Behaviour assessment of staff

Agency Leader

## **Assessment of: [Staff name]**

## **Assessed by: [Manager/assessor name] | [Month/Year]**

## Leadership Expectations

Leadership Expectations has a range of uses including individual reflection and assessment, performance conversations, feedback, development and progression. By defining the expected behaviours and associated mindsets, along with examples of the behaviours in action in all leadership contexts, it provides a shared understanding of the practical application of leadership and development that is critical for individual, agency and public sector success.

## Why complete a behaviour assessment of staff?

Measuring the expected behaviours of each of your staff provides you with concrete discussion points and feedback to provide when completing performance agreements and reviews, development plans, mentoring, coaching and project or task reviews. It allows you to measure the mastery (developing, proficient or mature) of staff against the behaviours expected of them in their current context.

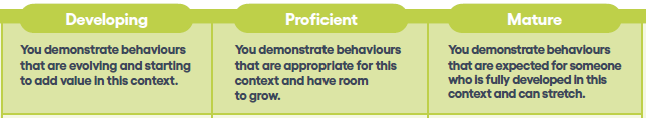
Using this assessment:

* provides you with space and time to think deeply about your staff and where they are adding value or getting derailed
* helps to generate open and honest conversations between you and your staff
* assists you to articulate what the individual is displaying that is a real strength to the team or what behaviours need to develop
* encourages you to think about what part you play in fostering and supporting the behaviours of your staff (both productive and unproductive behaviours).

## How to complete the assessment of your staff

### Reflect and assess

Read through the behaviours in action for each expected behaviour and associated mindset. Select either Developing, Proficient or Mature in each row that you think demonstrates the behaviour of your staff member. Select the one that best describes them most of the time, in their current role.



At the end of each section, decide their level of mastery on balance.

Remember:

* Choosing developing does not mean your staff member is underperforming. It simply means they are still evolving and starting to add value. Choosing developing is an opportunity for growth and strength.
* Just because a statement does not appear to apply to their current role, or applies less than others, does not mean it is not important for their overall leadership skills. This may be an opportunity for growth.

### Consider priority areas for development

Based on your assessment, identify your staff member’s top 3 priority areas for development. Consider how to best address these areas to help them grow. A prompt is provided at the end of the context you are assessing to do this.

### Next steps

Use the completed assessment as a conversation point with your staff member. To complement this, invite them to complete a [**Behaviour Self Assessment**](https://www.wa.gov.au/government/document-collections/leadership-expectations-individuals)to offer you insight into their perspective. Both you and your staff member should talk about your reflections on performance and how this informs their development goals.

To **lead collectively**, you consciously adopt the mindset **“I am part of something bigger.”**

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| Developing | | Proficient | | Mature | |
| You demonstrate behaviours that are evolving and starting to add value in this context. | | You demonstrate behaviours that are appropriate for this context and have room to grow. | | You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch. | |
|  | Developing |  | Proficient |  | Mature |
| You are considered in shaping the future direction of the agency with an understanding of the future needs of the sector. | | You make decisions based on your understanding of how the work and future direction of the agency fits into the future needs of the sector.  You understand the impacts and consequences of your decisions on other parts of the sector. | | You build a shared understanding of the future needs of the sector.  You ensure you have a solid appreciation of the impact of your decisions on other parts of the sector and take them into account in decision making. | |
|  | Developing |  | Proficient |  | Mature |
| You develop strategic goals which are mostly tactical in nature, focusing on delivering medium to long term value for the agency. | | You develop strategic goals and priorities that have the greatest potential to positively impact the agency and sector in the medium to long term. | | You develop strategic goals and priorities with the greatest potential for positive impact on the sector in the long term. | |
|  | Developing |  | Proficient |  | Mature |
| You identify key stakeholders and build partnerships for the agency. | | You intentionally build and leverage partnerships with key stakeholders to ensure support for agency initiatives. | | You maintain and leverage appropriate networks across the sector, ensuring strategic support for current and future initiatives. | |
|  | Developing |  | Proficient |  | Mature |
| You make strategic decisions that create future value for the agency and sector for the medium term. | | You make decisions that add value for the medium to long term, having a clear understanding of current and future trends affecting the agency and sector. | | You make strategic decisions that create future value for the agency and sector for the long term. | |

## For lead collectively, on balance you are:

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| --- | --- | --- | --- | --- | --- |
|  | Developing |  | Proficient |  | Mature |

To **think through complexity**, you consciously adopt the mindset **“There is more than one solution.”**

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| Developing | | Proficient | | Mature | |
| You demonstrate behaviours that are evolving and starting to add value in this context. | | You demonstrate behaviours that are appropriate for this context and have room to grow. | | You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch. | |
|  | Developing |  | Proficient |  | Mature |
| You take a broader perspective by considering multiple factors and taking the wider context (macro and micro) into account. | | You identify patterns, trends and connections between seemingly unrelated situations, along with the impact of any issues on the agency in the medium to long term. | | You identify future potential problems, needs and trends through conceptualisation, forecasting and creative thinking, taking a medium to long term view. | |
|  | Developing |  | Proficient |  | Mature |
| You consider wider impacts that may arise from decisions which have been made.  You acknowledge the need to take decisive action to create future value for the sector. | | You take decisive action in the face of uncertainty and consider both shorter term predictable and longer term unpredictable variables. | | You take strategic action in the face of uncertainty that arises from both shorter and longer term predictable and unpredictable variables.  You use uncertainty as a resource and promote change as the only constant. | |
|  | Developing |  | Proficient |  | Mature |
| You select innovative but practical solutions to immediate problems that meet short, medium and long term needs. | | You select and promote solutions with the greatest short, medium and long term benefits, minimal risks and other consequences to the agency. | | You select and promote solutions with the greatest medium to long term benefits, minimal risks and other consequences to the agency and sector. | |
|  | Developing |  | Proficient |  | Mature |
| You proactively and strategically manage risk in the agency. | | You provide oversight to ensure risk management processes are embedded in operations, systems and processes of the agency to be responsive to current and dynamic risk. | | You manage agency and sector risk by establishing and developing broad scale, longer term risk and governance objectives, goals and projects. | |

## For think through complexity, on balance you are:

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|  | Developing |  | Proficient |  | Mature |

To **dynamically sense the environment**, you consciously adopt the mindset **“There is always more to the story.”**

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| Developing | | Proficient | | Mature | |
| You demonstrate behaviours that are evolving and starting to add value in this context. | | You demonstrate behaviours that are appropriate for this context and have room to grow. | | You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch. | |
|  | Developing |  | Proficient |  | Mature |
| You are aware of sector, society, government and legislative trends that may have an impact on community needs. | | You identify and respond to key economic, environmental, technological, legislative, social and political forces.  You manage their impact on the viability of the agency in the medium to long term. | | You anticipate and proactively address emerging changes that may have an impact on the agency and sector in the medium to long term. | |
|  | Developing |  | Proficient |  | Mature |
| You identify key internal and external relationships that may have an impact on the sustainability of the agency. | | You identify and foster key stakeholder relationships, leveraging your understanding of the social and political factors affecting the agency.  You draw on these relationships and insights to advance changes that support the future sustainability of the agency. | | You intentionally create value for the agency by influencing and shaping the social, political and economic strategy of the agency and sector. | |
|  | Developing |  | Proficient |  | Mature |
| You keep informed of political agendas and identify key stakeholders whose support would positively influence action. | | You influence critical decisions by enlisting the support of key stakeholders who can gain the support of others through their perceived expertise, credibility and influence. | | You represent both ‘a voice of reason’ and ‘the devil’s advocate’ in critical decisions.  You negotiate skilfully at all levels internally and externally to achieve agency objectives. | |

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|  | Developing |  | Proficient |  | Mature |
| You use personal influence rather than positional power to project authority and credibility, and to influence and motivate others to achieve results. | | You link your ideas to shared goals as a means of influencing others.  You use personal influence to make a positive difference across the agency and externally.  You use your in depth understanding of stakeholder groups to move towards a specific agenda. | | You are able to change the perspectives of key stakeholders by expressing ideas through careful use of language, symbolism and cultural signals, as appropriate, to influence key decisions for the good of Western Australians. | |

## For dynamically sense the environment, on balance you are:

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|  | Developing |  | Proficient |  | Mature |

To **deliver on high leverage areas**, you consciously adopt the mindset **“Some actions are more powerful than others.”**

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| Developing | | Proficient | | Mature | |
| You demonstrate behaviours that are evolving and starting to add value in this context. | | You demonstrate behaviours that are appropriate for this context and have room to grow. | | You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch. | |
|  | Developing |  | Proficient |  | Mature |
| With a clear understanding of future value, you set realistic but challenging goals for the agency. | | You set clear, challenging objectives and standards of excellence for the agency, yourself and others, displaying enthusiasm and confidence. | | You create a clear, ambitious direction for the agency and articulate the standards expected of yourself, others and the agency by quickly zeroing in on the critical few priorities.  At the same time you ensure key stakeholder priorities are attended to. | |
|  | Developing |  | Proficient |  | Mature |
| You lead by example by seeking to outperform stakeholder performance expectations.  You continually monitor the performance of the agency against set objectives and standards of excellence. | | You manage the executive team and other direct reports for consistently high performance.  You monitor performance against challenging objectives and standards of excellence that exceed requirements.  You apply knowledge, experience and capability to deliver superior results even in novel situations where no precedent exists. | | You identify high leverage areas and drive performance to exceed set objectives and standards of excellence.  You embrace uncertainty by applying knowledge, experience and capability to deliver in new and challenging situations.  You negotiate and access additional resources for critical work where necessary. | |
|  | Developing |  | Proficient |  | Mature |
| You generate innovative and practical solutions to problems, taking into consideration impacts in the short, medium and long terms. | | You ensure the viability of solutions by forecasting the potential of ideas, projecting how they could play out in the sector in the medium to long terms. | | You provide oversight to ensure efficient and economical use of agency resources (including budgets, people capability, facilities and time) to solve longer term problems and ensure sustainability of the agency. | |

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|  | Developing |  | Proficient |  | Mature |
| You generate new and divergent thinking, provide fresh insights and make connections between previously unrelated ideas.  You demonstrate good judgement about which creative ideas to endorse. | | You challenge the status quo and assumptions which impact the performance of the agency.  You encourage the development of viable alternatives.  You champion continuous improvement initiatives. | | You lead a culture of continuous improvement in the agency.  You broadcast information about successful improvement initiatives in the agency.  You celebrate examples of success. | |

## For deliver on high leverage areas, on balance you are:

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|  | Developing |  | Proficient |  | Mature |

To **build capability**, you consciously adopt the mindset **“We are only as good as our people.”**

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| Developing | | Proficient | | Mature | |
| You demonstrate behaviours that are evolving and starting to add value in this context. | | You demonstrate behaviours that are appropriate for this context and have room to grow. | | You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch. | |
|  | Developing |  | Proficient |  | Mature |
| You use interpersonal styles and engagement methods that inspire, motivate, create enthusiasm and build passion and energy to develop the talent pipeline in the sector. | | You lead an agency culture of people development and promotion of autonomy, demonstrating trust and confidence in the capability of others. You set an example by fully delegating significant initiatives to competent others, overcoming objections based on hierarchy. | | You create a coaching culture in the agency, and coach and mentor talent and future leaders for the sector.  You influence the executive team to follow this example of developing talent. | |
|  | Developing |  | Proficient |  | Mature |
| You create an environment where people can grow and contribute their diverse talents, experiences and perspectives. | | You promote and advocate for diversity and inclusion in the agency.  You recognise differences between people and acknowledge the value these differences bring. | | You set up strategic development initiatives to develop the capabilities of a diverse workforce aligned to the current and future needs of the agency. | |
|  | Developing |  | Proficient |  | Mature |
| You provide oversight to ensure that implementation of people development programs and systems are aligned to agency strategy for the development of future leaders – including succession planning, identifying talent and building talent pools. | | You provide oversight to ensure alignment between agency specific people development programs and systems and the broader sector.  You provide oversight to ensure individuals in the talent pipeline are provided with accelerated development to meet future capability requirements. | | You shape the agency’s people development strategies and systems to align with anticipated future needs of the broader sector.  You provide oversight to ensure sustainability of the talent pipeline into the future for the agency and sector. | |

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|  | Developing |  | Proficient |  | Mature |
| You identify leaders with talent and create tailored development opportunities. | | You provide oversight to ensure talented individuals in the agency are provided with tailored and accelerated development which may include opportunities external to the agency. | | You nurture and retain the next generation of leaders without disengaging solid performers. You support and encourage talent in the agency and employ retention strategies by pre-empting low engagement. | |
|  | Developing |  | Proficient |  | Mature |
| You demonstrate practices that support your personal wellbeing and enhance a healthy workplace culture.  You are intentional in building this culture across the agency. | | You are highly active in your role and responsibilities for building and creating a healthy workplace culture, ensuring this culture is aligned with the strategy of the agency. | | You act as a champion for healthy work practices. You recognise and celebrate others for embedding practices that support a healthy workplace culture. | |

## For build capability, on balance you are:

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|  | Developing |  | Proficient |  | Mature |

To **embody the spirit of public service**, you consciously adopt the mindset **“We do everything for the public good.”**

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| Developing | | Proficient | | Mature | |
| You demonstrate behaviours that are evolving and starting to add value in this context. | | You demonstrate behaviours that are appropriate for this context and have room to grow. | | You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch. | |
|  | Developing |  | Proficient |  | Mature |
| You create a culture in the agency where empathy and compassion for stakeholders are demonstrated consistently. | | You develop an empathetic and compassionate culture across the agency, setting the standard for others. | | You shape the reputation of the agency and sector as compassionate and empathetic.  You challenge decisions and behaviours that do not uphold this reputation. | |
|  | Developing |  | Proficient |  | Mature |
| You ensure the implementation of best practice corporate governance for the agency to maintain compliance with relevant legislation. | | You formulate, update and continually improve corporate governance for the agency. | | You actively build confidence in the reputation of the agency in the eyes of stakeholders by applying best practice corporate governance. | |
|  | Developing |  | Proficient |  | Mature |
| You lead by example, making decisions and shaping priorities to continuously reflect the vision of the agency. | | You set a clear and shared sense of direction, focus and expectation for the agency.  You build support for the current and future work of the agency. | | You demonstrate and communicate a passion for the sector and the agency’s decisions and direction to inspire enthusiasm and energy for the future. | |
|  | Developing |  | Proficient |  | Mature |
| You promote respect for the agency by being proactive when dealing with ethical issues. | | You conduct business ethically.  You display behaviours that enhance the reputation of the agency in the eyes of stakeholders. | | You act as an ambassador for the agency, embodying the spirit of public service by acting ethically.  You insist that others behave accordingly and respond when they do not. | |

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|  | Developing |  | Proficient |  | Mature |
| You lead in a manner that ensures agency initiatives enhance the reputation of the sector. | | You show concern for the reputation of the sector by challenging the actions of others which may not enhance the reputation of the sector. | | You coach business leaders to communicate and lead in a manner that enhances the reputation of the agency and fosters support for and approval of the sector. | |

## For embody the spirit of public service, on balance you are:

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|  | Developing |  | Proficient |  | Mature |

To **lead adaptively**, you consciously adopt the mindset “**I am forever curious, forever learning.”**

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| Developing | | Proficient | | Mature | |
| You demonstrate behaviours that are evolving and starting to add value in this context. | | You demonstrate behaviours that are appropriate for this context and have room to grow. | | You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch. | |
|  | Developing |  | Proficient |  | Mature |
| You seek resources and stretch opportunities to support your ongoing growth and development as a senior executive.  You bring this learning into your workplace to improve delivery of outcomes. | | You actively seek resources and stretch opportunities that challenge your current knowledge and strengths to stretch and build your capabilities.  You willingly engage in learning situations that are outside your comfort zone. | | You create learning experiences that require you to act outside your comfort zone.  You engage in and encourage learning experiences that challenge paradigms and drive performance to deliver agency value. | |
|  | Developing |  | Proficient |  | Mature |
| You develop personal and professional goals for yourself and others that align with the current and future development needs of the agency and sector. | | You actively monitor the environment for learning experiences (both formal and informal) that stretch the capability of yourself and others.  You make time for these experiences and promote opportunities for others. | | You role model a focus on continuous learning and development across the agency and sector.  You ensure investment and resource allocation in the agency to support this focus. | |
|  | Developing |  | Proficient |  | Mature |
| You communicate the benefit of relevant strategic change projects to the agency. | | You readily adapt to new agency demands and business environments. | | You are effective in ambiguous and unpredictable situations.  You manage transitions in a way that balances operational stability with agency renewal. | |
|  | Developing |  | Proficient |  | Mature |
| You champion strategic change projects to deliver future value for the agency. | | You ensure the development of policies, systems and plans to support change processes across the agency and adjust as necessary. | | You initiate change for the agency. You create a sense of urgency and enthusiasm around agency transformation to create future value. | |

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|  | Developing |  | Proficient |  | Mature |
| You work effectively in different situations and with a variety of people and stakeholder groups, and can understand diverse perspectives and their impact on the agency.  You shift gears comfortably. | | You see matters from varying perspectives and integrate a range of diverse ideas into agency plans. | | You create a focus on diversity and inclusion that demonstrates true assimilation of different ideas and perspectives for the future of the agency and sector. | |

## For lead adaptively, on balance you are:

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| --- | --- | --- | --- | --- | --- |
|  | Developing |  | Proficient |  | Mature |

Agency Leader: On balance ratings

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| Expected Behaviour | On balance you are: | | | | | |
| Lead collectively |  | Developing |  | Proficient |  | Mature |
| Think through complexity |  | Developing |  | Proficient |  | Mature |
| Dynamically sense the environment |  | Developing |  | Proficient |  | Mature |
| Deliver on high leverage areas |  | Developing |  | Proficient |  | Mature |
| Build capability |  | Developing |  | Proficient |  | Mature |
| Embody the spirit of public service |  | Developing |  | Proficient |  | Mature |
| Leading adaptively |  | Developing |  | Proficient |  | Mature |

Priority areas for development

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| --- | --- | --- |
|  | Expected behaviour | Ways to address this |
| **1** |  |  |
| **2** |  |  |
| **3** |  |  |