Behaviour assessment of staff

#### Personal Leadership

## **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.

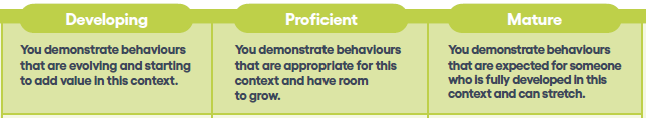
Using this assessment:

* 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 take responsibility for your own work, making sure you provide a high quality service. | | You recognise the impact and consequences of your work on others in your team and how your work contributes to team effectiveness. | | You consider and take responsibility for the impacts and consequences of your work across the team and other business areas, and adapt your behaviour as necessary. | |
|  | Developing |  | Proficient |  | Mature |
| You focus on quality when completing tasks, taking care to use accurate information, follow correct policies and procedures, and pay attention to detail. | | You are diligent and complete tasks to a high quality while meeting timelines and priorities.  You appreciate and respect operational policies and procedures, guiding others on their use. | | You are willing to go the extra mile to provide a value adding service and persist in your efforts.  You identify opportunities for process improvements that result in exceeding service requirements. | |
|  | Developing |  | Proficient |  | Mature |
| You inform your manager of matters as they arise that impact your ability to deliver your work. | | Before issues arise, you initiate communication with your manager about potential problems you anticipate. | | You proactively communicate anticipated problems with your manager and are able to identify their impact on your team, work area and other business areas of the agency. | |
|  | Developing |  | Proficient |  | Mature |
| You seek to establish trusted working relationships with your team.  You draw on these relationships to support you in delivering high quality work. | | You nurture working relationships with your teams and with others in your work area.  You leverage these relationships to achieve your work deliverables and objectives, and reciprocate by assisting others. | | You extend your relationship building to include individuals in other business areas of the agency.  You identify and nurture these relationships to enhance your understanding of the agency and achieve your objectives. | |

## 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 draw on your understanding of your work, ensuring you have sufficient knowledge of processes and practices to identify and analyse issues as they arise.  You raise gaps in this knowledge with your manager and request guidance, development and advice. | | You understand the questions you need to ask to inform the identification and analysis of issues.  You discuss your analysis with others and draw conclusions which you are able to summarise with supporting evidence. | | You use your knowledge, skills and experience as well as your ability to identify and draw on alternative information sources to analyse issues and problems.  From your analysis, you are able to recognise what is relevant and confidently discard what is not, and provide a concise overview to your team or manager. | |
|  | Developing |  | Proficient |  | Mature |
| You ensure your decisions are based on facts and data and support the deliverables expected of you.  You request guidance and advice if needed on how to make an evidence based decision. | | You make evidence based decisions by considering broader implications and how they may affect your work as well as the work of your team and area. | | You are confident in your ability to independently make evidence based decisions and combine this with an ability to recognise the implications for the agency. | |
|  | Developing |  | Proficient |  | Mature |
| You talk with your manager about problems that affect your ability to complete your work.  You provide alternative approaches to solving problems.  You implement suitable solutions with your manager’s guidance. | | You identify problems in your work and team processes, collaborating to identify possible solutions.  You use your initiative and act promptly to implement appropriate solutions, escalating to your manager as necessary. | | You draw on your knowledge, skills and experience to confidently implement solutions, review their effectiveness and suggest alternatives if necessary. | |

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|  | Developing |  | Proficient |  | Mature |
| You have an awareness of the risks involved in your area of work and are able to communicate them to your team and manager.  You seek to understand the purpose of risk management policies and procedures as they apply to your work. | | You draw on your knowledge and understanding to proactively identify risks in your own work and the work of the broader team.  You appreciate the purpose of and apply the relevant risk management policies and procedures to your work. | | You understand that risks in your team’s work have the potential to affect other business areas.  You share risk concerns and suggest mitigation strategies to your manager.  You role model the use of risk management policies and procedures to address risks. | |

## 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 ask questions to understand your work environment.  You apply this understanding to inform and guide your approach to working with and supporting your team. | | You understand your work environment and observe changes that have an impact on your work. This allows you to approach work situations with an open mind and contribute positively to the team and your work area. | | You make links between information you have been given and what you have observed. This facilitates your ability to identify any positive and negative impacts on your work environment and the agency. | |
|  | Developing |  | Proficient |  | Mature |
| You understand and acknowledge the need to be aware of the team’s priorities while working at your own pace to achieve goals. | | You understand your team’s priorities and adjust your work pace ensuring you do not delay your team’s progress or negatively impact its credibility. | | You seek to understand the broader work environment and its impact on your work pace as well as that of your team.  You immediately make necessary adjustments and encourage your team to do the same. | |
|  | Developing |  | Proficient |  | Mature |
| You think about your audience and prepare yourself to express opinions, ideas and facts clearly, avoiding jargon and acronyms. | | You enhance your ability to communicate by listening actively and attentively.  You consider your audience, ask questions to seek clarity and plan your communications carefully so there are no misunderstandings. | | You understand your audience and tailor your communication style and methods appropriately so your message is clear, concise and confident. | |
|  | Developing |  | Proficient |  | Mature |
| You acknowledge that others work and think differently to you and approach your work environment with a positive open mind. | | You remain flexible and open to the opinions, ideas and suggestions of others.  You value access to different points of view, knowledge and experiences. | | You proactively seek out the views and opinions of others to deepen your understanding and knowledge. | |
|  | Developing |  | Proficient |  | Mature |
| If any interpersonal conflicts arise, you resolve them with guidance from your manager. | | You proactively identify and respectfully address any interpersonal issues that arise so as not to damage relationships.  You seek support from your manager if required. | | You identify any potential interpersonal issues early and intervene with consideration and tact to support team effectiveness and maintain positive working relationships. | |

## 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 focus on delivering the task and goals set by your manager and seek to understand why parts of your work get prioritised.  You approach your work methodically to ensure the timely delivery of your team’s priorities. | | You are able to explain why parts of your work are prioritised.  You respond positively to changing priorities by shifting your work order to achieve outcomes.  You plan and schedule your tasks, managing competing priorities to ensure you complete work on time and do not hamper progress. | | You understand the priorities of your work and share your understanding with your peers.  You identify and effectively manage your own competing priorities.  You ensure high leverage tasks take priority without compromising operational excellence elsewhere. | |
|  | Developing |  | Proficient |  | Mature |
| You seek quicker and smarter ways of doing your own work that do not compromise on quality. | | You willingly share your knowledge about how to improve work outcomes and encourage your team to do the same. | | You are part of generating ideas and solutions to find better ways of achieving results.  You share what you have learnt from mistakes and failures with others. | |
|  | Developing |  | Proficient |  | Mature |
| You view obstacles as a challenge and take steps to overcome these to achieve goals. | | You use obstacles and setbacks as learning points for yourself and others. | | You proactively share your knowledge in overcoming obstacles and setbacks to achieve collective improved results. | |
|  | Developing |  | Proficient |  | Mature |
| You seek guidance to enhance your resilience and cope with stressful circumstances. | | You sustain a resilient approach and remain motivated in the face of setbacks and challenges. | | You maintain a high level of resilience.  You are positive and professional in your approach at all times even when under pressure. | |

## 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 learn from your team members, recognising their skills and experiences as invaluable in enhancing your own capability. | | You intentionally learn from others and share relevant skills, knowledge and experiences with your team members. | | You contribute to the development of your team members by proactively sharing learnings and opportunities to learn. | |
|  | Developing |  | Proficient |  | Mature |
| You understand the value of and participate in team development opportunities and practices as required. | | You actively participate in and contribute to team development opportunities and practices. | | You role model what you learn from team development opportunities. | |
|  | Developing |  | Proficient |  | Mature |
| You understand the importance of sharing your technical skills and knowledge to build capability across your team. | | You ensure your technical expertise is relevant and available to your team and colleagues. | | You support your team and colleagues by providing professional and technical advice. | |
|  | Developing |  | Proficient |  | Mature |
| You accept and appreciate individual differences, acknowledging that people learn and understand in different ways. | | You embrace team diversity and seek to understand the perspectives of others to ensure all learning and development are relevant and easily received. | | You advocate for diversity in your team and recognise its contribution in providing a range of learning experiences. | |
|  | Developing |  | Proficient |  | Mature |
| You take responsibility for your personal wellbeing and support a healthy culture. | | You encourage others to take responsibility for their personal wellbeing, and actively contribute to enhancing and maintaining a healthy culture. | | You advocate for and role model personal wellbeing practices that develop and sustain a healthy culture in your team. | |

## 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 acknowledge that your work colleagues have their own unique pressures to deal with. | | You demonstrate empathy for the wellbeing of those you work with. | | You demonstrate empathy for the wellbeing of those you work with and other stakeholders through all your actions and interactions. | |
|  | Developing |  | Proficient |  | Mature |
| You act with integrity. | | You display a commitment to integrity by following through on responsibilities, promises and obligations. | | You influence those around you to act with integrity. | |
|  | Developing |  | Proficient |  | Mature |
| You pay attention to, focus on and actively listen to everyone. | | You listen without prejudice and role model this approach, encouraging your team to do the same. | | You allow space for others to have a voice and be heard.  You remain open minded and are willing to change your opinions on the basis of a compelling argument. | |
|  | Developing |  | Proficient |  | Mature |
| You take personal responsibility to ensure your work is of high quality. | | You identify where there are opportunities to improve the quality of your work.  You role model this approach and encourage your team to do the same. | | You implement solutions that improve the quality of work. | |
|  | Developing |  | Proficient |  | Mature |
| You show respect for your work area and operate ethically. | | You show respect for your agency and operate ethically. | | You influence those around you to respect the sector and operate in an ethical manner. | |

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|  | Developing |  | Proficient |  | Mature |
| You recognise that your individual reputation is linked to and affects the reputation of the agency and sector. | | You ensure your behaviour and that of your team uphold the reputation of the agency and sector. | | You contribute to building and maintaining the good reputation of the agency and sector by behaving ethically and appropriately, encouraging others to do the same. | |

## 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 recognise the importance of personal and professional development.  With guidance, you develop personal and professional goals and work towards achieving them. | | You take responsibility for your own development journey and make appropriate development plans and goals, seeking guidance when necessary. | | You are actively involved in identifying and implementing your own development plan to support your current and future development needs. | |
|  | Developing |  | Proficient |  | Mature |
| You are inclusive and able to work with a diverse range of people. | | You understand and acknowledge how your work style affects your team and make adjustments accordingly.  You encourage your team to do the same. | | You provide input into changes in work tasks and situations to enhance your team’s effectiveness.  You role model and promote inclusion in your team. | |
|  | Developing |  | Proficient |  | Mature |
| You seek feedback to enhance your understanding of your strengths, limitations and development needs. | | You recognise the importance of self awareness, actively working with your manager to understand your strengths, limitations and blind spots. | | You seek and respond positively to feedback, recognising the opportunity to develop a heightened understanding of yourself.  You continuously reflect on your performance. | |
|  | Developing |  | Proficient |  | Mature |
| You demonstrate a willingness to learn and extend your knowledge and skills. | | You invest in relevant learning to support your focus on current task execution and delivery.  You proactively seek opportunities to build your capabilities. | | You actively pursue and participate in opportunities for continuous development and to improve your expertise.  You maintain the currency of your technical and professional skills. | |

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|  | Developing |  | Proficient |  | Mature |
| You are receptive to changes and understand your own response to change. | | You respond positively to changes related to operational requirements and work practices, and move to implement those changes. | | You act as a change agent.  You encourage and support team members to overcome their resistance to change. | |
|  | Developing |  | Proficient |  | Mature |
| You engage in self reflection practices after issues arise. | | You build self reflection practices into your routine by investing appropriate time to develop your self awareness. | | You intentionally reflect on yourself and your approach. | |

## For lead adaptively, on balance you are:

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

Personal Leadership: 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

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