

# Queensland Revenue Office's behavioural expectations

At QRO, we believe that building a constructive culture is key to achieving our strategic and organisational objectives. We believe that everyone is responsible for creating this culture, and modelling constructive behaviours. We have identified what these behaviours look like, and use the STEP approach to understand how we can live them.

## Humanistic–Encouraging is about **Support**

People at QRO should feel supported and encouraged to develop themselves and others. That means you should constructively inspire those with whom you interact to think, grow and take responsibility for themselves. And do the same for yourself!

- Ask insightful questions designed to help others arrive at their own solutions and subsequently build others' problem-solving skills and confidence.
- Involve others in the decision-making process whenever possible.
- Allow people to take pride of ownership in a project. Encourage them to grow by giving them steadily increasing responsibility.
- Encourage others to take calculated risks and be there to support their efforts. Give your full attention and consideration to their ideas.
- Show faith in others' abilities to improve themselves, and actively support their efforts.
- Encourage others to set goals for themselves and to help QRO grow through their own involvement.

## Affiliative: is about **Trust**

People at QRO should feel trusted and trust others, and thrive when working together. That means you should emphasise teamwork and value others who work well with each other, create a co-operative spirit, share information and provide legitimate praise.

- Demonstrate concern for others and their needs; and be tactful and considerate of others' feelings.
- Motivate others using genuine praise and friendliness.
- Seek out, establish, value and maintain close associations with others.
- Share thoughts and feelings easily, and help others to feel important and worthwhile.
- Communicate your sociability by smiling often and making eye contact.
- Strike up conversations with others you do not know well.

## Achievement: is about **Excellence**

People at QRO should know what excellence is and always do their best to achieve it. That means you should encourage those you interact with to give their best effort on all the work they do, and lead by example.

- Set and communicate challenging yet realistic performance standards, rather than goals imposed by others.
- Promote teamwork by consistently seeking others' input; share responsibility and build others' confidence.
- Value and promote others who are innovative self-starters.
- Encourage achievement-oriented thinking; help others discover for themselves.
- Take advantage of opportunities to give and receive constructive feedback.
- Use the language of achievement ('I'm confident that we ...', 'There's an opportunity here ...') to inspire others.
- Ask others for input on what QRO can do to become more forward-thinking.

## Self-actualising: is about **Potential**

People at QRO should be curious, enjoy what they do and pursue opportunities to reach their potential. That means you should see the possibilities and opportunities in most situations, take ownership and pursue them with enthusiasm.

- Take an open-minded flexible approach to your work.
- Identify and develop realistic long-term goals and approach problems positively and solve them creatively.
- Respect the abilities and talents of others and actively encourage working together toward a project's success.
- Balance concern for getting the job done with consideration for people and their needs.
- Take pleasure in what you do and be spontaneous.