Grade 7: 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 B: Develops and maintains existing partnerships. Builds teams and identifies means of enhancing their effectiveness

| **Positive Indicators** | **1****Individual****M/E/D** | **2****Manager****M/E/D** | **3****Agreed result****M/E/D** | **4****Agreed development needs** |
| --- | --- | --- | --- | --- |
| Engages with stakeholders to conduct joint working activity, to agree and action complex issues |  |  |  |  |
| Understands the links between the University's work and that of partners, using this knowledge to inform own work |  |  |  |  |
| Identifies opportunities for leveraging existing partnerships or developing new ones that will support the work of both organisations |  |  |  |  |
| Sets up teams or working groups and involves them in achieving goals |  |  |  |  |
| Works inside and outside own team to share ideas and information where appropriate |  |  |  |  |
| Visibly assists their team to remove barriers, particularly in the face of complex tasks or high demands |  |  |  |  |
| Identifies common goals and interests, and uses these to unite teams |  |  |  |  |
| Gains commitment from others by consulting and involving them |  |  |  |  |
| Understands relationships within the team and the way that different team members work together |  |  |  |  |

# 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 B: Identifies and manages important issues and problems effectively. Plans and monitors the work of others and takes accountability for their levels of performance and success

| **Positive Indicators** | **1****Individual****M/E/D** | **2****Manager****M/E/D** | **3****Agreed result****M/E/D** | **4****Agreed development needs** |
| --- | --- | --- | --- | --- |
| Makes decisions following careful analysis of the issue and by challenging assumptions to ensure that information is accurate |  |  |  |  |
| Produces effective responses in difficult situations and resists pressure to make quick decisions where full consideration is needed |  |  |  |  |
| Develops strategies for overcoming barriers and seeks opportunities for early resolution of issues |  |  |  |  |
| Promotes the importance of identifying and managing risk |  |  |  |  |
| Sets clear goals and milestones, establishing importance and urgency |  |  |  |  |
| Provides clear direction and ensures that staff know what is expected of them |  |  |  |  |
| Demonstrates measurable individual and team progress against relevant institution goals |  |  |  |  |
| Identifies performance issues within area of responsibility and establishes interventions to ensure delivery to plan and targets |  |  |  |  |

# Strategic Focus - Level C: Implements the University's strategy and planning activity within the team. Supports the University's mission and priorities

| **Positive Indicators** | **1****Individual****M/E/D** | **2****Manager****M/E/D** | **3****Agreed result****M/E/D** | **4****Agreed development needs** |
| --- | --- | --- | --- | --- |
| Demonstrates knowledge of the University's strategy and concentrates on matters that support its achievement |  |  |  |  |
| Ensures that own way of working is in line with the strategic direction of the University |  |  |  |  |
| Understands the main issues that affect the University |  |  |  |  |
| Raises awareness of strategic issues with colleagues |  |  |  |  |
| Supports and co-operates with University policy and procedures |  |  |  |  |
| Recognises the links between related activities |  |  |  |  |
| Acts in the best interests of the University rather than self-interest |  |  |  |  |

# 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 C: Persuades and influences peers and managers through consideration of their interests, 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** |
| --- | --- | --- | --- | --- |
| Canvasses opinion and builds support amongst colleagues |  |  |  |  |
| Promotes the benefits of a decision or situation to others |  |  |  |  |
| Identifies clear aims in negotiations and achieves satisfactory outcomes |  |  |  |  |
| Handles objections by acknowledging issues and suggesting alternatives |  |  |  |  |
| Ensures that everyone involved is satisfied with agreements that have been reached |  |  |  |  |
| Shows willingness to compromise where appropriate to achieve an acceptable solution |  |  |  |  |

# 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 |  |  |  |  |