Behaviour assessment of staff

Multiple Area 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.”**

|  |  |  |
| --- | --- | --- |
| 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 think through the impact and weigh up the consequences of your decisions across multiple business areas. You acknowledge the impact of your strategic decisions on the agency and sector, and assess the value of outcomes delivered. | You think through the impact and weigh up the consequences of your decisions on your business areas[[1]](#footnote-1)\*, other business areas and the strategy of the agency. You reflect on and adjust work to ensure your decisions are delivering value. | You anticipate the impact and consequences of your strategic decisions across the agency and sector, and build these into your decision making. You monitor the outcomes delivered to ensure your business areas continually deliver value. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You set and align the strategic goals of your business areas 6 with the strategic priorities of the agency. | You ensure the strategy of each of your business areas is aligned with agency priorities, and plans are clear so your leaders\* can execute them. | You anticipate the future needs of the stakeholders and communities you serve. You shape and define the role of your business areas to align with and contribute to achieving the strategy of the agency. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You proactively encourage and promote collaboration across your business areas to break down silos and enrich the collective expertise. | You leverage strong relationships across your business areas to drive synergies in collaboration with internal and external stakeholders. | You build and maintain strong partnerships across your business areas, other business areas and agencies to achieve common sector goals. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You identify and communicate opportunities for continual improvement to deliver value for the agency. | You make decisions that drive continuous improvement which creates value for the agency, key stakeholders and community. | You make strategic decisions that meet both the current and future needs of your business areas. You identify business areas for improvement across the agency. |

## For lead collectively, on balance you are:

|  |  |  |
| --- | --- | --- |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |

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

|  |  |  |
| --- | --- | --- |
| 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 contribute to the success of the agency by navigating complexity and defining strategic objectives across your business areas[[2]](#footnote-2)\*. | You navigate complexity with the executive to devise and implement strategic objectives across your business areas, supporting the success of the agency. | You support the success of the agency by navigating complexity and collaboratively defining strategic objectives across the agency. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| In making decisions you are able to form an integrated, holistic view of the core issues and describe them in a clear, useful and simplified manner. | In making decisions you consider core issues from multiple perspectives and gather information from a wide range of sources to fill gaps in information required to understand the issues. You accept and acknowledge that all information may not be available to inform your decision making. | In making decisions you do not accept information at face value. You dig more deeply and ask probing questions when analysing core issues. You are decisive and make timely decisions, accepting that all information may not be available. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You ensure good corporate governance practices and ongoing compliance with relevant legislation to support the decisions and actions of your business areas. | You develop appropriate contingency plans to safeguard governance and compliance of your business areas against risks. | You identify, evaluate and review operational risks related to your business areas, and provide guidance to the executive on risk mitigation. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| For issues at hand, you identify and select the most relevant data sources that have the greatest impact on strategy. | You efficiently extract relevant indicators from a wide range of data sources to verify intended strategies. | You effectively communicate strategic analysis to relevant audiences. |

## 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 emerging societal, business and political trends and their potential impact on the viability of your business areas[[3]](#footnote-3)\*, now and in the future. | You respond to external trends in the business environment, political atmosphere and plans from other agencies. | You use trends in the business environment, political atmosphere and plans from other agencies to forecast and plan for the future. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You build and maintain effective relationships with staff across the agency to ensure outcomes are delivered. | You shape your credibility by building and maintaining effective and collaborative relationships with diverse stakeholders. | You support strategic agendas by intentionally building and using your professional networks. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You communicate in a convincing way to inform, advise and influence the opinions of a diverse range of stakeholders. | You influence the course of debates by consulting with, listening to and fully involving others in discussions, decisions and actions. | You collaborate with and influence staff across the agency.You coach managers and knowledge experts to enhance their influencing skills. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You think about the needs of your stakeholders and take time to understand how your expertise may contribute to helping them. | You listen to and acknowledge the complex needs of your diverse stakeholders and the expertise they require. | You use your expertise to shape and influence the agency’s response to the needs of your stakeholders. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You intentionally explain complex technical matters in a way that your immediate stakeholders can easily understand. | You intentionally explain complex technical matters in a way that a broad range of stakeholders can easily understand. | You effectively communicate complex technical matters to influence strategically important decision makers external to the sector. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You effectively communicate to resolve conflict and negotiate agreed solutions. | You anticipate and defuse conflict through effective communication and negotiation. | You identify core drivers of conflicts that arise and use strategies to reduce the likelihood of re-occurrence. |

## 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  |
| You shift to getting things done through others to drive results and ensure objectives are met. | You hold your leaders[[4]](#footnote-4)\* accountable for delivering results through their teams. | You leverage diversity and the respective strengths of your leaders to achieve results. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You establish clear goals and priorities for your business areas so your leaders can establish objectives for their teams. You adjust priorities and timelines as required. | You identify the most critical activities for the current and future success of your business areas. You provide guidance to your leaders about the strategic priorities of their work in relation to agency requirements. | You forecast the most critical activities for the current and future success of your business areas. You incorporate current and future priorities into your strategy. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You demand results and hold others accountable for their performance. | You get things done through others by driving performance and delivery to ensure objectives are met. | You leverage diversity and the respective strengths of team members to achieve the best possible results. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You encourage and drive a culture of continuous improvement. | You ensure important areas for innovation and continuous improvement are targeted. You take responsibility for developing solutions that address relevant agency and community matters. | You ensure a targeted focus on critical areas for improvement that add the greatest value to the agency in the medium term. |

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|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You think about what benefits your business areas and provide solutions by drawing on technical expertise. | You provide solutions that draw on technical expertise to benefit your business areas and/or industry standards. | You provide solutions that draw on technical expertise to impact positively or benefit the entire agency and/or industry standards. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You design and frame a medium term innovation plan in your domain of expertise. | You speak up and provide input into medium term innovation plans for the agency. | You identify, propose and lead new innovation plans and initiatives crucial to the medium term success of the agency. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You view obstacles as a challenge and take steps to overcome these to achieve goals for your business areas. | You maintain a high level of professionalism during challenging periods, embracing a growth mindset[[5]](#footnote-5)\*\* and holding your leaders accountable for the same mindset. | You model, encourage and motivate your leaders to display a high level of resilience and a growth mindset in challenging times. |

## 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 drive a people development culture in your business areas[[6]](#footnote-6)\* by holding your leaders\* accountable for the development of their teams. | You provide challenging assignments and delegate full authority and responsibility to develop specific skills, competencies and behaviours in others in your business areas. | You act as coach and mentor for your senior leaders, encouraging them to actively manage and drive their own development and that of their direct reports and teams. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You recognise and develop potential talent in your business areas by implementing tools and techniques to identify this talent. | You actively build a talent pipeline for key positions in your business areas by identifying potential successors in a range of leadership contexts. | You provide development opportunities and clear pathways for those identified in the talent pipeline. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You foster a development focus by ensuring all staff in your business areas have active development plans. | You create opportunities and provide resources for the development of capability in your business areas. | You monitor the development of skills and capability in your business areas to ensure capability requirements are met. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You engage in regular team effectiveness activities to optimise the diversity and cohesion of your leadership team. | You ensure diversity and inclusion initiatives are developed and implemented across your business areas to enhance team performance. | You create an environment that supports the growth of staff across your business areas and leverage their diverse talents, experiences and perspectives. |

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|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You develop and promote practices in your business areas that support the wellbeing of your staff to create a healthy culture. | You understand your role and responsibility in building and creating a healthy culture. You ensure the culture is aligned with the strategy of your business areas. | You are an advocate for healthy work practices and provide guidance and resources to your leaders to champion best practice. |

## 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 role model and coach the leaders[[7]](#footnote-7)\* across your business areas\* to lead in a manner that consistently demonstrates empathy and compassion. | You create a culture in your business areas where empathy and compassion are consistently demonstrated towards all stakeholders. | You develop an empathetic and compassionate culture across all your areas, setting an example for other areas. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You demonstrate the principles and benefits of leadership that promote integrity and good corporate governance. | You coach your leaders to develop and implement plans that promote integrity and good corporate governance. | You implement systems to embed a practice of best practice in corporate governance. You demonstrate the importance of integrity through how you reinforce this practice. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You demonstrate humility in your interactions with others. | You lead by example and develop a practice of humility across all your areas. | You contribute to creating a practice of humility across other areas in the agency. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You coach your leaders across all areas to lead in a manner that promotes the value of high quality work. | You create a culture in all your areas where high quality work and the pursuit of excellence are considered the norm. | You are recognised across the agency as a leader who creates a culture that promotes the consistent delivery of high quality work. |

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| --- | --- | --- |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You understand best practice ethics and corporate governance principles, rules and protocols, and how these impact your sphere of influence. | You oversee the implementation of plans, policies and procedures to ensure ethical, legislative and corporate governance requirements are met in your sphere of influence. | You identify potential areas of reputational risk and areas of non-compliance in your areas of influence and take steps to improve plans, policies and procedures. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You conduct business activities in a manner that is consistent with enhancing the reputation of your areas. | You conduct business activities in a manner that enhances and protects the reputation of your areas and the agency. | You coach your senior leaders to create a culture where business activities are carried out in a manner that enhances and protects the reputation of the agency. |

## 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 develop personal and professional goals based on self reflection and feedback from others, using trusted mentors as sounding boards. | You identify personal learning opportunities that demonstrate your willingness to change and improve based on feedback from your team and those you report to. | You role model and encourage continuous learning and development across your business areas[[8]](#footnote-8)\* and ensure this practice is supported. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You seek feedback from many and varied sources, and modify your work practices in response to this feedback and current circumstances. | You actively seek feedback from multiple and varied sources. You make specific changes to your work practices in response to feedback and current and changing circumstances. | You reflect on your work practices in the light of feedback. You adapt your approach based on this feedback and in anticipation of changing future circumstances that may not be immediately evident. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You provide specific and timely feedback to those in your teams. | You look for opportunities to coach and mentor those both in and beyond your teams. | You embrace and promote both formal and informal feedback, coaching and mentoring as part of your team culture. |
| [ ]  | Developing |[ ]  Proficient  |[ ]  Mature  |
| You demonstrate a personal leadership style that values and promotes diversity and inclusion among a variety of stakeholders. | You coach your leaders to act in a manner that promotes an authentic approach to diversity and inclusion. | You hold yourself and your leaders accountable for creating a culture of diversity and inclusion across your business areas. |

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|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You demonstrate a positive mindset to change and actively participate in change initiatives. | You are aware of your personal response to change and how to manage it. You are active in change initiatives in your business areas. | You deal effectively with ambiguity and adapt readily to change. You are a leader of change and coach others to lead change. |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |
| You introduce new technologies, systems and processes to the work of your business areas. | You drive innovation in your business areas by embracing new technologies, processes and solutions. | You drive strategic innovation by being ahead of the game to secure future success. |

## For lead adaptively, on balance you are:

|  |  |  |
| --- | --- | --- |
|[ ]  Developing |[ ]  Proficient  |[ ]  Mature  |

Multiple Area 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 |
| Lead adaptively | [ ]  | Developing | [ ]  | Proficient | [ ]  | Mature |

Priority areas for development

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

1. \* Use of **areas** or **leaders** in this context can mean the areas or leaders you work with or manage, and/or the areas or leaders in your knowledge domain. [↑](#footnote-ref-1)
2. \* Use of **areas** or **leaders** in this context can mean the areas or leaders you work with or manage, and/or the areas or leaders in your knowledge domain. [↑](#footnote-ref-2)
3. \* Use of **areas** or **leaders** in this context can mean the areas or leaders you work with or manage, and/or the areas or leaders in your knowledge domain. [↑](#footnote-ref-3)
4. \* Use of **areas** or **leaders** in this context can mean the areas or leaders you work with or manage, and/or the areas or leaders in your knowledge domain. [↑](#footnote-ref-4)
5. \*\* A **growth mindset** is when people believe that their most basic abilities can be developed through dedication and hard work – brains and talent are just the starting point. This view creates a love of learning and a resilience that is essential for great accomplishment. Professor Carol Dweck, 2006 [↑](#footnote-ref-5)
6. \* Use of **areas** or **leaders** in this context can mean the areas or leaders you work with or manage, and/or the areas or leaders in your knowledge domain. [↑](#footnote-ref-6)
7. \* Use of **areas** or **leaders** in this context can mean the areas or leaders you work with or manage, and/or the areas or leaders in your knowledge domain. [↑](#footnote-ref-7)
8. \* Use of **areas** or **leaders** in this context can mean the areas or leaders you work with or manage, and/or the areas or leaders in your knowledge domain. [↑](#footnote-ref-8)