

February 2024

Research Data Scotland

Values & Behaviours

Introduction

This behavioural framework explores our five RDS values – Integrity, Transparent, Courage, Collaboration and Humility and describes how we bring each of these to life.

Why are we introducing behaviours now?

As we look to the future and plan how we'll achieve our ambitions, we agreed some observable standards for all of us to behave in consistent and connected ways in line with our values. These behaviours will help us deliver great work. They'll strengthen our amazing culture and they capture the some of the things that make Research Data Scotland a brilliant place to work and learn.

How we'll use and talk about behaviours

These RDS behaviours along with the behavioural competencies shared within the SFIA Framework will become our foundation for recruitment, development and performance management. The behavioural descriptions are not exhaustive but indicative, to give an overview of the types of behaviour we'd expect to see, to be successful at Research Data Scotland.

Who do they apply to?

We have behaviours that apply to **all** of us and some **additional leadership behaviours** which are useful for describing the expectations for people who occupy roles with people management responsibilities, budget accountability and/or who lead programmes of work.

Why do we have both SFIA and Research Data Scotland Behaviours?

The professional skills and competence outlined in SFIA describe the '**what**' and our combined SFIA and RDS behaviours describe the '**how**'.

SFIA professional behaviour competences are generic and can be applied globally across the digital world. Our RDS behaviours capture some of the elements that make working at Research Data Scotland unique and special.

Our values



INTEGRITY

We keep front and centre of our work the public value of the decisions we are supporting through data and intelligence, acting in honourable ways in our decisions at all times.



TRANSPARENCY

We will proactively share information, insights and innovations so that we learn faster together and build trust in what we do.



COURAGE

We believe that we can make things better, will be prepared to try new things, embrace ambiguity and challenge the status quo to create a new and thriving service that benefits the public, public bodies, the 3rd sector, scientific discovery and industry.



COLLABORATION

We deliver better results when we work in a truly interdisciplinary and "once for Scotland" way, and are transparent and respectful of how we keep the public informed about use of their data.



HUMILITY

We have a lot to learn from others; and aim to be open-minded about the gaps in our knowledge, led by listening to the users of our services, our partners, and the public.

We act with integrity when we;



- Build trust through our careful use of public data and thoughtful analysis
- Always focus on things that improve the lives of each other, our partners and the public
- Are open, honest and respectful; challenging practice or behaviours that work against Research Data Scotland values
- Are accountable for our words, our actions and our behaviours

We are not acting with integrity when we:



- Disrespect colleagues, ignore their input and different points of view
- Ignore appropriate governance and/or internal workflow processes
- Overpromise and under deliver on agreements and actions
- Work on tasks that don't add value to Research Data Scotland, our partners, users or the public

Transparency

We are transparent when we:



- Bring our plans to life in ways that people engage with
- Seek opportunities to build trust by sharing how our work links to Research Data Scotland business plans
- Invite questions and constructive challenge about our work
- Share our vulnerabilities with each other and comfortably say, 'I don't know'

We are not transparent when we:



- Present information that is unclear or confusing
- Hide behind process or 'internal politics'
- Tell others what we think they want to hear rather than the facts
- Introduce personal bias, unnecessary complexity or hold back information that's important to share

Courage

We are courageous when we:



- Try new approaches to benefit our organisation, our partners and our work
- Ask curious questions to foster understanding and build on best practice
- Explore dependencies and take well-managed risks
- Take accountability when we get things wrong, seeing mistakes as an opportunity to learn

We are not courageous when we:



- Criticise the work or expertise of others
- Take things or people at face value and fail to challenge their assumptions
- Keep quiet for fear of upsetting others during difficult conversations
- Deliver work where the impact is unclear

Collaboration

We are collaborative when we:



- Respect and encourage diverse opinions to broaden our thinking
- Make space to listen to others and share our views, so that we learn faster together
- Work hard to build relationships and achieve our shared vision
- Celebrate our successes together

We are not collaborative when we:



- Communicate using language or jargon that is not understood by all
- Work in silos and put self-interest ahead of team and our shared vision
- Are uncompromising and fail to find common ground
- Talk to the 'usual crowd' and exclude others with alternative perspectives

We act with humility when we:



- Are realistic with ourselves and others about what we can achieve
- Recognise the gaps in our skills and knowledge and find ways to learn or fill the gaps
- Appreciate each other's expertise, contributions and efforts
- Give and receive feedback to help us learn and grow

We do not act with humility when we:



- Take credit for other people's work
- Expect others to be and work the 'same as us'
- Reject other people's ideas and opinions when it could be helpful to consider them
- Approach problems with a closed mind or pre-conceptions

Leadership – Empowers others



Leadership – Knows self





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