Behaviour assessment of staff

Statewide 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.

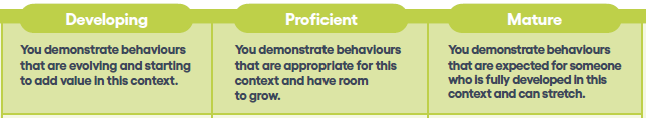
Using this assessment:

* 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 actively contribute to shaping the future direction of the sector, with an understanding of its future needs and those of Western Australia. | | You understand and articulate how the sector’s future direction and the work of its agencies create future value for it and for Western Australia. | | You create a shared direction and understanding among all agencies in the sector, appreciating and empowering the collective collaboration required to create future value for the sector and Western Australia. | |
|  | Developing |  | Proficient |  | Mature |
| You understand and consider the impacts and consequences of your decisions on other parts of the sector. | | You intentionally build a shared understanding and appreciation of the impacts of your decisions on other parts of the sector. | | You influence decisions to shape the direction of the sector and Western Australia. | |
|  | Developing |  | Proficient |  | Mature |
| You establish and leverage effective internal and external networks to support initiatives that facilitate the sustainability of the sector. | | You proactively and strategically build and maintain appropriate internal and external networks to support initiatives that facilitate the sustainability of the sector. | | You build and sustain strong long term partnerships across the sector and globally to drive synergies and support initiatives that create future value for Western Australia. | |
|  | Developing |  | Proficient |  | Mature |
| You make strategic decisions that balance short and long term value contributions for the agency and the broader community. | | You make strategic decisions that create value for the agency, sector and broader community for the long term future. | | You make strategic decisions that may change or redefine the agency in a way that creates future value for both the sector and Western Australia. | |

## 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 respond to uncertainty and lack of clarity by implementing a past proven strategy. | | You take decisive action in the face of ambiguity, uncertainty and intangibility where the possible impact is unknown.  You take calculated risks to improve performance. | | You foster a philosophy which ensures solutions to complex problems are appropriate and effective rather than impressive.  You demonstrate the courage to accept and use failure and setbacks when they arise. | |
|  | Developing |  | Proficient |  | Mature |
| You generate innovative but practical solutions to problems that meet short and long term needs or have short and long term benefits. | | You identify and ensure the viability of innovative concepts that take the agency and sector forward.  You understand what drives long term value and sustainability, and ensure decisions balance the need to deliver short term results with long term value. | | You create ideas to reshape the agency and sector over the long term.  You persistently think about and deliberate on new ways to stay ahead of global trends and transform the sector. | |
|  | Developing |  | Proficient |  | Mature |
| You lead in a manner that demonstrates the ability to anticipate and manage risk in the agency and for the sector. | | You ensure implementation of appropriate contingency plans to safeguard assets and agency and sector reputation against risks. | | You build strategic risk management into the agency business strategy.  You foster a risk management culture throughout the sector. | |
|  | Developing |  | Proficient |  | Mature |
| You understand the interdependency of multiple factors, and comprehend the depth and breadth of matters that may have an impact on the agency and sector in the medium term. | | You identify patterns, trends and connections between seemingly unrelated situations, along with the impact of any matters on the agency and sector in the long term. | | You identify future potential problems, needs and trends through conceptualisation, forecasting and creative thinking, taking a long term view | |

## 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 strategically build and maintain effective and collaborative relationships with diverse stakeholders to support the priorities of the agency and sector. | | You strategically engage stakeholders and manoeuvre effectively through complex political situations. | | You use your in depth understanding of the sector and relationships with individuals in it to build behind the scenes support and influence to optimise opportunities. | |
|  | Developing |  | Proficient |  | Mature |
| You detect and analyse the cause and effect relationships that have an impact on the agency and sector. | | You identify patterns, trends and connections between situations and their impact on the agency and sector. | | From complex information, you identify the seemingly unrelated patterns, trends and connections to create future value for the agency, sector and Western Australia. | |
|  | Developing |  | Proficient |  | Mature |
| You react sufficiently to changes in the external environment to safeguard the future of the agency and sector. | | You use judgement to make assumptions about how the social and political factors influencing the agency and sector could change, and their impact on the viability of the agency and sector in the long term. | | You create value by acting at the strategic level to anticipate, address and influence emerging trends and issues in the social, business, political and global environments. | |
|  | Developing |  | Proficient |  | Mature |
| You get support for ideas and initiatives when the political environment is a ‘known’ or when your personal style matches the target audience. | | You know when and how to influence and build support for decisions by reading the political environment and adapting your personal style. | | You have a deep understanding of different political agendas and adopt the appropriate message and style to gain commitment from a diverse set of stakeholders. | |

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|  | Developing |  | Proficient |  | Mature |
| You communicate with purpose and direction to inform and advise others and influence their opinions. You use personal influence rather than positional power to project authority and credibility, and to influence and motivate others to achieve results. | | You communicate with purpose and direction in a clear and convincing manner to influence and shape opinions, priorities and perspectives. You build the necessary communication infrastructures to support varied communications needs across the sector. You use personal influence to make a positive difference across the sector and externally. | | You establish rapport and project authority, presence, credibility and confidence, persuading others to give their agreement and commitment for the benefit of Western Australia even in adversarial situations. | |

## 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 create a shared direction for the agency and support the implementation of its strategy to deliver future value to the sector. | | You create and regularly revise the strategic direction and intent of the agency. You adapt priorities in consideration of changing circumstances and the intent of the sector. | | You critique a multiplicity of pathways and select the one most likely to create future value, ensuring buy in and an understanding of the resulting decisions. | |
|  | Developing |  | Proficient |  | Mature |
| You actively pursue challenging objectives and monitor achievement.  You demonstrate capability for sustained effort and high standards of agency excellence and persistence in the face of difficulties. | | You relentlessly pursue challenging objectives that create future value for the sector.  You demonstrate tenacity and drive to deliver excellence and sustainability across the sector and monitor success. | | You apply knowledge, experience and capability to deliver superior results for the sector and Western Australia especially in novel situations where no precedent exists. | |
|  | Developing |  | Proficient |  | Mature |
| You quickly zero in on the critical few priorities and put the trivial many aside while ensuring key stakeholder priorities are attended to. | | You quickly sense what helps or hinders accomplishing strategic goals.  You actively eliminate roadblocks and create a focus for the agency and sector. | | You instil a culture in the agency and across the sector that encourages creativity, innovation, lateral thinking, collaborative partnerships and a continuous improvement orientation to create a preferred future. | |
|  | Developing |  | Proficient |  | Mature |
| You target areas for improvement that yield short term benefit for the agency and sector but may not be sustainable over the long term. | | You challenge the status quo to ensure critical areas for improvement that add the greatest value to the agency in the long term are targeted. | | You are passionate about and make decisions that create value for Western Australians by linking the need for improvement initiatives to trends across the state. | |

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|  | Developing |  | Proficient |  | Mature |
| You embrace and overcome obstacles and challenges with ease, displaying resourcefulness and flexibility in your approach. | | You are highly motivated by difficulties and challenges displaying a high level of personal resilience at all times.  You lead others to deliver outstanding results in times of crisis. You maintain and role model a high level of professionalism even when under pressure. | | You demonstrate a high level of awareness and intentionally work to maintain your own personal resilience and wellbeing.  You inspire others to maintain a positive outlook during adversity. You support and coach others through difficult and challenging assignments. | |

## 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 methods that inspire, motivate and create enthusiasm, building passion and energy to promote the talent pipeline in the sector. | | You promote a people development culture in the agency and ensure this is included as a key performance imperative for managers to ensure the sustainability of the talent pipeline for succession into the future. | | You are a good judge of talent.  You project what people are likely to do across a variety of situations and what their future potential may deliver to the sector. You have a track record and process for developing this talent. | |
|  | Developing |  | Proficient |  | Mature |
| You develop capabilities in a diverse talent pipeline aligned to the current and future needs of the agency. | | You build a strong culture that addresses inequality and highlights the value of diversity in the sector. | | You actively embrace equality and diversity to demonstrate a sector wide commitment to diversity. | |
|  | Developing |  | Proficient |  | Mature |
| You identify, recognise and develop the potential and talent in the agency and across the sector.  You develop bench strength through succession planning, identifying potential successors and building the talent pipeline for key positions. | | You actively promote and engage with sector talent identification, management and development.  You actively shape and develop agency level processes and systems to align with broader sector talent processes.  You balance developing people to address current needs, with introducing new skills to address future forecasted needs. | | You understand the changing nature of work and associated future capability requirements.  To avoid facing surpluses of obsolete skills and gaps of scarce expertise you adopt a strategic perspective to managing the capabilities of the agency.  You ensure future sector talent requirements are identified, developed and nurtured. | |

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|  | Developing |  | Proficient |  | Mature |
| You demonstrate practices that support your wellbeing, enhance a healthy agency and sector culture.  You understand your role and responsibility in building this culture. | | You are highly active in your role and responsibilities for building and creating a healthy culture in the agency and influencing across the sector.  You ensure this culture is aligned with the strategy of the agency and whole of sector direction. | | You act as a champion for healthy work practices across the sector.  You recognise and celebrate others for embedding supportive practices across the sector. | |

## 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 act in a manner consistent with the spirit of public service.  You take actions consistent with the spirit of public service even under intense pressure to do otherwise. | | You always act in a manner consistent with the spirit of the public service and articulate the rationale behind popular and unpopular decisions.  You confront behaviours that challenge the spirit of public service. | | You intentionally influence the narrative around integrity for stakeholders by confronting issues and challenging assumptions assertively, despite potential personal cost or risk. | |
|  | Developing |  | Proficient |  | Mature |
| You oversee implementation of plans, policies and procedures to ensure legislative and corporate governance requirements are met.  You ensure actions and decisions reflect the agency’s vision and are in keeping with the spirit of public service. | | You oversee implementation of corporate governance for the agency, ensuring compliance with relevant legislation at all times.  You ensure the spirit of public service is embedded in processes and systems, and reflected in the behaviours of staff in the agency. | | You actively build confidence in the reputation of the sector in the eyes of all stakeholders through appropriate governance.  You show concern for the reputation of the sector by directly challenging the actions or values of powerful others which may conflict with the spirit of public service. | |
|  | Developing |  | Proficient |  | Mature |
| You demonstrate humility in your interactions with people and are recognised as a leader with humility. | | You influence the agency to act in a manner that displays humility and are recognised by the sector as having this influence. | | You provide leadership across the sector in a manner that demonstrates a high level of humility. | |

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|  | Developing |  | Proficient |  | Mature |
| You set a clear and shared sense of direction, focus and expectation.  You inspire and promote a compelling sense of purpose for the immediate future. | | You set a clear and shared sense of direction, focus and expectation.  You inspire and promote a compelling sense of purpose for the future of the agency and sector. | | You demonstrate and communicate a passion for the sector and Western Australia through a compelling vision that generates enthusiasm and energy for the preferred future. | |
|  | Developing |  | Proficient |  | Mature |
| You promote respect for the agency and sector by being proactive when dealing with ethical issues. | | You conduct business ethically.  You display behaviours that enhance the reputation of the agency and sector in the eyes of stakeholders. | | You act as an ambassador for the sector, embodying the spirit of public service by acting ethically.  You insist that others behave accordingly and respond when they do not. | |

## 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 Statewide leader.  You contribute this local and international learning to create long term value for the sector. | | You actively scan the internal and external environments for experiences that lead to the development of future anticipated skills and knowledge.  You invest in and make time to engage in learning experiences and opportunities for yourself and others. | | You create and promote a focus on ongoing learning and development across the sector.  You ensure that investment and personal modelling support this focus. | |
|  | Developing |  | Proficient |  | Mature |
| You envisage and communicate the benefits of relevant strategic change projects to the sector. | | You readily adapt to changing circumstances and adjust sector strategy accordingly. | | You are highly effective in ambiguous and unpredictable situations.  You adapt in anticipation of changing future circumstances that may not be immediately evident. | |
|  | Developing |  | Proficient |  | Mature |
| You work effectively in different situations and with a variety of people and stakeholders, understanding and engaging with diverse perspectives and their impact on the agency and sector.  You shift gears comfortably. | | You see issues from varying perspectives and integrate a range of diverse ideas into sector plans. | | You create a focus on diversity and inclusion that demonstrates true assimilation of different ideas and perspectives for the future of Western Australia. | |

## For lead adaptively, on balance you are:

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

Statewide 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

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