



Comhairle nan Eilean Siar Educational Psychology Service

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Western Isles Educational Psychology Service contribution to the Education and Children's Directorate

What behaviours do all EPs need to demonstrate to achieve our vision?

Prioritisation

- Prioritise effectively in line with service vision, and seek support for this from colleagues/management
- Focus on a smaller number of tasks, build in thinking/development time, do things well
- Be flexible and adaptable while still working within priorities

Communicate really well

- Articulate clearly and confidently to schools/other stakeholders what our vision/priorities are
- Give and receive feedback (with internal and external colleagues)
- Provide clear advice to ECS colleagues, based on evidence/assessment information

Be self-managing and model for team

- Be proactive and work on own initiative
- Scan and anticipate difficulties, problem solve and judge when to seek support
- Good time/workload management, seeking support if necessary
- Task completion
- Demonstrate and maintain professional knowledge and standards of practice
- Openly reflect on own practice and be prepared to change views
- Contain and manage our own emotions and support colleagues to do this when required

Relationships

- Build trusting and respectful relationships with each other, and stakeholders – especially those most difficult to engage (young people, families, some professional colleagues)
- Be approachable, keep integrity, be honest and principled
- Develop rich understanding of context we work in – be sensitive to this while focusing on our priorities
- Be supportive and constructively challenging, and expect this from our colleagues
- Model and seek opportunities to work collaboratively/learn from each other in a culture of openness:
- Have an awareness of EP colleagues strengths, and collectively as a team and Service
- Share written work with colleagues and expect feedback

Work and learn together

- Facilitate discussions which empower and enable colleagues
- Seek challenging professional development opportunities

What behaviours do the management team need to demonstrate in order to lead the Service in the direction which achieves our vision?

Service vision/direction

- Provide clarity for E&CS Directorate and WIHB on service vision and priorities, so that EPs can be confident about being clear with HTs/professional colleagues
- Demonstrate work on W.I. EPS priorities in line with service vision

Model the service culture that supports vision/direction

- Demonstrate respect in all interactions
- Demonstrate an enabling approach – trust EPs to do their job and seek support when required
- Expect to be copied in to advice to ECS (email or reports) and likewise copy EPs in to relevant communication
- Promote the development and use of resources to support EP independent problem solving – practice guidelines, research digests, etc.
- Legitimise/promote development work as equally important as casework – model protecting time for strategic tasks/products and task completion
- Provide support and challenge with managing/changing/prioritising tasks when necessary
- Discuss and agree decisions with colleagues where possible, be transparent and straightforward about reasons, take decisions in best interests of service when collegiate agreement cannot be reached
- Model good work life balance within the work – coffee breaks, informal chat, laughs

Provide/encourage support

- Know the strengths of the team, explicitly value input and celebrate quality work at all levels – casework, development work, research etc. – both within the service and out with
- Be accessible to team members, if not immediately, let them know when
- Encourage EP involvement in management/strategic tasks and provide advice about how to develop necessary skills to take on these tasks
- Be sensitive to personal issues, need for private discussions when necessary

Provide/encourage challenge

- Be clear and direct with feedback where necessary, face to face or by phone rather than email
- Scaffold EPs understanding through discussion and name what to do differently where necessary
- Actively listen to colleagues and encourage/value alternative views. All parties responsible for finding agreed way forward. Management provide direction if not possible

Behaviours expected of EPs should also be demonstrated by managers...and behaviours expected of managers should be demonstrated by all EPs.