maximise consensus in decision making
- » Are easy to approach and talk to; build effective relationships and rapport; open to the views of others; value the opinions of others
- » Are available and ready to help; are seen as a cooperative team player
- » Are good listeners and clear communicators; listen and check before acting; don't make assumptions
- » Don't allow problems to fester; deal with them in a timely manner

Unskilled:

- » Rely on self too much; appear not to listen; don't seek a common ground; discount or dismiss the input of others
- » Avoid conflict in situations and with people; take it personally
- » Speak over others; cut people off; interrupt; are divisive
- » Withhold resources from other team members
- » Always think they have the right and only answer
- » Appear distant; take a narrow outlook



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