Grade 4: Behavioural Attributes

This template is designed to help you and your manager review your strengths in these areas and identify areas that you could develop. Note that the positive indicators are intended for use as a guide only and that not all indicators will be applicable to all roles within a grade.

# How to use

## Step 1

Reflect on each of the positive indicators and consider whether you:

* M - Meet the appropriate level
* E - Exceed the appropriate level
* D - Need to Develop in this area
* Complete column 1

## Step 2

Ask your line manager or equivalent to:

* Review your levels in the same way
* Complete column 2

## Step 3

Meet your line manager or equivalent to:

* Discuss your results in columns 1 and 2, and agree a result and enter it in column 3
* Discuss any areas for development you have identified and how you might work towards these, and note in column 4

# Name:

# Department:

# Line manager or equivalent:

# Current role and grade:

# Role and grade being assessed against, if different from current role and grade:

# Date:

## Assessment

# Communication - Level C: Communicates effectively and appropriately with a variety of stakeholders including external partners, teams, colleagues and contacts

| **Positive indicators** | **1**  **Individual**  **M/E/D** | **2**  **Manager**  **M/E/D** | **3**  **Agreed result**  **M/E/D** | **4**  **Agreed development needs** |
| --- | --- | --- | --- | --- |
| Communicates clearly and concisely both orally and in written documents |  |  |  |  |
| Recognises the need to adapt style and delivery according to the situation |  |  |  |  |
| Supports arguments and recommendations effectively |  |  |  |  |
| Ensures that important messages are communicated within the Institution |  |  |  |  |
| Shares information as appropriate and checks understanding |  |  |  |  |
| Ensures that communication has a clear purpose |  |  |  |  |
| Responds constructively and effectively to questions and comments |  |  |  |  |

# Relationship Building - Level C: Maintains working relationships with existing partners. Works effectively within a team or work group as appropriate

| **Positive Indicators** | **1**  **Individual**  **M/E/D** | **2**  **Manager**  **M/E/D** | **3**  **Agreed result**  **M/E/D** | **4**  **Agreed development needs** |
| --- | --- | --- | --- | --- |
| Seeks to understand the key priorities of stakeholders and gain their commitment through consultation and involvement |  |  |  |  |
| Shows interest in team members and is aware of their needs and circumstances |  |  |  |  |
| Develops good relationships and cooperation within the team and with other colleagues |  |  |  |  |
| Actively promotes the interest of the University within partnerships and networks |  |  |  |  |
| Ensures that colleagues, students and internal and external contacts are satisfied with assistance that they receive |  |  |  |  |
| Actively seeks the ideas and suggestions of others |  |  |  |  |
| Focuses on contribution to team performance and recognises that of others |  |  |  |  |

# Valuing Diversity - All: Considers and respects the ideas, circumstances and feelings of others. Treats everyone with fairness and respect, adhering to the principles of diversity and inclusion

| **Positive Indicators** | **1**  **Individual**  **M/E/D** | **2**  **Manager**  **M/E/D** | **3**  **Agreed result**  **M/E/D** | **4**  **Agreed development needs** |
| --- | --- | --- | --- | --- |
| Promotes an inclusive environment which values equality of opportunity and diversity |  |  |  |  |
| Role models the highest standards of behaviour |  |  |  |  |
| Challenges or reports inappropriate attitudes, language and behaviour that is abusive, aggressive or discriminatory |  |  |  |  |
| Acknowledges and respects a broad range of social and cultural customs, beliefs and values within the law |  |  |  |  |
| Demonstrates mutual respect, tolerance and integrity |  |  |  |  |
| Listens to and respects others' views and opinions |  |  |  |  |

# Achieving Results - Level D: Gathers information to understand problems and issues, making recommendations and/or taking action as appropriate. Manages own workload effectively

| **Positive Indicators** | **1**  **Individual**  **M/E/D** | **2**  **Manager**  **M/E/D** | **3**  **Agreed result**  **M/E/D** | **4**  **Agreed development needs** |
| --- | --- | --- | --- | --- |
| Takes in information quickly and accurately |  |  |  |  |
| Identifies where to get information when trying to solve a problem |  |  |  |  |
| Gathers sufficient information to understand issues fully, and consults those with relevant knowledge |  |  |  |  |
| Reviews all the information gathered to understand the situation and draw logical conclusions |  |  |  |  |
| Is confident to use initiative where appropriate |  |  |  |  |
| Resolves issues at an early stage before they become significant |  |  |  |  |
| Remains impartial and avoids making assumptions |  |  |  |  |
| Contributes effectively to institutional performance |  |  |  |  |
| Acts positively and with determination when under pressure |  |  |  |  |

# Strategic Focus - Level D: Demonstrates awareness of the University's direction; understands and supports its mission

| **Positive Indicators** | **1**  **Individual**  **M/E/D** | **2**  **Manager**  **M/E/D** | **3**  **Agreed result**  **M/E/D** | **4**  **Agreed development needs** |
| --- | --- | --- | --- | --- |
| Understands and supports what the University is working to achieve |  |  |  |  |
| Understands what other areas of the University do and where to get information |  |  |  |  |
| Understands how own role contributes to the goals of the University |  |  |  |  |
| Thinks through the wider consequences of own actions |  |  |  |  |
| Co-operates with University policy and procedures |  |  |  |  |

# People Development - Level D: Takes ownership of own performance and development. Assists and supports the development of others where appropriate

| **Positive Indicators** | **1**  **Individual**  **M/E/D** | **2**  **Manager**  **M/E/D** | **3**  **Agreed result**  **M/E/D** | **4**  **Agreed development needs** |
| --- | --- | --- | --- | --- |
| Sets high performance standards for self |  |  |  |  |
| Seeks opportunities to improve own job related knowledge |  |  |  |  |
| Takes ownership for personal development |  |  |  |  |
| Makes proactive use of Personal and Professional Development and other training providers |  |  |  |  |
| Engages and participates fully in Staff Review and Development to review their own work and progress and to identify work and development pportunities |  |  |  |  |
| Acts on feedback of own performance |  |  |  |  |
| Offers guidance, support, induction and training to colleagues |  |  |  |  |

# Negotiating and Influencing - Level D: Persuades and influences colleagues through involvement and consultation

| **Positive Indicators** | **1**  **Individual**  **M/E/D** | **2**  **Manager**  **M/E/D** | **3**  **Agreed result**  **M/E/D** | **4**  **Agreed development needs** |
| --- | --- | --- | --- | --- |
| Seeks, considers and understands alternative opinions |  |  |  |  |
| Shows willingness to accommodate the needs of others |  |  |  |  |
| Thinks through possible issues and raises these as appropriate |  |  |  |  |
| Clearly explains the reasons behind actions |  |  |  |  |

# Innovation and Change - Level D: Understands the need for change, demonstrates flexibility and is willing to try new approaches

| **Positive Indicators** | **1**  **Individual**  **M/E/D** | **2**  **Manager**  **M/E/D** | **3**  **Agreed result**  **M/E/D** | **4**  **Agreed development needs** |
| --- | --- | --- | --- | --- |
| Proposes new ideas in relation to own work |  |  |  |  |
| Supports new ideas and initiatives with enthusiasm |  |  |  |  |
| Contributes to innovative ideas within own team |  |  |  |  |
| Seeks to improve and update knowledge |  |  |  |  |
| Demonstrates willingness to try unfamiliar tasks |  |  |  |  |