PSAA Behaviours Framework - Directory v4.

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 in 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, the strength of the Framework comes 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. 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.
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.
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.
Impact	**Personal Mastery and Resilience**	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.
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.

Level B: Assistant 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	Excelling	Off-Track
• Clearly understands their role and responsibilities, ensures activities align with PSAA's wider business objectives and mission. • Demonstrates strong self-leadership, taking personal responsibility for delivering outcomes, while seeking clarity when needed. • Acknowledges mistakes, takes ownership of resolving them efficiently, and applies feedback to improve performance. • Shows appreciation for others' contributions, encourages open dialogue, helping everyone to feel heard and valued. • Maintains a positive, solutions-focused mindset, addressing challenges and contributing to a productive work environment.	• Understands and shares PSAA's purpose and goals with others, identifying opportunities to enhance activities and services. • Provides support to other colleagues to manage their work, provides guidance and shares knowledge, insights, and best practices. • Shares constructive feedback and advice with others in a thoughtful, respectful and professional manner to help improve team effectiveness. • Supports others' wellbeing and helps foster an inclusive culture, ensuring colleagues feel connected and valued, especially in virtual/hybrid settings. • Shows a proactive, self-starting approach, offering to take on additional, reasonable tasks to help meet operational demands.	• May be seen to avoid taking on responsibility for tackling problems, passing on or leaving to others. • Can appear to not listen or be defensive towards others' feedback or challenged by differing views. • May sometimes show a lack of engagement or enthusiasm in contributing beyond the basic scope of their role. • Misses opportunities to seek clarification or align with others to better inform actions and create efficiencies.

Level B: Assistant 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	Excelling	Off-Track
• Builds rapport with colleagues and stakeholders, demonstrating compassion, approachability, and a genuine interest in people.	• Relates well to different people, adapts approach to engage effectively with different individuals and stakeholder groups.	• Style or tone may on occasion come across as inappropriate or unprofessional for the context.
• Builds open relationships with internal and external stakeholders, seeks to understand their needs and manage expectations.	• Anticipates and responds to the broader needs of colleagues and stakeholders, considering future requirements and longer-term impacts.	• Can be seen to work in isolation, missing opportunities to share information or engage more with colleagues.
• Works cooperatively across functions with colleagues and external partners to ensure smooth working and achieving shared goals.	• Supports cross-functional collaborations, proactively connects with colleagues and stakeholders beyond team to ensure seamless delivery of shared work.	• Can overlook responding to requests in a timely fashion, or to adequately manage others' expectations of delivery.
• Listens to all perspectives, demonstrates empathy and patience when addressing others' concerns.	• Tackles potential disagreements or conflicts diplomatically and assertively, seeking support from manager when needed.	• Can appear uncomfortable asking for help or to seek guidance from others.
• Provides help and guidance to colleagues when needed, offering additional support during peaks in workload.	• Shows care and concern for others, anticipating when colleagues might need help or counsel, providing support.	• Sometimes avoids difficult conversations or addressing tensions, allowing issues to escalate.
• Appreciates how own role contributes as part of the local audit system and supports the alignment of activities accordingly.	• Encourages knowledge-sharing and transparency across teams, supporting an open culture of more joined-up working.	

Level B: Assistant 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	Excelling	Off-Track
• Maintains a professional, visible presence, ensuring that words and actions align with PSAA values. • Communicates facts and complex information clearly and effectively, using appropriate channels to engage stakeholders and build trust. • Resolves problems and issues independently within own remit. Shares own insights, perspectives and expertise to inform wider decision-making. • Is well-prepared to present informed and credible information, advice and insights to colleagues and stakeholders. • Applies an analytical approach, critically assesses and verifies data and information, drawing accurate conclusions before sharing, ensuring accuracy and completeness.	• Demonstrates professionalism by managing sensitive discussions with discretion, remaining constructive and neutral in challenging situations. • Asks questions to better understand others' underlying needs or concerns, adapting communication approach to best impact different audiences. • Seeks to influence others, constructively challenging and seeking to resolve disagreement by explaining rationale. • Acts as an advisor or mentor to more junior colleagues, freely sharing own knowledge and experience. • Thinks laterally, quickly identifying, assimilating and reviewing new relevant data, identifying key themes and relevant insights, presenting findings clearly.	• May hold back from contributing thoughts or advice at times, such as in unfamiliar situations. • Messages or communications can sometimes be unclear or not matched to the needs of the audience. • Sometimes appears reluctant to share information or to involve others in decision making. • May over-refer to their manager for making decisions that they could take themselves. • Can be seen as unwilling to admit when they don't know something or need to refer to others.

Level B: Assistant Managers

Impact

Personal Mastery and Resilience

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, role models integrity and ensures that own and others' work is conducted in an ethical manner, respecting confidentiality.	• Upholds ethical standards and challenges issues when something is not right, ensuring concerns are addressed appropriately, even when under pressure.	• Compromises on necessary standards of work to save time or effort, leading to poorer outcomes or increased risk.
• Is aware of, and manages own personal wellbeing, appreciating a need for balance to sustain performance and resilience.	• Recognises own personal limits, proactively addressing signs of stress by seeking support and maintaining balance. Encourages colleagues to do similarly.	• Can tend to stay in comfort zone, avoiding taking risks to challenge or stretch self.
• Takes responsibility for ongoing professional development, engages with learning opportunities beyond standard training.	• Is driven to develop and grow, takes initiative to seek out challenging learning opportunities to stretch self. Sees mistakes or setbacks as part of learning.	• May appear to wait for direction or to pass responsibility, waiting for others to take a lead.
• Keeps up to date with changes, new processes, and industry developments, applying knowledge to role responsibilities.	• Seeks and applies constructive, critical feedback from colleagues and stakeholders to refine approach and improve performance.	• Sometimes takes on too much, instead of saying 'no' or managing expectations more realistically.
• Adapts to challenges and has a solution-focused mindset, remaining flexible and open to new different approaches.	• Remains positive and approaches setbacks with greater resolve, supports team morale by conveying optimism and energy.	

Level B: Assistant 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	Excelling	Off-Track
• Maintains a high level of attention to detail, ensuring that work is completed accurately and to a high level of quality.	• Is vigilant for errors in own and others' work, identifying where these can have particular impact and ensuring meticulous attention is applied.	• Can overlook the need to check important work thoroughly or to follow instructions carefully.
• Organises own workload and resources (and those of any direct reports) efficiently, prioritising work to ensure deadlines are met, managing competing demands and escalating risks when necessary.	• Proactively engages colleagues to manage collective time to balance team priorities and improve efficiency.	• May neglect making time to fix the root causes of problems to avoid the same mistakes or issues re-occurring.
• Ensures compliance with all policies, procedures, and regulations, identifying and mitigating risks. Makes time to review and learn from mistakes.	• Acts as a key resource for policy and procedural compliance, guiding and advising colleagues to ensure adherence.	• Responds negatively to challenge or their work being scrutinised rather than seeing it as an opportunity for improvement.
• Uses available tools and technology effectively, contributes ideas to improve efficiency or service delivery.	• Implements methods to make work processes more efficient and impactful, e.g. repetitive or time-consuming tasks that could be simplified or automated.	• Could look further ahead when planning and build in greater flexibility to adapt to new or emerging demands.
• Demonstrates a keen focus on managing costs, using resources efficiently and avoiding waste (e.g. purchases, expenses, materials, facilities, etc).	• Identifies and eliminates unnecessary costs and spots opportunities to realise better value for money to deliver for PSAA and our stakeholders.	• Limited focus on managing costs or ensuring value for money is achieved.

Level B: Assistant 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	Excelling	Off-Track
- Demonstrates adaptability by embracing new approaches, technologies, and processes, encouraging others to do the same. - Handles changes in routine or emerging pressures calmly, focusing on solutions and maintaining a focus on priorities. - Projects a positive and optimistic outlook towards the future, approaching changes constructively, helping to embed new approaches within the organisation. - Follows, and supports the development of guidance and procedures during periods of change, to support smooth implementation. - Is curious and asks questions to better understand working practices and how they add value to our stakeholders. - Uses technology and data to identify opportunities for efficiency, contributing ideas for improving.	- Anticipates and prepares for change, identifying areas for improvement and recommending solutions to enhance efficiency. - Demonstrates agility by balancing routine responsibilities with new, emerging priorities, adjusting approach as needed to support evolving business needs. - Coaches and supports colleagues to understand new ways of working and to stay positive during transitions. - Is resourceful and demonstrates confidence to decide and act independently in novel or ambiguous situations. - Takes an interest in creative or new working practices, learning and applying what other people may be doing. - Supports efforts to enhance operational efficiency, helping identify opportunities for automation or process simplification.	- 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. - Misses opportunities to identify change and improvements to increase efficiency or effectiveness.