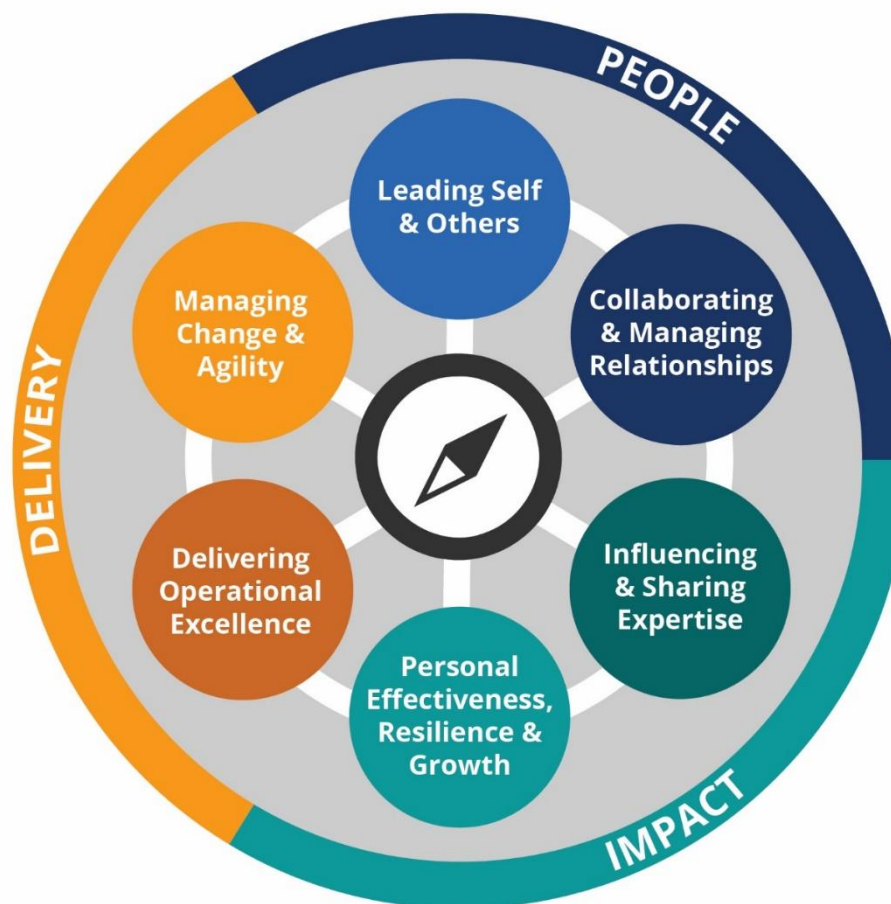


## Introduction

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
<p>These indicators provide examples of effective behaviours demonstrating competence that meet reasonable expectations of performance and contribution at this level of the organisation.</p> <p>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.</p>	<p>These indicators provide examples of higher performing behaviours, which exceed typical expectations of performance and contribution at this level of the organisation.</p> <p>Colleagues at more senior grades within the level would be expected to demonstrate more of these behaviours.</p>	<p>These are examples of common behaviours that can be counterproductive and limit our effectiveness at work.</p> <p>We may fall into these potential ‘derailers’ at some times, particularly if we are under pressure or stress.</p> <p>We may not intend to demonstrate these areas, and they may be useful ‘watch-outs’ or ‘blind-spots’ to be mindful of.</p> <p>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.</p>

- 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	<b>Leading Self and Others</b>	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.
	<b>Collaborating and Managing Relationships</b>	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	<b>Influencing and Sharing Expertise</b>	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.
	<b>Personal Effectiveness, Resilience and Growth</b>	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	<b>Delivering Operational Excellence</b>	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.
	<b>Managing Change and Agility</b>	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 C: Managers

### 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

- Defines roles and responsibilities clearly, ensuring team activities and goals align with PSAA's wider business plans and mission.
- Welcomes questions or challenges in a non-judgemental way, ensuring everyone feels heard and valued.
- Sets clearly defined objectives for reporting colleagues. Shows appreciation for others' contributions, builds confidence by providing positive feedback and acknowledging achievements.
- Regularly checks in with team members to build engagement, invests in building authentic connections and relationships.
- Delegates responsibility appropriately amongst colleagues, encourages a positive attitude toward learning and development and provides equal opportunity for learning to all.
- Is visible and approachable to colleagues, flexing to others' different working styles and needs in a virtual/hybrid environment.

### Excelling

- Creates a sense of shared purpose and inspires others by finding ways to engage people to PSAA's strategic goals and 'why we are here'.
- Proactively seeks feedback, inviting open dialogue and challenge, fostering a culture where people feel safe to contribute.
- Sets clearly defined, stretching standards and expectations to hold others to account. Provides objective and motivational feedback that improves performance.
- Actively supports colleagues' wellbeing, showing a keen interest in, and empathy for others, offering help and ensuring everyone feels they belong.
- Champions people development by actively looking for growth opportunities for colleagues and coaching/mentoring people.
- Empowers others with autonomy, respecting different individual styles and adapting leadership approach to get the best from others.

### Off-Track

- Sometimes seen as inconsistent in role modelling positive leadership behaviours across situations.
- Can appear resistant or defensive towards feedback or challenge.
- Misses opportunities to praise others and celebrate success, can be seen to blame or be judgemental.
- Can set vague or inconsistent direction or expectations, may appear hesitant to tackle poor performance.
- Focuses more on tasks and processes, can miss the importance of human interaction and support.
- Could more fully empower others to do things their own way, may micromanage.

## Level C: Managers

### 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

- Builds rapport with colleagues and stakeholders, demonstrating compassion, approachability, and a genuine interest in people.
- Builds open relationships with internal and external stakeholders, seeks to understand their needs and manages expectations.
- Works cooperatively across functions with colleagues and external partners to align efforts and achieve shared goals efficiently.
- Listens to all perspectives, demonstrates empathy and patience when addressing others concerns.
- Provides help and guidance to colleagues when needed, offering support in a professional and considerate manner.
- Understands how the team's work contributes to the broader local audit system and aligns activities accordingly.

### Excelling

- Relates well to different people, adapting own style to be more inclusive and meet their needs, accepting and valuing everyone.
- Builds trusted partnerships with stakeholders, anticipating their future needs, concerns or sources of conflict, taking action to resolve.
- Leads cross-functional collaborations, brings people together with diverse views and expertise to strengthen performance and knowledge sharing.
- Mediates disagreements with skilful diplomacy and assertiveness, balancing PSAA priorities with stakeholder/other parties' interests.
- Responds to signs of stress in others early, acts to quickly support, manage workload and maintain morale.
- Is a strong advocate for more joined-up working, leading activities to enhance cooperation and efficiency across the local audit landscape.

### Off-Track

- Focuses mainly on immediate tasks, can neglect long-term relationship development.
- Can be seen to work in isolation, failing to share information or engage with others more widely.
- Misses opportunities to bring a more joined-up approach or create greater cohesion across the business.
- May fail to visibly call-out negative behaviours e.g. microaggressions, or 'us and them' mentality.
- Appears to prioritise own or teams' goals at the expense of others in PSAA or wider stakeholders.
- Sometimes avoids difficult conversations or addressing tensions, allowing issues to escalate.

## Level C: Managers

### 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

- Is accessible, maintains a professional, visible presence, ensuring that words and actions align with PSAA values.
- Communicates clearly and concisely in written and verbal form, using factual and objective language, ensuring that key messages are conveyed.
- Acts as a 'trusted advisor', ensuring people are well-informed and involved in dialogue, fostering two-way communication.
- Involves the relevant people at the appropriate time in decision-making.
- Shares knowledge and insights to help colleagues understand and apply best practices. Acts as a mentor and coach to develop others' expertise.
- Listens actively to others, responds thoughtfully and encourages constructive challenge within the team.
- Anticipates and manages impact of own and team's actions on external perceptions, reinforcing PSAA's commitment to being a trusted and respected partner.
- Carefully analyses information, presenting logical, well-reasoned arguments. Addresses the root causes of issues rather than just surface-level symptoms.

### Excelling

- Projects a highly credible, authoritative presence and is seen as a respected ambassador for PSAA.
- Delivers compelling messages, whether written on in-person, that inspire action and engagement, adapting style to best impact different audiences.
- Creates a culture of candour, where open discussion is encouraged, even in sensitive matters.
- Ensures relevant stakeholders are informed, included, and heard. Resolves disagreement to reach an equitable outcome, explaining rationale.
- Encourages peer-learning and a culture of sharing knowledge, building organisational learning and expertise.
- Influences by surfacing and directly addressing deeper needs or concerns underlying discussions.
- Makes effective use of the right communication channels to actively shape external conversations, influencing key stakeholders and policy decisions.
- Identifies patterns, trends, and strategic opportunities, contributes to PSAA's future direction and enhancing its impact.

### Off-Track

- Can diminish impact by not responding to the audience need, e.g. using jargon, too many words, or pitching their communication at the wrong level.
- Could focus attention more sharply e.g. sometimes becomes immersed in irrelevant detail, procrastinates or fails to address the core issues.
- Misses opportunities to build greater commitment amongst colleagues and partners by not fully considering their needs or clearly explaining the 'why'.
- May become solely focused on delivery, missing the importance of stepping back to review progress, coach others and share learnings.

## Level C: Managers

### 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

- Acts with integrity, delivering work in a responsible and ethical manner, even when faced with pressure or competing demands.
- Demonstrates a clear understanding of PSAA's mission and ensures activities align with safeguarding the public's money.
- Is self-aware and manages own needs, e.g. recognises personal limits and takes proactive steps to manage workload and well-being.
- Takes a strong pride in their work, assuming high personal accountability, ensuring that PSAA objectives are met even in complex situations.
- Seeks out learning opportunities, stays updated on relevant expertise and industry developments.
- Demonstrates flexibility and a willingness to try new approaches and adapt strategies to respond to challenges.

### Excelling

- Is an exemplar for principled leadership, demonstrating the courage to challenge senior stakeholders providing honest, objective counsel.
- Creates opportunities to visibly champion PSAA's mission, inspiring others to align with this.
- Advocates for a sustainable working culture, leads an environment in which seeking support and sharing challenges is normalised and encouraged.
- Is able to act with initiative and purpose in ambiguous areas or without a detailed brief, sets own direction aligned to our mission.
- Actively learns from people around them, invites and acts upon feedback and challenge to improve performance and effectiveness.
- Remains positive and approaches setbacks with greater resolve, encouraging learning and building resilience in changing environments.

### Off-Track

- Cuts corners to save time or effort, leading to poorer outcomes or increased risk.
- Tends to stay in comfort zone, avoiding taking risks to challenge or stretch self in new or different ways.
- May not recognise when workload pressures are affecting their own or others' wellbeing, potentially leading to stress or burnout.
- Can wait for direction or deflect responsibility instead of showing ownership and accountability.
- Misses opportunities to promote a positive attitude towards learning and development. Can indicate they see others' abilities as more fixed rather than developable.



## Level C: Managers

### 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

- Demonstrates a high level of attention to detail, is vigilant for errors and ensures that critical work is completed accurately and to required deadlines.
- Works with colleagues to identify opportunities to deliver work for stakeholders more efficiently without compromising quality.
- Delegates appropriately, with clear scope and achievable goals, providing the right balance of autonomy and accountability. Monitors performance to realise goals and timescales.
- Follows, and ensures colleagues follow, robust processes to provide assurance of quality and consistent high standards. Makes time to review and learn from mistakes.
- Manages workload with a structured and disciplined approach, ensuring colleagues have the capacity to meet deadlines and deliver results without unnecessary pressure.
- Demonstrates strong financial awareness, ensuring work is delivered within budget and value-for-money is obtained.

### Excelling

- Prioritises time and attention towards work areas proportionately. Ensures high-impact activities receive meticulous attention whilst driving efficiency in more routine, lower-risk areas.
- Implements new systems or process improvements, enabling the efficient scaling of operations to embed and sustain new ways of working.
- Allocates and manages resources effectively, providing oversight and regular review to prevent overload and manage risks.
- Encourages a culture and mindset where scrutiny and challenge are welcomed as opportunities to enhance performance.
- Anticipates stakeholders' future needs and plans ahead to create capacity, ensuring a smooth and well-coordinated flow of work.
- Takes a proactive approach to financial stewardship, seeking out opportunities to optimise and add greater value to our stakeholders.

### Off-Track

- Could adapt approach more pragmatically, e.g. can try to make everything perfect, rather than to 'good enough' agreed standards.
- Relies on outdated ways of working, missing opportunities to streamline or improve processes.
- Can miss the right balance in managing colleagues' work e.g. overcontrols or provides insufficient oversight.
- May apply 'quick-fix' solutions, without circling back to resolve the underlying causes.
- Could look further ahead when planning and build in greater flexibility to adapt to new or emerging demands.
- Is seen to make decisions without considering the commercial implications, or impact on stakeholders.

## Level C: Managers

### 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

- Communicates changes clearly and transparently, seeks to reduce uncertainty for colleagues and stakeholders.
- Maintains motivation, provides personal support to colleagues struggling with change, or the barriers to be overcome.
- Encourages discussion and new perspectives on how things could work better, not just identifying problems.
- Delivers against objectives while responding to emerging priorities and changing circumstances.
- Identifies areas where technology can reduce manual effort or improve accuracy.
- Scans broadly, using data and external insights to inform new approaches or ways of working.
- Makes informed, pragmatic decisions even when full clarity or detail is not available.

### Excelling

- Coaches colleagues to focus on what they can control, building stability and maintaining a positive presence that reassures and energises others.
- Builds trust during change by seeking to put people first and help colleagues feel included and informed.
- Challenges existing practice, promotes a balanced mindset that combines risk awareness with curiosity and future-focused thinking.
- Leads the team to pivot efficiently without losing focus, maintaining performance whilst also making space for long-term transition and change.
- Enhances automation and streamlines processes, implementing new approaches and supporting their adoption.
- Identifies longer-term trends, risks, and opportunities that could shape the future of local audit, acting to ensure we are ready.
- Acts decisively in complex or ambiguous situations, making reasonable assumptions, learning and course-correcting as they progress.

### Off-Track

- Can present unbalanced or less objective attitudes to change, e.g. being overly negative, or unrealistically over-optimistic.
- May overlook a need to address others' underlying feelings about change, or act to mitigate impact on morale or engagement.
- Can miss opportunities or delay time-critical decisions by seeking information endlessly, over-analysing or waiting for plans to be 'perfect'.
- May become overly immersed in the operational, day-to-day pressures, neglecting a focus on longer-term, sustainable change.