PSAA Behaviours Framework - Directory

IT Systems Projects Officer

Introduction

The PSAA Behaviours Framework is a set of standards to help all colleagues contribute their best to our organisation and to develop their careers. It is intended to consistently support all colleagues in building an engaging, high-performing culture within the PSAA where everyone feels valued and belongs. The Framework reinforces our purpose of protecting public finances and performing at our best for all our stakeholders e.g. colleagues, local bodies, clients and others. The overall Framework and the six Behavioural Areas that comprise it are presented below. To help structure the six Behavioural Areas, they are presented under three broad domains – People, Impact and Delivery.
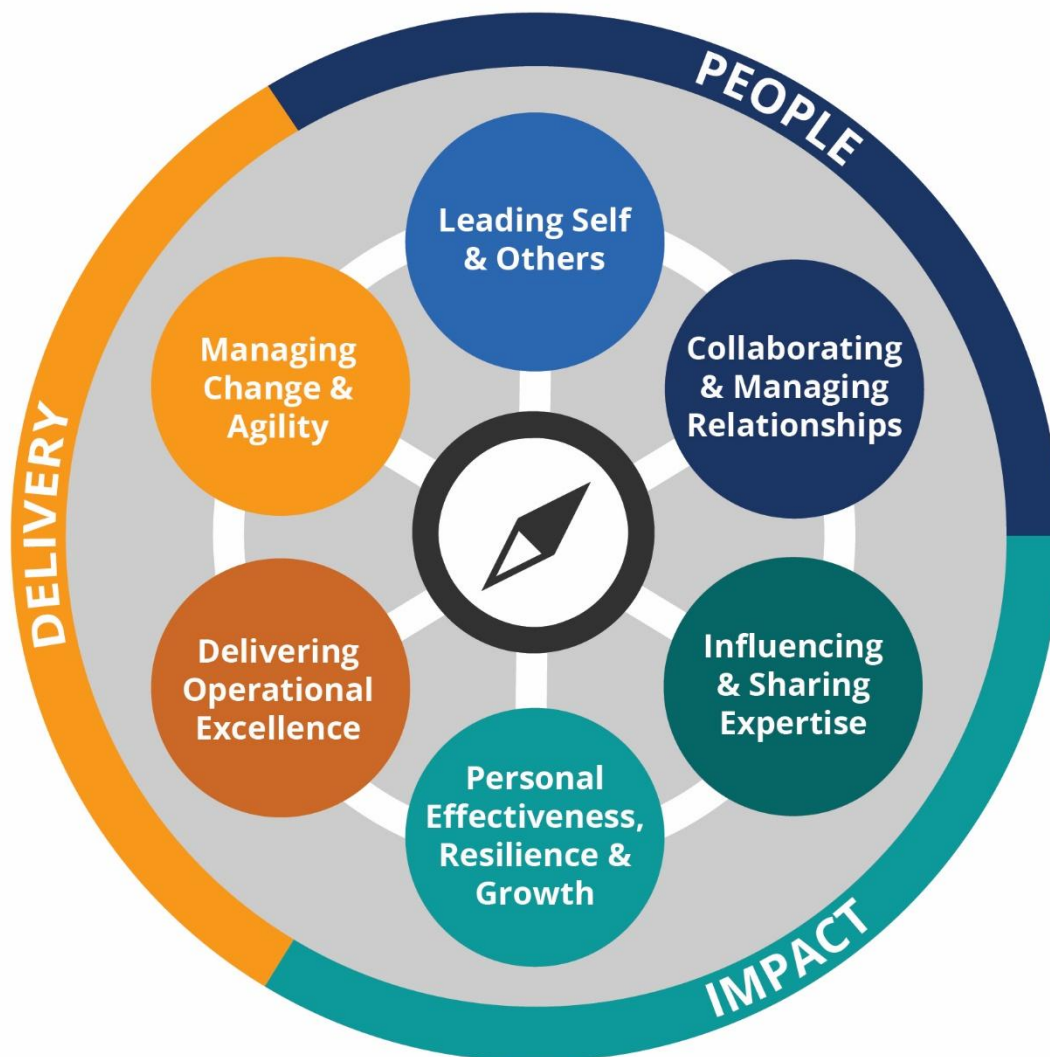
Introduction continued:

To help you understand and apply the Behaviours Framework, here are some key points to consider:

- The Framework is intended to provide us with a common, transparent and consistent model to underpin key areas of our people strategy, practice and processes, such as people management, appraisals, recruiting the right people, developing careers, inducting new colleagues, amongst other applications. Colleagues across PSAA helped to shape its development through interviews and workshops.

- The Framework is presented in six different 'Behavioural Areas' which describe the full range of performance within PSAA – i.e. what is expected of employees (Performing), what being exceptionally good at an activity or subject, looks like (Excelling), and what not meeting expectations might look like (Off-Track). Each of the areas contains several 'Behavioural Indicators' that more specifically describe the behaviours within that Area. There are sets of Behavioural Indicators for each of four levels of roles within in PSAA – Officers, Asst. Managers, Managers and Senior Managers to ensure the presented behaviours are relevant to the scope and degree of responsibility for different roles.

- Each Behavioural Area is a key element of performance, with the strength of the Framework coming from how all the areas work together. For instance, we can all provide 'leadership' over our own work area regardless of our job title, and great leadership comes from drawing on our strengths from across all areas of the Framework. Therefore, it is important to consider all six areas of the Framework together to fully assess our overall performance as a whole. Note that Human behaviour is a very complex system to model, so invariably there will be some degree of overlap between Behavioural Areas. The framework is intended to provide a more structured approach, supporting more objective and focused performance discussions.

- The Framework is a set of standards to help you understand what you are doing well and identify areas you can improve or develop so you can contribute your best to PSAA and grow your career. It cannot be an exhaustive or prescriptive list of everything you could possibly do at work, and you and your manager will need to apply some discretion to relate the Framework to your specific role as some behaviours may be more relevant than others. It is also important to note that no framework can provide a complete picture of performance. Rather, it is intended to be used alongside other processes and support documents related to your development, e.g. your role description, appraisal or departmental objectives, other feedback and achievements, and your own personal career objectives and aspirations.

- Other current factors impacting on PSAA and our work may also need to be taken into consideration when discussing colleagues' performance. For example, when delivery takes priority and we need to become fully task-focused to deliver for our stakeholders, or during periods of change, limited time and resources may make it impractical to invest our efforts in some areas, even if we'd like to. Notably, this need to be responsive and flexible in our approach is itself a key behaviour within the Framework.

- Some behaviours or words may be new to you. Do reflect on what these might mean and how you could usefully adopt these different approaches. What might they look like for you? How could they benefit you, your colleagues and the people we serve? An example of a new behaviour could be, 'to be more curious'. This could mean asking 'why?' more – e.g. why are things done in a certain way? Is there a better way to serve our stakeholders? It could also mean being more open-minded to new approaches.

- Note that each of the six areas of the Framework contains three levels of Behavioural Indicators:

Performing	Excelling	Off-Track
These indicators provide examples of effective behaviours demonstrating competence that meet reasonable expectations of performance and contribution at this level of the organisation. Even for colleagues effectively contributing at the Performing level generally, there may still be some areas that could be developed further, or perhaps more consistently demonstrated.	These indicators provide examples of higher performing behaviours, which exceed typical expectations of performance and contribution at this level of the organisation. Colleagues at more senior grades within the level would be expected to demonstrate more of these behaviours.	These are examples of common behaviours that can be counterproductive and limit our effectiveness at work. We may fall into these potential 'derailers' at some times, particularly if we are under pressure or stress. We may not intend to demonstrate these areas, and they may be useful 'watch-outs' or 'blind-spots' to be mindful of. Sometimes they can be the flip-side of positive intentions, or 'overplayed strengths', e.g. our care for the feelings of others may hold us back from sharing feedback more openly.

- It is likely that most colleagues will demonstrate a mix of the indicators in the boxes above, and some behaviours may be more evident in some situations over others.

The six behavioural areas are summarised overleaf, and you can use the table of contents on the front page to help navigate to the different levels of the framework.

Domain	Behavioural Area	Summary Heading
People	**Leading Self and Others**	We all play a role in fostering an engaging and high-performing workplace. By taking ownership, acting with purpose and supporting our colleagues, we contribute to a culture of trust and collaboration. Regardless of position, everyone has the opportunity to lead by example and help motivate those around them.
	Collaborating and Managing Relationships	Strong relationships are the foundation of an inclusive organisation where everyone feels they belong. We communicate openly while respecting appropriate boundaries and confidentiality, appreciating different perspectives and working together to achieve our shared goals. By helping, supporting and looking out for each other, we can create a more connected, rewarding and productive working environment.
Impact	**Influencing and Sharing Expertise**	We all have valuable insights and knowledge that can help shape better decisions to drive our success and service our stakeholders. By listening well, contributing ideas and providing thoughtful input, all colleagues can support informed decision-making and continuous learning.
	Personal Effectiveness, Resilience and Growth	To maintain high ethical standards and make our best contribution to local audit, we need to be self-aware, adaptable, and continually develop our capability. By being open to learning, taking ownership of our own performance and development and managing our wellbeing, we can sustain our resilience and success.
Delivery	**Delivering Operational Excellence**	Each of us contributes to PSAA's success by maintaining high standards in our work. Attention to detail, efficiency, and accountability ensure that we meet our stakeholder expectations and deliver value. All colleagues play a role in highlighting opportunities to improve, managing resources effectively, and striving for excellence in everything we do.
	Managing Change and Agility	The ability to embrace and respond to constant change is essential for our future success. Everyone has a role in supporting change by balancing stability with adaptability. If we can stay open-minded, focused on the beneficial outcomes for PSAA and our stakeholders, and positive in the face of uncertainty, we can contribute to a forward-thinking, flexible and agile organisation.

Level A: Officers

People

Leading Self and Others

We all play a role in fostering an engaging and high-performing workplace. By taking ownership, acting with purpose and supporting our colleagues, we contribute to a culture of trust and collaboration. Regardless of position, everyone has the opportunity to lead by example and help motivate those around them.

Performing	Excelling	Off-Track
- Ensures they understand what is expected of them in their role and how their work links to the wider purpose and priorities of PSAA. - Shows self-leadership, does what they say they will do, taking personal responsibility for delivering work to a high standard, seeking clarity where needed. - Acknowledges mistakes, takes responsibility for correcting them and learns from feedback. - Is approachable and supportive, expresses appreciation and acknowledges colleagues' contributions. - Demonstrates a positive attitude and mindset towards work.	- Shows an appreciation of 'why we are here', by looking for ways to make a difference to our activities and service. - Offers guidance and shares experience or notable practices with colleagues, ensuring their applicability to the specific circumstances. - Shares feedback and advice with others in a thoughtful, respectful and professional manner. - Is inclusive of others, making efforts to help colleagues feel connected and belong, particularly in virtual/hybrid working environments. - Shows a proactive, self-starting approach, happy to take on additional, reasonable tasks to help meet operational demands.	- May avoid taking responsibility for tackling problems or leaving them to others instead of addressing issues expected within their role. - Can appear to not listen or be defensive towards others' feedback or differing views. - May sometimes be seen as negative or disengaged from contributing beyond basic role requirements. - Misses opportunities to seek clarification or check-in with others to better inform actions.

Level A: Officers

People

Collaborating and Managing Relationships

Strong relationships are the foundation of an inclusive organisation where everyone feels they belong. We communicate openly while respecting appropriate boundaries and confidentiality, appreciating different perspectives and working together to achieve our shared goals. By helping, supporting and looking out for each other, we can create a more connected, rewarding and productive working environment.

Performing	Excelling	Off-Track
- Treats colleagues and stakeholders with respect and professionalism, contributing to a positive work environment. - Seeks to build positive relationships with internal and external stakeholders, ensuring requests are responded to efficiently. - Works cooperatively with colleagues in different teams or external partners to ensure smooth working practice. - Provides help and guidance to colleagues when requested. Willing to invest more during peak workload. - Seeks information and advice from others when needed or escalates issues appropriately.	- Relates well to different people, embraces others' differences and adapts own approach to meet their needs. - Takes time to consider and respond to colleagues' or stakeholders' wider or future needs, e.g. what they might need next. - Takes steps to engage with colleagues or stakeholders outside of team to create a more joined-up, seamless approach to delivering shared work. - Shows care and concern for others, spots when colleagues need help or advice, volunteering support. - Is open with sharing information across the team, generous with contributing own thoughts and knowledge to colleagues.	- Style or tone may on occasion come across as inappropriate or unprofessional for the context. - Can be seen to work in isolation, missing opportunities to share information or engage more with colleagues. - Can overlook responding to requests in a timely fashion, or to manage expectations. - Can appear uncomfortable asking for help or to seek guidance from others, potentially leading to less effective outcomes.

Level A: Officers

Impact

Influencing and Sharing Expertise

We all have valuable insights and knowledge that can help shape better decisions to drive our success and service our stakeholders. By listening well, contributing ideas and providing thoughtful input, all colleagues can support informed decision-making and continuous learning.

Performing	Excelling	Off-Track
• Is accessible to others, maintaining a professional presence, ensuring that words and actions align with PSAA values.	• Models professionalism by handling sensitive concerns with discretion and composure, escalating issues where appropriate.	• May hold back from contributing thoughts or information at times, such as in group situations.
• Communicates facts clearly, is open and transparent, keeping people informed and building trust. Uses the right channels to engage people.	• Asks questions to better understand and respond to others' needs and perspectives, explains things patiently.	• Messages or communications can sometimes be unclear or not matched to the needs of the audience.
• Shares information and insights, willing to speak up to offer own views and opinions to help inform decisions.	• Clarifies messages and constructively challenges others when appropriate. Seeks to influence, referring to manager where necessary.	• Sometimes appears reluctant to share information or to hold onto matters instead of escalating.
• Prepares well to present informed, accurate information and advice to colleagues and stakeholders.	• Supports and guides other colleagues to present information or messages more effectively, sharing own experience.	• Can be seen as unwilling to admit when they don't know something or need to refer to others.
• Gathers and critically reviews information and data to ensure accuracy and completion before sharing.	• Adopts an analytical perspective, identifies key themes and relevant points in data or information, reporting these clearly.	

Level A: Officers

Impact

Personal Effectiveness, Resilience and Growth

To maintain high ethical standards and make our best contribution to local audit, we need to be self-aware, adaptable, and continually develop our capability. By being open to learning, taking ownership of our own performance and development and managing our wellbeing, we can sustain our resilience and success.

Performing	Excelling	Off-Track
• Takes a strong pride in work, acts with integrity, delivering work in a conscientious and ethical manner, respecting confidentiality.	• Role models a principled approach, speaks-out when something is not right, reporting concerns appropriately, even when under pressure.	• Compromises on required standards of work without approval to save time or effort, leading to poorer outcomes.
• Is self-aware of own wellbeing, ensuring breaks and time to recharge is taken when needed to perform sustainably.	• Recognises personal limits and takes steps to manage signs of stress early, e.g. raising with manager.	• Can tend to stay in comfort zone, avoiding taking risks to challenge or stretch self.
• Takes responsibility for own personal performance and development, attending training or engaging in learning activities.	• Is motivated to develop and grow skills, takes initiative to seek out learning opportunities to stretch self.	• May appear to wait for direction or to pass responsibility, waiting for others to step in.
• Stays informed about changes, new processes or updates relevant to their role.	• Reaches out and consults with colleagues to better inform approach, asks for feedback to improve.	• Sometimes takes on too much, instead of saying 'no' or managing expectations more realistically.
• Demonstrates a willingness to be flexible and try new approaches to respond to challenges.	• Supports team morale by maintaining optimism and energy, even in-spite of setbacks or difficult periods.	

Level A: Officers

Delivery

Delivering Operational Excellence

Each of us contributes to PSAA's success by maintaining high standards in our work. Attention to detail, efficiency, and accountability ensure that we meet our stakeholder expectations and deliver value. All colleagues play a role in highlighting opportunities to improve, managing resources effectively, and striving for excellence in everything we do.

Performing	Excelling	Off-Track
• Demonstrates a high level of attention to detail, ensuring that work is completed accurately, on time and to the required standard. • Organises workload efficiently, prioritising work to ensure deadlines are met, seeking guidance or sharing concerns with manager where appropriate. • Follows organisational policies and procedures, ensuring compliance with regulations, raising any potential risks or issues quickly. • Uses available tools and technology effectively, contributes ideas to improve efficiency when asked. • Appreciates costs in own area, using resources efficiently and avoiding waste (e.g. purchases, expenses, materials, facilities, etc).	• Is vigilant for errors in own work, identifying where these can have particular impact and applying more meticulous attention. • Works with colleagues to manage collective time to balance team priorities and improve efficiency. • Coaches and supports colleagues in understanding and following policy or procedural requirements, ensuring compliance. • Identifies ways to make work processes more efficient, e.g. repetitive or time-consuming tasks that could be simplified or automated. • Identifies costs savings or opportunities to realise better value for money.	• Can sometimes overlook the need to check important work thoroughly or to follow instructions carefully. • May neglect making time to fix the source of problems, in order to avoid the same mistakes or issues re-occurring. • Responds negatively to challenge or their work being scrutinised rather than seeing this as useful feedback to improve. • Could be more organised and structured in approach to manage work more efficiently. • Less cost conscious, may not consider value for money or impact of own behaviour on costs, or others time.

Level A: Officers

Delivery

Managing Change and Agility

The ability to embrace and respond to constant change is essential for our future success. Everyone has a role in supporting change by balancing stability with adaptability. If we can stay open-minded, focused on the beneficial outcomes for PSAA and our stakeholders, and positive in the face of uncertainty, we can contribute to a forward-thinking, flexible and agile organisation.

Performing	Excelling	Off-Track
• Is open to changing approach and shows a willingness to adopt new approaches or technologies. • Handles changes in routine or emerging pressures calmly, focusing on solutions or alerting senior colleagues and seeking clarification if needed. • Maintains a positive and optimistic outlook towards the future, approaching change constructively. • Follows instructions carefully during periods of change, raising concerns or issues constructively to support smooth implementation. • Is curious and asks questions to better understand working practices and how they add value to PSAA and our stakeholders.	• Demonstrates initiative by identifying areas for improvement and proposing solutions before being asked. • Shows flexibility by delivering routine responsibilities, while also responding to emerging priorities during times of transition and change. • Provides guidance and supports colleagues to understand new ways of working and to stay positive during transitions. • Is resourceful and demonstrates confidence to decide and act in novel or unfamiliar situations, using judgement to escalate when necessary. • Takes an interest in different or new working practices, noticing and learning from what other people may be doing.	• Can appear to be resistant or negative towards change, could take a more balanced outlook e.g. considering the future benefits. • May sometimes be seen as less flexible when demands change e.g. can be slow to change approach or shift priorities. • Can be seen as reluctant to adopt new technologies or ways of working, relying on established practices or work-arounds. • Misses opportunities to identify change and improvements to increase efficiency or effectiveness.