

# Customer and Stakeholder Focus

<p><b>Definition</b> A customer can be external or internal to Audit Scotland. Our customers and stakeholders include other Audit Scotland colleagues, audited bodies, the Auditor General for Scotland, Accounts Commission and Scottish Parliament. You are responsive to customer and stakeholder needs and understand the business environment in which they operate. You also appreciate the diverse challenges they face and maintain an impartial and independent view, as necessary.</p>		<p><b>Why is it important?</b> Your understanding of your customers/stakeholders should be at a depth appropriate to your role (as shown in the levels below). When you demonstrate this level of understanding, it enables you and Audit Scotland to deliver a comprehensive service with impact for customers/stakeholders.</p>	
<p><b>Level A</b></p>	<p><b>Level B</b></p>	<p><b>Level C</b></p>	<p><b>Level D</b></p>
<ul style="list-style-type: none"> <li>• You are open to and receive feedback from customers/stakeholders in a positive way.</li> <li>• You consistently provide a friendly and professional service.</li> <li>• You know who your key customers/stakeholders are.</li> <li>• You seek to establish and actively listen to customer/stakeholder needs. You demonstrate that you have understood their needs.</li> <li>• You take ownership when dealing with customer/stakeholder enquiries/requests/complaints to ensure you get resolution.</li> <li>• You keep customers/stakeholders up to date on how issues are progressing and of any unplanned delays.</li> <li>• You have sufficient knowledge of your key contacts to allow you to predict their needs and ask the right questions.</li> <li>• You understand the environment in which Audit Scotland operates (our corporate plan and priorities) and consider this in all of the work you do.</li> <li>• You pass on relevant customer knowledge and information to others.</li> <li>• You understand when it is not appropriate for you to deal with an issue and escalate to others as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>▪ You proactively seek feedback from customers/stakeholders in order to improve the service</li> <li>• When confronted with resistance, you listen to any objections and address them. You try and put yourself in their shoes and ask the right questions to help you move things forward.</li> <li>• You have an appropriate level of concern for customer/stakeholder satisfaction. When your customers/stakeholders are less than satisfied you do all that you reasonably can to address issues.</li> </ul>	<ul style="list-style-type: none"> <li>• You analyse and take action as <u>appropriate</u> in response to customer feedback; reviewing protocols, etc, that will lead to adapted approaches/behaviours that address relevant constructive criticism.</li> <li>• You have a deep understanding of your customer/stakeholder needs and the challenges they face.</li> <li>• You anticipate customer/stakeholder concerns and reactions, and pre-empt by addressing these up front.</li> <li>• During your engagement with customers/stakeholders (e.g. on a project/audit), you demonstrate your commitment by focussing your attention on their specific needs and being accessible to them.</li> </ul>	<ul style="list-style-type: none"> <li>• You create a climate where it is expected that customer and stakeholder feedback is viewed as an essential source of data that influences quality improvement, innovation and different ways of thinking.</li> <li>• You work to keep key decision makers on side and bought in from the start through to the end of an assignment.</li> <li>• You demonstrate insight and provide feedback to the customer that challenges their current perceptions of their own organisation/area of responsibility.</li> <li>• You understand the wider organisational issues (environment, context, challenges) your customers and stakeholders face and think about the consequences of any given situation/decision.</li> <li>• You are able to deliver difficult messages at the highest level in an appropriate and professional way. At the same time, you are able to maintain productive working relationships with customers/stakeholders.</li> <li>• You apply your specialist knowledge to make an impact on your client/work portfolio.</li> </ul>

When things are going well:	When things are not going well:
<ul style="list-style-type: none"> <li>■ Puts self in the shoes of the customer in order to provide a prompt and efficient service.</li> <li>■ Asks questions, getting various perspectives on issues.</li> <li>■ Customer feedback is positive (it indicates that you are adding value).</li> <li>■ Shared goals and open lines of communication between parties.</li> <li>■ Becomes a trusted advisor.</li> <li>■ Customer acknowledges "we do not like what you are telling us, but we like the way you say it".</li> <li>■ Solicits customer feedback.</li> </ul>	<ul style="list-style-type: none"> <li>■ Does not attempt to influence, consistently just 'agreeing to disagree'.</li> <li>■ Being overly familiar in business relationships.</li> <li>■ Loss of independence, objectivity and rigour.</li> <li>■ Is rigid in views, not acknowledging customer concerns or engaging in dialogue.</li> <li>■ Only provides a minimum level of service.</li> <li>■ Adopts a uniform approach to all customers.</li> <li>■ Initial response to queries and requests is consistently 'no'.</li> </ul>

# Delivering Quality Services

<p><b>Definition</b> This is defined as delivery to time, quality and cost (i.e. budget). The goal is to get your output right 'first time every time'. You use effective planning, organisational and management techniques to maximise the frequency of you getting it right first time every time. You actively seek opportunities to improve the efficiency and effectiveness of what you do. You take action to implement and influence change. You understand and acknowledge the impact your resource/project management decisions have on other people and work streams/programmes.</p>		<p><b>Why is it important?</b> The environment within which Audit Scotland operates is complex, demanding and challenging. You need to demonstrate skills and behaviours to deliver your work effectively and efficiently despite these challenges. Focus on delivery to time, quality and cost helps you, your colleagues and Audit Scotland to have maximum impact. Your use of resources reflects the emphasis that Audit Scotland places upon environmental sustainability so that we can demonstrate adherence to our policy statements in this area.</p>	
<b>Level A</b>	<b>Level B</b>	<b>Level C</b>	<b>Level D</b>
<ul style="list-style-type: none"> <li>You carry out tasks and responsibilities efficiently and effectively.</li> <li>You deliver accurate and high quality work to agreed timescales.</li> <li>You are able to plan, organise and prioritise your workload effectively.</li> <li>You deal with challenges positively and seek help where necessary. You do not let challenges affect your ability to deliver.</li> <li>You give early notice to your manager if timescales/costs are likely to exceed original expectations.</li> </ul>	<ul style="list-style-type: none"> <li>You show initiative by making suggestions and/or improving the way tasks are carried out.</li> <li>You plan and schedule your work/tasks and anticipate problems to ensure delivery to time and quality standards.</li> <li>You understand and apply project management/planning principles and techniques to ensure successful delivery.</li> </ul>	<ul style="list-style-type: none"> <li>You effectively scope, plan and manage projects/assignments/resources and have a successful track record of delivery to time, quality and cost.</li> <li>You ensure that final outcomes deliver impact i.e. they make a difference to your customers/stakeholders.</li> <li>You review how you do things regularly and implement changes accordingly.</li> <li>You can effectively manage multiple client portfolios/tasks that may be at varying stages of completion.</li> <li>You understand and take account of the impact your decisions (resources, timelines, project slippage, etc) may have on others and the wider Audit Scotland community.</li> <li>You are flexible in your attitude and will adapt your plan/approach as necessary when unplanned issues/challenges arise.</li> </ul>	<ul style="list-style-type: none"> <li>You deliver to time, quality and cost in complex, multi-faceted and challenging assignments.</li> <li>You make informed decisions, based on business priorities, to direct resources. In doing so, you apply highly developed risk management/project management techniques.</li> <li>You identify and implement new and improved ways of working to support organisational development across the organisation.</li> </ul>
<p><b>When things are going well:</b></p> <ul style="list-style-type: none"> <li>Consistently delivers work to time, budget and quality standards.</li> <li>Clarifies objectives and agrees achievable goals.</li> <li>Asks for feedback and acts on this.</li> <li>Sets a high standard and pushes targets further to achieve more.</li> <li>Takes the initiative.</li> <li>Challenges the status quo and embraces new ideas.</li> <li>Drives improvement.</li> <li>Minimum input is required from your line manager/senior manager when reviewing your work.</li> <li>Deploys tools and techniques to deliver effectively &amp; efficiently despite challenging external factors.</li> </ul>		<p><b>When things are not going well:</b></p> <ul style="list-style-type: none"> <li>Complains about problems without making meaningful suggestions to try to solve them.</li> <li>Avoids going the extra mile in support of the team</li> <li>Produces poor quality work.</li> <li>Consistently goes over budget/time.</li> <li>Consistently produces work that requires significant input from your line manager/senior manager.</li> <li>Does not inform line manager of problems.</li> <li>Is a 'victim of circumstance' too often and apports reason for underperformance to factors outside of their control.</li> <li>Consumes resources without consideration for Audit Scotland environmental policy – poorly planned and executed decisions regarding travel, materials etc.</li> </ul>	

# Leadership and Management

<b>Definition</b> The mix of leadership, management and holding people to account will vary depending on your role within the organisation. Everyone at Audit Scotland is expected to demonstrate some skills in this area, to an appropriate level for their role (as defined below). For those in people management positions, you will demonstrate personal leadership in challenging circumstances, set high standards and hold people accountable for their personal results.		<b>Why is it important?</b> Effective leadership, management and holding people to account builds confidence and inspires others to excel and develop in their roles. When you demonstrate these skills, your team and colleagues will deliver to a high standard. The combined commitment of all staff to deploy these skills will ensure Audit Scotland's performance continually improves. The ability to identify and develop talent will ensure staff feel confident and able to utilise their full range of skills.	
<b>Level A</b>	<b>Level B</b>	<b>Level C</b>	<b>Level D</b>
<ul style="list-style-type: none"> <li>You hold yourself to account for delivering on your commitments.</li> <li>You demonstrate personal focus and discipline in managing your self.</li> <li>You set an example to others around you.</li> <li>You have the confidence and reputation to allow you to constructively challenge others to improve their performance.</li> <li>You understand where your role fits in the bigger picture and why what you do is important.</li> <li>You set yourself stretching objectives.</li> <li>You display a mature, confident attitude in dealing with/challenging more senior staff.</li> <li>You recognise and value diversity across our workforce and respect people irrespective of their differences.</li> <li>You demonstrate adherence to Audit Scotland policies &amp; procedures and foster this in those with whom you work – e.g. Health &amp; Safety.</li> </ul>	<ul style="list-style-type: none"> <li>You apply positive peer pressure to ensure that mediocrity is understood as unacceptable.</li> <li>You display confidence, self belief and maturity when challenging, influencing and engaging with others.</li> <li>You are able to speak up and display effective communication skills in dealing with others e.g. giving feedback, updating others on the status of your work, outlining goals and expectations.</li> </ul>	<ul style="list-style-type: none"> <li>You lead and manage by example. What you do and say is consistent and credible.</li> <li>You recognise peoples' talent, strengths and diversity. You continue to coach and develop them to their maximum potential.</li> <li>You understand, can explain and deal with the adverse impact of under-performance.</li> <li>You communicate promptly and clearly when dealing with underperformance. You set specific standards of performance and measurable objectives.</li> <li>When you are faced with difficult situations, you hold the line and remain positive.</li> <li>You seek alternative ways of managing people that you initially find challenging or consider 'difficult' – to ensure they succeed.</li> <li>You delegate responsibilities but hold people to account for delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Your leadership style fosters leadership qualities in those you manage and who work with you.</li> <li>You understand and demonstrate the range of leadership and management styles that help create a high performing culture. You adapt your communication style as appropriate to take account of others' preferences.</li> <li>You are resilient and demonstrate confidence in extremely challenging circumstances e.g. situations involving personal conflict, relationship breakdowns or where key milestones are threatened.</li> <li>You speak with members of the team openly about performance problems.</li> <li>You encourage others to challenge.</li> </ul>
<b>When things are going well:</b> <ul style="list-style-type: none"> <li>Provides clarity and checks understanding.</li> <li>Sees self as both part of the team and a leader/manager.</li> <li>Sets the standard and leads by example.</li> <li>Monitors performance and gives timely feedback accordingly.</li> <li>Takes action to ensure performance standards are maintained.</li> <li>Tackles poor performance sensitively.</li> </ul>		<b>When things are not going well:</b> <ul style="list-style-type: none"> <li>Only gives positive feedback, rarely challenges.</li> <li>Shies away from conflict.</li> <li>Does not enforce deadlines.</li> <li>Focuses too much on being one of the team and not enough on being a manager/leader.</li> </ul>	

# Networking and Relationship Building

<b>Definition</b> Networking and Relationship Building refers to relationships with other Audit Scotland colleagues or those external to the organisation. It means identifying key relationships and building awareness, respect and understanding between yourself and others. This goes beyond the day to day pragmatic tasks. Key relationships require investment of significant effort and should generally be maintained for the medium-long term. However, there will also be instances where you need to develop effective relationships quickly over a short period of time.		<b>Why is it important?</b> The very best organisations place significant emphasis on networking/relationship building to deliver objectives in the fastest, most seamless manner. Good relationship building/networking improves productivity and effectiveness. The process of relationship building starts by researching/laying down the groundwork, identifying key relationships and planning how you will engage with others. You should develop your relationships from a level of basic awareness to those where high trust is evident.	
<b>Level A</b>	<b>Level B</b>	<b>Level C</b>	<b>Level D</b>
<ul style="list-style-type: none"> <li>You express your own feelings and opinions appropriately whilst demonstrating concern for others.</li> <li>You use a range of effective communication skills to maintain positive relationships with others.</li> <li>You identify key individuals who can help you get your work done effectively and efficiently. You include these people in your personal network.</li> <li>You seek to understand the personal preferences and styles of your key contacts and foster higher levels of trust with these people.</li> </ul>	<ul style="list-style-type: none"> <li>You actively elicit others' views, seeing issues through the eyes of others and making use of the insight gained.</li> <li>You make a point of speaking regularly with key individuals to keep relationship strong and open.</li> <li>You meet with key individuals as necessary to strengthen relationships.</li> <li>You recognise opportunities to develop a wider network.</li> <li>You understand how people within your network are different and adapt your style accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>You create processes and an environment that enables others to speak out, open up and be heard- you are honest in your relationships and treat others with respect</li> <li>You have strong and resilient relationships with key individuals within Audit Scotland, client organisations and with stakeholders.</li> <li>You can call on these relationships to help you break down barriers/solve problems.</li> <li>You can challenge your network of contacts in the knowledge that this will be constructive and have a positive outcome.</li> </ul>	<ul style="list-style-type: none"> <li>You create the culture where people feel free to speak out knowing they will be heard. A culture in which a lack of integrity and disrespectful behaviour are not tolerated</li> <li>You are developing wide and productive relationships as an essential part of your role at Audit Scotland.</li> <li>Others ask you for assistance in using your network to help them overcome barriers.</li> <li>Your relationships building is characterised by integrity, selflessness and an over-riding concern for organisational success.</li> </ul>
<b>When things are going well:</b> <ul style="list-style-type: none"> <li>Proactively initiates relationships to expand network of contacts.</li> <li>Makes plans to build a network and carries them out over time.</li> <li>Opens up relationships and establishes rapport.</li> <li>Is approachable and treats people well.</li> <li>Shows an interest in other people e.g. by asking them questions about themselves/their work.</li> <li>Actively shares information with others.</li> <li>Contacts provide information needed willingly.</li> </ul>		<b>When things are not going well:</b> <ul style="list-style-type: none"> <li>Pushes others away, by protecting own work area, or by treating others with disrespect.</li> <li>Consistently focuses on delivery at the expense of building effective relationships.</li> <li>Only talks to others when they want something from them.</li> <li>Appears cold or unfriendly.</li> </ul>	

# Reason, Judgement and Decision Making

<p><b>Definition</b>          This competency means gathering sufficient, reliable and relevant evidence and using this to make appropriate/sound judgements. It also means analysing and anticipating problems and applying knowledge, expertise and judgement to solve them. You focus on the key issues and look ahead, seeing the implications of your own decisions and the impact of external factors. Included in your consideration are factors concerning reputational risk to Audit Scotland. Making sound decisions means that you will apply your professional and technical knowledge and experience properly.</p>		<p><b>Why is it important?</b>          Audit Scotland is a high profile public body with the potential to make a significant impact on Scotland's public services. Delivering the right results requires that you anticipate possible problems, cut through complex issues, gather evidence and make sound judgements. That judgement needs to be with reference to the impact it will have upon connected issues within your immediate team, corporately or upon external stakeholders and customers. It's important to know when a decision needs to be made and the collection of further information / evidence must stop. There is an expectation that you apply your professional and technical knowledge / experience base on accurate and up to date learning.</p>	
Level A	Level B	Level C	Level D
<ul style="list-style-type: none"> <li>You break down problems or tasks into logical steps or pieces</li> <li>You prioritise your own tasks to ensure they meet the needs of others.</li> <li>You anticipate problems to delivery and seek ways to solve these.</li> <li>If a process becomes inefficient or unnecessary then you suggest options for improvement.</li> <li>You know what evidence to collect and how to analyse it.</li> <li>You consult with your line manager on proposed judgements as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>You look beyond the obvious to identify underlying causes.</li> <li>You see patterns based upon past experience recognising when one situation is similar to another.</li> <li>You use this to identify what is needed in the current situation and to develop pragmatic solutions.</li> <li>You know when you have sufficient evidence and enough analysis has been carried out i.e. it is time to make a decision.</li> <li>You make sound judgements in a timely manner.</li> <li>You can demonstrate and explain how you have reached solutions and conclusions.</li> <li>You are able to identify and focus on key priorities.</li> </ul>	<ul style="list-style-type: none"> <li>You link different kinds of information from within <i>and</i> outwith Audit Scotland – spotting relationships between seemingly different situations that you use to clarify implications for action.</li> <li>You see multiple causal links and potential issues in complex assignments</li> <li>You identify interdependencies of problems or projects</li> <li>You solicit the input of others from across the organisation, to learn from them and inform your judgement.</li> <li>You undertake suitable option appraisal before selecting a course of action.</li> </ul>	<ul style="list-style-type: none"> <li>You critically evaluate how external forces – political issues, business and social trends or historical issues – impact Audit Scotland or its customers / stakeholders and make high quality strategic decisions in light of this.</li> <li>You can simplify complex situations, boil them down and recognise potential problems or opportunities.</li> <li>You use creative ways of thinking to develop a new approach to the problem or opportunity</li> <li>You use judgement to make difficult decisions despite ambiguity and multiple competing priorities.</li> <li>You examine matters from a number of different perspectives and consider the probable outcomes of different solutions.</li> </ul>

When things are going well:	When things are not going well:
<ul style="list-style-type: none"> <li>■ Prioritises workload and manages conflicting priorities in order to meet deadlines.</li> <li>■ Makes connections and comes up with new ways of looking at things.</li> <li>■ Thinks through implications in order to take the most appropriate course of action. Is able to clearly communicate these implications to others.</li> <li>■ Considers new information and changes tactics accordingly.</li> <li>■ Has a global view.</li> <li>■ Escalates problems/issues to more senior staff as appropriate.</li> <li>■ Offers a range of plausible solutions to problems.</li> <li>■ Demonstrates accurate professional and technical knowledge in reasoning which is up to date.</li> </ul>	<ul style="list-style-type: none"> <li>■ Sees every issue as equally important.</li> <li>■ Places excessive emphasis on detail, at the expense of identifying key issues.</li> <li>■ Tends to jump to action without thinking through the best solution or future implications.</li> <li>■ Not able to demonstrate or explain a clear decision making process.</li> <li>■ Escalates issues that are inappropriate/unnecessary.</li> <li>■ Does not offer solutions to problems.</li> <li>■ Lacks accurate knowledge of professional and technical requirements (ie, regulatory standards, legal or good practice).</li> </ul>

# Self Awareness and Impact on Others

<b>Definition</b> The capacity to recognise and understand your own behaviours/feelings and those of others. Understanding how your actions could be perceived in different ways by others and respecting difference. Uses this knowledge to adapt communication and behaviour to gain the desired outcome for the benefit of all involved. Sometimes referred to as emotional intelligence.		<b>Why is it important?</b> Understanding yourself helps you to perform more effectively in the workplace. Perceiving how you impact upon others by observing their reactions helps inform whether things are going well or not. You can then adapt your approach to try and gain the desired outcome, as required.	
Level A	Level B	Level C	Level D
<ul style="list-style-type: none"> <li>You listen to others' advice, or suggestions. You provide confirmation to others that you have heard and understood.</li> <li>You understand and acknowledge when others are trying to help.</li> <li>You demonstrate awareness of your own strengths and limitations, and seek to improve.</li> <li>You are able to deal professionally when given feedback from others, even when it may deal with potential areas of weakness or touch on areas of personal sensitivity.</li> <li>You seek to better understand and appreciate the needs of others with circumstances different from your own i.e. those with carer responsibilities, people with disabilities, those with different beliefs or from different ethnic backgrounds.</li> </ul>	<ul style="list-style-type: none"> <li>Challenges others constructively and with confidence – the focus being to gain a positive outcome.</li> <li>You acknowledge when you need assistance and don't know the answer.</li> <li>You understand and respect others' perspectives and views.</li> <li>You adapt to the needs of others to gain the right result.</li> </ul>	<ul style="list-style-type: none"> <li>You anticipate how people will respond to suggestions or challenges and adapt your plan or behaviour accordingly.</li> <li>You deal with crises calmly and steady the nerves of others.</li> <li>You manage your own emotions and behaviour in difficult situations, ensuring your own anxiety and/or frustration does not impact on others.</li> </ul>	<ul style="list-style-type: none"> <li>You deploy a wide range of sophisticated communication and behavioural techniques that other individuals feel most comfortable with.</li> </ul>

When things are going well:	When things are not going well:
<ul style="list-style-type: none"> <li>■ Is open to other peoples' ideas.</li> <li>■ Demonstrates confidence in interactions with others.</li> <li>■ Remains calm in trying situations.</li> <li>■ Demonstrates selflessness.</li> <li>■ Adapts behaviour according to the situation.</li> <li>■ Sets an example for others.</li> <li>■ Recognises unspoken emotions/feelings and is sensitive to them.</li> <li>■ Able to tell your mgr how you feel in an open and professional manner.</li> </ul>	<ul style="list-style-type: none"> <li>✘ Is self-promoting.</li> <li>✘ Tends to act out of self interest.</li> <li>✘ Is defensive when others provide feedback or suggestions.</li> <li>✘ Thinks their way is the only way.</li> <li>✘ Shows anger or other negative emotions.</li> <li>✘ Has inaccurate view of own strengths and weaknesses.</li> <li>✘ Displays an unprofessional or negative attitude.</li> </ul>

# Leading, Supporting and Developing Others - helping others to improve

<b>Definition</b> Focuses on supporting and developing the potential of a team and/or colleagues. Motivates and stretches others to maximise both individual and organisational performance. Puts aside time to do this because of the importance of building capacity and capability amongst colleagues.		<b>Why is it important?</b> Talent for the future is nurtured across our workforce and organisational performance improves. To ensure that everyone in Audit Scotland is able to deliver their jobs to the highest standard, staff at all levels need to give support, feedback and coaching to help others learn and grow. People can deliver beyond their core job descriptions if they are given the latitude, support and confidence to excel.	
<b>Level A</b>	<b>Level B</b>	<b>Level C</b>	<b>Level D</b>
<ul style="list-style-type: none"> <li>• You encourage colleagues to realise their potential.</li> <li>• You support and develop peer group by offering constructive feedback.</li> <li>• You are generous in sharing knowledge and information with others.</li> <li>• You want others to succeed and grow.</li> <li>• You are effective in helping others though 'show &amp; tell' training e.g. you help newer staff/agency temps or trainees in an informal manner.</li> <li>• You are aware when colleagues appear to be struggling to cope with stress or too much pressure – you take an interest in their welfare and, as necessary, bring this to the attention of your manager.</li> </ul>	<ul style="list-style-type: none"> <li>• You offer formal on-the-job training.</li> <li>• You take an active interest in supporting your colleagues.</li> <li>• You proactively share skills and knowledge with others.</li> <li>• You help newer staff and / or trainees in an informal manner.</li> <li>• You act as a mentor, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• You help build others' self-confidence by providing affirmation of their strengths.</li> <li>• You give timely developmental feedback, on both skills and behaviours, challenging in a constructive way.</li> <li>• You offer stretching opportunities for others to develop and grow, and manage any associated risks.</li> <li>• You value technical and soft-skills as a means of ensuring successful delivery.</li> <li>• You provide effective guidance, coaching and support so that others around you excel and develop in their roles.</li> </ul>	<ul style="list-style-type: none"> <li>• You take a long-term perspective on team, business group and organisational capability. You translate this into actions which develop others.</li> <li>• You give advice and counsel to colleagues to help them provide constructive and challenging feedback to others.</li> <li>• You are proactive in supporting and developing others across the organisation.</li> <li>• You offer support freely outside your immediate team.</li> <li>• You help others to develop in this area through coaching, feedback and support.</li> <li>• You create an environment where sufficient importance is attributed to Learning and Development.</li> <li>• You seek learning/development opportunities for others and make space for staff to get involved e.g. corporate developments.</li> <li>• You make reasonable adjustments to support the special needs of others i.e. formal or informal flexible working.</li> <li>• You provide active support for staff who appear to be struggling with stress, anxiety or too much pressure.</li> </ul>
<b>When things are going well:</b>		<b>When things are not going well:</b>	
<ul style="list-style-type: none"> <li>■ Acknowledges good work.</li> <li>■ Provides timely feedback in a sensitive manner.</li> <li>■ Proactively shares own knowledge.</li> <li>■ Coaches others to help them reach their potential.</li> <li>■ Gives feedback for development.</li> <li>■ Acts as a long term career advisor and mentor, where appropriate.</li> <li>■ Makes time for others.</li> <li>■ Empowers others.</li> <li>■ Offers constructive feedback.</li> </ul>		<ul style="list-style-type: none"> <li>⚡ Complains about the work of others without suggesting options for improvement</li> <li>⚡ Critiques the work and performance of others in a manner which erodes the confidence and self-belief required to turn around performance.</li> <li>⚡ Does not offer praise or encouragement.</li> <li>⚡ Keeps knowledge to self – does not share expertise.</li> <li>⚡ Puts people down.</li> <li>⚡ Reluctant to offer help/support to others.</li> </ul>	

# Teamworking

<b>Definition</b> Team working at Audit Scotland includes but is not limited to your immediate team. Beyond your local team, you should also bring a sense of teamwork and commitment to the larger Audit Scotland community. Keeps others involved and engaged, and puts the good of the whole ahead of own personal ambitions or goals. Collective and selfless success is important.		<b>Why is it important?</b> To have maximum impact at local and national level, Audit Scotland must be more than the sum of its parts. This means making the best use of all resources – actively supporting each other regardless of business group and in pursuit of Audit Scotland's overall objectives. Success should not be at the cost of other teams within Audit Scotland and we should be generous with the support, advice and information we share with others.	
<b>Level A</b>	<b>Level B</b>	<b>Level C</b>	<b>Level D</b>
<ul style="list-style-type: none"> <li>You make an active contribution to the success of your immediate team – through effort, voicing ideas and keeping other team members up to date with what's happening in the team.</li> <li>You see yourself as part of the wider team.</li> <li>You support the way ahead when this is agreed by your manager and others in the team.</li> <li>You will help with matters outside the boundary of your immediate team.</li> <li>You share relevant information with others.</li> <li>When required, you will offer additional help/support to other colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate dedication to the work Audit Scotland does, e.g., by expressing your commitment to and value for the work, actively participating in corporate level initiatives.</li> <li>You work to build team spirit.</li> <li>You consistently speak positively about the work and efforts of others either directly to team members or to other parties.</li> <li>You challenge others who unduly criticise the aptitude, commitment and effort of other Audit Scotland staff.</li> </ul>	<ul style="list-style-type: none"> <li>You proactively offer support to colleagues in team and in other business groups.</li> <li>You act to promote good working relationships regardless of personal likes or dislikes.</li> <li>You credit others who have performed well.</li> <li>You volunteer relevant information or insights to people across the organisation.</li> <li>You are seen as a positive influence and act corporately for greater collective success.</li> <li>You help diffuse potential conflict between teams and team members.</li> </ul>	<ul style="list-style-type: none"> <li>You take or support decisions which benefit Audit Scotland as a whole, even if they may be unpopular, or undercut the short term interests of own team.</li> <li>You are an exemplar of joined-up working, demonstrating belief and confidence in others who work in other teams, business groups or professions.</li> <li>You fully participate in corporate initiatives and encourage / release others to do so.</li> <li>You initiate and support cross boundary projects.</li> </ul>
<b>When things are going well:</b> <ul style="list-style-type: none"> <li>Co-operates with other business groups in order to work towards a common goal (is committed to the broader Audit Scotland team).</li> <li>Adopts a collaborative approach.</li> <li>Breaks down barriers.</li> <li>Challenges others when hears inappropriate/negative views of colleagues.</li> <li>Takes ownership of the larger group.</li> <li>Plays an active part in immediate team.</li> </ul>		<b>When things are not going well:</b> <ul style="list-style-type: none"> <li>Does not engage with people in other teams.</li> <li>Does not play an active part in immediate team.</li> <li>Does not show an interest in what other groups do.</li> <li>Focuses on pursuing personal goals at the expense of the goals of Audit Scotland/local team.</li> <li>Participates in negative discussions about other colleagues/team members.</li> </ul>	