Grade 5: 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 C: Solves work-related problems effectively. Provides support and contributes to the performance of the institution. Manages own workload and, where applicable, the workload of others

| **Positive Indicators** | **1****Individual****M/E/D** | **2****Manager****M/E/D** | **3****Agreed result****M/E/D** | **4****Agreed development needs** |
| --- | --- | --- | --- | --- |
| Systematically gathers information from a range of sources before reaching conclusions on necessary action |  |  |  |  |
| Checks consistency of information to ensure that it is correct and has not been misunderstood |  |  |  |  |
| Makes decisions using as much reliable information as possible |  |  |  |  |
| Conducts research to identify relevant facts that are not immediately available and gathers different versions of events to build a full picture |  |  |  |  |
| Identifies elements of a problem that can and cannot be changed |  |  |  |  |
| Refers to policies and procedures as necessary before taking action |  |  |  |  |
| Shows an ability to identify risk and consider its potential impact on the University |  |  |  |  |
| Is willing to take on responsibility to overcome obstacles and ensure delivery of targets |  |  |  |  |
| Takes responsibility for own performance and their contribution to team achievement |  |  |  |  |

# 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 C: Promotes and facilitates the development of others

| **Positive Indicators** | **1****Individual****M/E/D** | **2****Manager****M/E/D** | **3****Agreed result****M/E/D** | **4****Agreed development needs** |
| --- | --- | --- | --- | --- |
| Encourages others to learn and develop, giving them advice where necessary |  |  |  |  |
| Supports effective performance and development through induction, probation, Staff Review and Development and ongoing regular constructive feedback |  |  |  |  |
| Encourages, motivates and supports others to develop their skills |  |  |  |  |
| Ensures others know what a task or responsibility involves and that they have the necessary capability to carry it out |  |  |  |  |
| Identifies and addresses the training needs of others |  |  |  |  |
| Involves others in new areas of work and decision making to enhance their knowledge and skills |  |  |  |  |
| Supports and encourages the use of training and development opportunities offered by Personal and Professional Development and other training providers |  |  |  |  |

# 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 C: Develops and promotes new ways of working to improve performance within team and institution

| **Positive Indicators** | **1****Individual****M/E/D** | **2****Manager****M/E/D** | **3****Agreed result****M/E/D** | **4****Agreed development needs** |
| --- | --- | --- | --- | --- |
| Identifies areas of good practice and shares successes which may improve ways of working across the institution |  |  |  |  |
| Considers new approaches or solutions to problems and demonstrates taking these forward |  |  |  |  |
| Develops innovative techniques within own professional field |  |  |  |  |
| Keeps abreast of new developments and initiatives outside the University |  |  |  |  |
| Encourages colleagues to respond quickly and positively to change |  |  |  |  |
| Recognises potential barriers to change and ways in which these might be minimised |  |  |  |  |