

# Guide to using Valued Ways of Working in Career Development and Staff Appraisals

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## 1. Background and context of the framework

The Valued Ways of Working Framework (VWW) sets out the Open University's core values, which are to be inclusive, innovative, and responsive. These core values are subdivided into eight valued ways of working and associated professional behaviours. The framework describes the behaviours we expect individuals to demonstrate in carrying out their roles effectively. The professional behaviours outlined in VWW are provided as indicative examples promoted within the University and represent effective performance in higher education institutions. The framework can help you to consider how you could develop your capabilities within your role to maximise your productivity and improve institutional and individual performance.

As preparation for your CDSA discussion with your appraiser/line manager, you will be asked to think about how you have engaged with VWW during the year. You may choose to use the Valued Ways of Working Reflection Tool for your preparation, which has been designed to help stimulate a conversation between you and your appraiser/line manager about how you have performed in your role and consider how you have engaged with the framework during the previous year. Please provide specific examples related to your role. You may wish to focus on the valued ways of working that are most significant to you in your role, i.e. those which you consider have the greatest impact on what you do. In subsequent CDSA discussions, you may choose to focus on different valued ways of working that are also important to your role. Identify any areas (including development needs) that you would like to explore further during your CDSA discussion.

As part of the CDSA process you will be encouraged to obtain feedback about your work from at least three colleagues. It is recommended that you seek feedback from colleagues with whom you have worked most closely during the year, so that they are in a position to provide specific feedback on your contribution. Feedback can either be solicited by yourself or on your behalf by your appraiser/line manager (with your consent). You may choose to use the (3+2) feedback process for this purpose, in conjunction with the Valued Ways of Working, to obtain comments on specific tasks, as well as performance related to professional behaviours associated with those tasks. Feedback need not be restricted to using a specific form and can be received as free text via e-mail, as long as this provides clear context and enables you to identify both your strengths, as well as areas for improvement.

## 2. Useful references

- Valued Ways of Working Framework
- Valued Ways of Working Reflection Tool
- Feedback Form (3+2)