PROFESSIONAL DEVELOPMENT
Capability Self Assessment Template

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Introduction

Capabilities describe the potential to demonstrate superior performance. An individual's capability can be influenced by their personal attributes, the management environment and learning and development undertaken. Applying capabilities in combination is necessary for superior performance however the environment or situational contingencies can also impact on a person's ability to excel.

One of the strategies suggested for improving capabilities and providing you with the opportunity to engage in your own professional development, is through the use of a self assessment template. This will allow you to participate in an individual self assessment of your capabilities for your own personal information or alternatively where you can share this information with your manager who can then provide feedback. By completing the template, you are able to identify areas for improvement and then link them to potential learning and development activities. In addition to this, it also allows for an opportunity for you and your manager to identify strengths and also to address potential career development both long term and short term that you may be interested in.

Participation in the process is voluntary
Staff members and managers are advised that engaging in the capability self assessment is voluntary for all involved. Staff are also welcome to participate in this process for their own personal information and are not obliged to share this information with their supervisors should they not wish to do so.

Confidentiality
All individual assessments should be treated confidentially and should solely be used to assist in the staff member's professional development.

Instructions

- Select the Self Assessment Template appropriate for you, eg. staff member; frontline manager/supervisor, middle manager or senior manager (the capabilities increase in sophistication according to position level)
- Complete the template
- You can choose to discuss with your Manager

A Guide to Understanding Your Results

Upon completion of your self assessment, if you find you have answered 1 = Never, 2 = Almost Never or 3 = Not often, under a particular section, this may be an area that you may choose to develop and discuss.

If you find that you have answered 5 = often, 6 = Almost Always or 7 = Always under a particular area, this can be interpreted as a strength area which you may also choose to discuss.

R.E.A.P.S – Principles of Effective Feedback

To be effective, feedback needs to be:

- **Respectful** – acknowledging the perspective and contribution of the other. It needs to be focussed upon behaviour rather than the person.
- **Evidence Based** – focussed on facts, be specific and not general, base on specific observations and descriptions of what occurred rather than inferences or judgements. Concentrate on what can seen or heard in the behaviour of the staff member. Don't try to diagnose or guess why a person did what they did – concentrate on what they did.
- **Authentic –** based upon genuine interest in enabling performance rather than a desire to show that you are clever, smarter or better than or to control. Share ideas and information rather than giving advice. Use a conversational style and explore rather than prescribe "I wonder if there is another way of handling that? What ideas do you have?"
- **Paced & Pitched for the receiver** – so there is time for exploration and acceptance. Too much corrective feedback at one time is likely to confuse or invite a defensive reaction especially if you are not in credit with that person's Emotional Bank Account. Use the "feedback sandwich" approach to keep balance as long as it is genuine, that is giving a piece of corrective feedback.
- **Support reflection not direction –** feedback is not telling someone how to do something your way or creating dependence on the supervisor. It is providing concrete information that enables someone to consider alternatives, to learn and change or enhance what they do.

(Taken from PPR for Supervisors – Making it Work 2007)

Capability Model Summary

- **Capabilities increase in sophistication from lower to higher position levels**

	Staff Member eg Case Worker, Admin/clerical, Project officer	**Frontline Manager/Supervisor** eg MCW, SSM, Team Leader, Snr Project Officer	**Middle Manager** eg MCS, Principal Project officer	**Director** eg DCF, DPS, DPP
First Tier Capabilities	• Empathy • Client Focus • Communication • Organisational Management • Procedural Awareness • Analytical Ability	• Empathy • Client Focus • Communication • Organisational Management • Procedural Awareness • Analytical Ability		
Second Tier Capabilities	• Relationship Management • Negotiation and Influence • Professional Judgement	• Relationship Management • Negotiation and Influence • Professional Judgement	• Relationship Management • Negotiation and Influence • Professional Judgement	• Relationship Management • Negotiation and Influence • Professional Judgement
Third Tier Capabilities		• Results Orientation • Staff Insight • Staff Support	• Results Orientation • Staff Insight • Staff Support	• Results Orientation • Staff Insight • Staff Support
Fourth Tier Capabilities			• Change Leadership • Organisational Awareness	• Change Leadership • Organisational Awareness
Fifth Tier Capabilities				• Strategic Thinking • Program Leadership

Professional Development Self Assessment Template Level: Staff Member (Grade 3 / 4 – 7 / 8) (no supervisory responsibility)	Never	Almost Never	Not often	Sometimes	Often	Almost Always	Always
	1	2	3	4	5	6	7
Client Focus							
1. I understand the attitudes, interests, and needs of others	☐	☐	☐	☐	☐	☐	☐
2. I am able to see things from the client's[1] perspective	☐	☐	☐	☐	☐	☐	☐
3. I am focused on achieving the best possible results for the client	☐	☐	☐	☐	☐	☐	☐
4. I build rapport with the client	☐	☐	☐	☐	☐	☐	☐
5. I operate according to the client's best interests	☐	☐	☐	☐	☐	☐	☐
6. I actively seek to gain greater knowledge of the client's wants and needs	☐	☐	☐	☐	☐	☐	☐
7. I take the appropriate level of responsibility for the client's wants and needs							
Communication							
1. I actively listen and ask questions to build understanding	☐	☐	☐	☐	☐	☐	☐
2. I achieve understanding through language that is understandable and sensitive	☐	☐	☐	☐	☐	☐	☐
3. I can accurately communicate the purpose and goals of my role	☐	☐	☐	☐	☐	☐	☐
4. I speak clearly and express myself well	☐	☐	☐	☐	☐	☐	☐
5. I manage conflict through effective communication	☐	☐	☐	☐	☐	☐	☐
6. I document information clearly and effectively through written records	☐	☐	☐	☐	☐	☐	☐
Organisational Management							
1. I take a systematic approach to my work	☐	☐	☐	☐	☐	☐	☐
2. I identify clear and specific priorities and goals up front	☐	☐	☐	☐	☐	☐	☐
3. I seek clarity about the organisational requirements of my role	☐	☐	☐	☐	☐	☐	☐
4. I meet the organisational requirements of my role (e.g. meet agreed deadlines, follow through on agreed actions, act within delegations)	☐	☐	☐	☐	☐	☐	☐
5. I organise information systematically	☐	☐	☐	☐	☐	☐	☐
Procedural Awareness							
1. I demonstrate application of key legislation, policy and procedures for each assessment	☐	☐	☐	☐	☐	☐	☐
2. I demonstrate application of key legislation, policy and procedures for each intervention	☐	☐	☐	☐	☐	☐	☐
3. I apply knowledge of endorsed contemporary research	☐	☐	☐	☐	☐	☐	☐
4. I meet KiDS' or other recording requirements	☐	☐	☐	☐	☐	☐	☐
5. I demonstrate application of key legislation, policy and procedures for dealing with diverse groups (e.g. Aboriginal and Torres Strait Islander clients and culturally and linguistically diverse (CALD) clients)	☐	☐	☐	☐	☐	☐	☐

[1] 'Client' refers to the relevant service recipient

PDSAT – Staff Member (continued)	1	2	3	4	5	6	7
Analytical Ability							
1. I display excellent information-gathering skills, distinguishing between evidence, opinions and assumptions	☐	☐	☐	☐	☐	☐	☐
2. I seek to clarify causes, relationships, consistencies and inconsistencies in information to inform decision-making	☐	☐	☐	☐	☐	☐	☐
3. I effectively analyse complex situations to identify solutions	☐	☐	☐	☐	☐	☐	☐
4. I take a holistic analytical approach (e.g. taking account of client history; interagency views; key stakeholders)	☐	☐	☐	☐	☐	☐	☐
5. I generate hypotheses and tests these against the evidence	☐	☐	☐	☐	☐	☐	☐
Relationship Management							
1. I work well with colleagues and in teams	☐	☐	☐	☐	☐	☐	☐
2. I build good relationships with key third parties (e.g. peers in other agencies; clients; staff in other support services)	☐	☐	☐	☐	☐	☐	☐
3. I respond helpfully and positively to clients and peers	☐	☐	☐	☐	☐	☐	☐
4. I use effective client engagement strategies	☐	☐	☐	☐	☐	☐	☐
5. I develop trusting relationships	☐	☐	☐	☐	☐	☐	☐
6. I raise difficult questions with clients in an honest and transparent way	☐	☐	☐	☐	☐	☐	☐
Negotiation and Influence							
1. I demonstrate ability to present issues and concerns to clients in a transparent manner and clearly articulate the non-negotiables within a case plan.	☐	☐	☐	☐	☐	☐	☐
2. I negotiate to achieve outcomes that are in the client's best interests	☐	☐	☐	☐	☐	☐	☐
3. I make requests of others in a way that engages them	☐	☐	☐	☐	☐	☐	☐
4. I demonstrate confidence and competence	☐	☐	☐	☐	☐	☐	☐
5. I know when and how to use assertive behaviour	☐	☐	☐	☐	☐	☐	☐
Professional Judgment							
1. I develop judgments that are objective and consistent with evidence	☐	☐	☐	☐	☐	☐	☐
2. I utilize my own professional experience, consultation with others and research evidence to understand what is going on in ambiguous situations	☐	☐	☐	☐	☐	☐	☐
3. I identify and weigh up options to inform decision-making in complex situations	☐	☐	☐	☐	☐	☐	☐
4. I reflect on the whole picture of a case to inform decision-making	☐	☐	☐	☐	☐	☐	☐
Empathy							
1. I understand the attitudes, interests, and needs of others	☐	☐	☐	☐	☐	☐	☐
2. I am able to see things from the child or young person's perspective (if applicable)	☐	☐	☐	☐	☐	☐	☐
3. I focus on the whole experience of the child or young person rather than the incident that triggered an assessment or intervention (if applicable)	☐	☐	☐	☐	☐	☐	☐
4. I demonstrate ability to understand the child or young person's unspoken thoughts and feelings (if applicable)	☐	☐	☐	☐	☐	☐	☐
5. I reflect on the potential impact of my own background and values in an assessment or intervention (if applicable)	☐	☐	☐	☐	☐	☐	☐

Professional Development Self Assessment Template Level: Frontline Manager/Supervisor (Grade 5 / 6 – 9 / 10) (has supervisory responsibility)	Never	Almost Never	Not often	Sometimes	Often	Almost Always	Always
	1	2	3	4	5	6	7
Empathy							
1. I understand the attitudes, interests, and needs of others	☐	☐	☐	☐	☐	☐	☐
2. I am able to see things from the client's[1] perspective	☐	☐	☐	☐	☐	☐	☐
3. I demonstrate ability to understand the thoughts and feelings of others	☐	☐	☐	☐	☐	☐	☐
4. I reflect on the potential impact of my own and the team members' background/values when working together with clients	☐	☐	☐	☐	☐	☐	☐
5. I am approachable to members of my team	☐	☐	☐	☐	☐	☐	☐
Client Focus							
1. I am focused on helping the team member achieve the best possible results for the work undertaken	☐	☐	☐	☐	☐	☐	☐
2. I build rapport with clients	☐	☐	☐	☐	☐	☐	☐
3. I assist team members to discover and meet underlying client needs, and match these to services provided	☐	☐	☐	☐	☐	☐	☐
4. I actively seek to gain greater knowledge of the wants and needs of clients	☐	☐	☐	☐	☐	☐	☐
Communication							
1. I actively listen and ask questions to build understanding of clients and team members	☐	☐	☐	☐	☐	☐	☐
2. I communicate complex issues in a simple way	☐	☐	☐	☐	☐	☐	☐
3. I convey information clearly and effectively to clients and team members	☐	☐	☐	☐	☐	☐	☐
4. I check client and team member understanding of information	☐	☐	☐	☐	☐	☐	☐
5. I exhibit tact and diplomacy in communications	☐	☐	☐	☐	☐	☐	☐
6. I resolve conflict effectively	☐	☐	☐	☐	☐	☐	☐
Organisational Management							
1. I take a systematic approach to planning, support and supervision	☐	☐	☐	☐	☐	☐	☐
2. I show good judgment in identifying the need to reassess and change priorities	☐	☐	☐	☐	☐	☐	☐
3. I identify and proactively manage risk	☐	☐	☐	☐	☐	☐	☐
4. I appropriately manage the challenge of balancing resources with workloads	☐	☐	☐	☐	☐	☐	☐
5. I monitor systems of information	☐	☐	☐	☐	☐	☐	☐
Procedural Awareness							
1. I apply my professional/technical knowledge when giving advice to others	☐	☐	☐	☐	☐	☐	☐
2. I ensure team member compliance with key legislation, policy and procedures in general workplace practice	☐	☐	☐	☐	☐	☐	☐
3. I ensure team member decision making is specifically informed by key legislation, policy and procedures	☐	☐	☐	☐	☐	☐	☐
4. I relay knowledge of endorsed contemporary research to others	☐	☐	☐	☐	☐	☐	☐
5. I ensure team member compliance with key legislation, policy and procedures when working with diverse groups (e.g. Aboriginal and Torres Strait Islander clients and culturally and linguistically diverse (CALD) clients)	☐	☐	☐	☐	☐	☐	☐

[1] 'Client' refers to the relevant service recipient

PDSAT – Frontline Manager/Supervisor (continued)	1	2	3	4	5	6	7
Analytical Ability							
1. I identify gaps in the information gathered by team members, distinguishing between evidence, opinions and assumptions	☐	☐	☐	☐	☐	☐	☐
2. I work with team members to clarify causal inferences, relationships, consistencies and inconsistencies when making decisions	☐	☐	☐	☐	☐	☐	☐
3. I effectively analyse complex situations to identify solutions	☐	☐	☐	☐	☐	☐	☐
4. I take a holistic analytical approach (e.g. taking account of client history; interagency views; key stakeholders)	☐	☐	☐	☐	☐	☐	☐
5. I approach situations logically and thoughtfully	☐	☐	☐	☐	☐	☐	☐
Relationship Management							
1. I work well with team members, colleagues and in teams	☐	☐	☐	☐	☐	☐	☐
2. I build good relationships with key third parties (e.g. managers in other agencies; client stakeholders; peer-level staff in other support services)	☐	☐	☐	☐	☐	☐	☐
3. I am available and accessible to staff and clients	☐	☐	☐	☐	☐	☐	☐
4. I take a collaborative approach to planning and management	☐	☐	☐	☐	☐	☐	☐
5. I identify strengths and weaknesses of team members' client engagement strategies	☐	☐	☐	☐	☐	☐	☐
6. I develop partnerships with NGOs and other agencies (if applicable)	☐	☐	☐	☐	☐	☐	☐
Negotiation and Influence							
1. I negotiate to achieve outcomes that are in the client's best interests	☐	☐	☐	☐	☐	☐	☐
2. I demonstrate ability to present issues and concerns to staff in a transparent manner and clearly articulate the non-negotiables	☐	☐	☐	☐	☐	☐	☐
3. I demonstrate confidence, credibility and competence in front of staff and clients	☐	☐	☐	☐	☐	☐	☐
4. I build support through the maintenance of excellent inter and intra agency relationships	☐	☐	☐	☐	☐	☐	☐
5. I appropriately manage the dissemination of information	☐	☐	☐	☐	☐	☐	☐
6. I use persuasive communication with staff and others	☐	☐	☐	☐	☐	☐	☐
Professional Judgement							
1. I demonstrate reflective practice and rational professional judgment	☐	☐	☐	☐	☐	☐	☐
2. I make decisions that are objective and consistent with evidence/facts	☐	☐	☐	☐	☐	☐	☐
3. I source professional experience and expert input to understand what is going on in ambiguous situations	☐	☐	☐	☐	☐	☐	☐
4. I identify and weigh up options and make decisions	☐	☐	☐	☐	☐	☐	☐
5. I assist team members to analyse information to make decisions	☐	☐	☐	☐	☐	☐	☐
Results Orientation							
1. I demonstrate drive, focus and commitment to get things done	☐	☐	☐	☐	☐	☐	☐
2. I understand the key levers to obtaining outcomes for clients	☐	☐	☐	☐	☐	☐	☐
3. I effectively guide staff towards agreed outcomes	☐	☐	☐	☐	☐	☐	☐
4. I take ownership for achieving objectives	☐	☐	☐	☐	☐	☐	☐
5. I demonstrate responsibility for the results of the greater team	☐	☐	☐	☐	☐	☐	☐

PDSAT – Frontline Manager/Supervisor (continued)	1	2	3	4	5	6	7
Staff Insight							
1. I demonstrate insight into team members' strengths, weaknesses and aspirations	☐	☐	☐	☐	☐	☐	☐
2. I effectively supervise/manage staff to achieve improved performance	☐	☐	☐	☐	☐	☐	☐
3. I integrate development strategies into professional supervision	☐	☐	☐	☐	☐	☐	☐
4. I give the rationale when delegating tasks, rather than simply giving instructions	☐	☐	☐	☐	☐	☐	☐
5. I support team members to meet work expectations	☐	☐	☐	☐	☐	☐	☐
6. I identify and constructively manage team dynamics	☐	☐	☐	☐	☐	☐	☐
Staff Support							
1. I demonstrate faith and confidence in my team members' skills and motives	☐	☐	☐	☐	☐	☐	☐
2. I demonstrate concern for the well-being of my team members	☐	☐	☐	☐	☐	☐	☐
3. I spend time encouraging, supporting and coaching my team members	☐	☐	☐	☐	☐	☐	☐
4. I treat staff members as individuals rather than just a part of a group	☐	☐	☐	☐	☐	☐	☐
5. I focus on the professional development of staff	☐	☐	☐	☐	☐	☐	☐
6. I build staff morale and satisfaction	☐	☐	☐	☐	☐	☐	☐

Professional Development Self Assessment Template

Level: Middle Manager (Grade 11/12 or equivalent)

(responsible for other team leaders)

	Never	Almost Never	Not often	Sometimes	Often	Almost Always	Always
	1	2	3	4	5	6	7
Relationship Management							
1. I work well with a range of colleagues and senior staff	☐	☐	☐	☐	☐	☐	☐
2. I build good relationships with key third parties (e.g. managers in other agencies; client stakeholders; peer-level staff in other support services)	☐	☐	☐	☐	☐	☐	☐
3. I am available and accessible to direct reports, staff and clients	☐	☐	☐	☐	☐	☐	☐
4. I build team relationships within the work unit (eg CSC)	☐	☐	☐	☐	☐	☐	☐
5. I communicate key organisational information to managers and staff	☐	☐	☐	☐	☐	☐	☐
6. I develop partnerships with NGOs and other agencies (if applicable)	☐	☐	☐	☐	☐	☐	☐
Negotiation and Influence							
1. I negotiate to achieve outcomes that are in the client's best interests	☐	☐	☐	☐	☐	☐	☐
2. I demonstrate ability to present issues and concerns to staff in a transparent manner and clearly articulate the non-negotiables	☐	☐	☐	☐	☐	☐	☐
3. I demonstrate confidence, credibility and competence in front of staff and clients	☐	☐	☐	☐	☐	☐	☐
4. I build support through the maintenance of excellent inter and intra agency relationships	☐	☐	☐	☐	☐	☐	☐
5. I appropriately manage the dissemination of information	☐	☐	☐	☐	☐	☐	☐
6. I use persuasive communication with staff and others	☐	☐	☐	☐	☐	☐	☐
Professional Judgment							
1. I can act quickly and decisively when needed	☐	☐	☐	☐	☐	☐	☐
2. I demonstrate reflective practice and evidence based decision making	☐	☐	☐	☐	☐	☐	☐
3. I source professional experience and expert input to understand what is going on in ambiguous situations	☐	☐	☐	☐	☐	☐	☐
4. I identify and weigh up options and make decisions	☐	☐	☐	☐	☐	☐	☐
5. I assist direct reports to analyse information to make decisions	☐	☐	☐	☐	☐	☐	☐
Results Orientation							
1. I demonstrate drive, focus and commitment to get things done	☐	☐	☐	☐	☐	☐	☐
2. I understand the key levers to obtaining outcomes	☐	☐	☐	☐	☐	☐	☐
3. I effectively guide staff towards agreed outcomes	☐	☐	☐	☐	☐	☐	☐
4. I take ownership for achieving organisational objectives	☐	☐	☐	☐	☐	☐	☐
5. I effectively manage workloads and resource allocations to achieve goals	☐	☐	☐	☐	☐	☐	☐
Staff Insight							
1. I demonstrate insight into team members' strengths, weaknesses and aspirations	☐	☐	☐	☐	☐	☐	☐
2. I effectively supervise/manage staff to achieve improved performance	☐	☐	☐	☐	☐	☐	☐
3. I integrate development strategies into professional supervision	☐	☐	☐	☐	☐	☐	☐
4. I give the rationale when delegating responsibilities	☐	☐	☐	☐	☐	☐	☐
5. I support team members to meet work expectations	☐	☐	☐	☐	☐	☐	☐
6. I identify and constructively manage team dynamics	☐	☐	☐	☐	☐	☐	☐

PDSAT – Middle Manager (continued)	1	2	3	4	5	6	7
Staff Support							
1. I demonstrate support and confidence in my team members' skills and motives	☐	☐	☐	☐	☐	☐	☐
2. I demonstrate concern for the well-being of my team members	☐	☐	☐	☐	☐	☐	☐
3. I act as a coach assisting staff to clarify roles, aspirations and development goals	☐	☐	☐	☐	☐	☐	☐
4. I treat staff members as individuals rather than just a part of a group	☐	☐	☐	☐	☐	☐	☐
5. I focus on the professional development of staff	☐	☐	☐	☐	☐	☐	☐
6. I recognise and reinforce good practice and professional behaviour	☐	☐	☐	☐	☐	☐	☐
Change Leadership							
1. I identify myself as part of the broader management team	☐	☐	☐	☐	☐	☐	☐
2. I create positive change across area of responsibility	☐	☐	☐	☐	☐	☐	☐
3. I take innovative approaches to continuous improvement	☐	☐	☐	☐	☐	☐	☐
4. I engage people with compelling, well-articulated ideas of the future	☐	☐	☐	☐	☐	☐	☐
5. I can challenges the organisation (or parts of it) to move forward	☐	☐	☐	☐	☐	☐	☐
6. I generate support by conveying enthusiasm for strategic-level initiatives	☐	☐	☐	☐	☐	☐	☐
7. I bring others along and build commitment via consultation	☐	☐	☐	☐	☐	☐	☐
Organisational Awareness							
1. I demonstrate insight into the importance of communicating and managing staff engagement	☐	☐	☐	☐	☐	☐	☐
2. I effectively deal with organisational systems, structures and politics across the organisation	☐	☐	☐	☐	☐	☐	☐
3. I initiate or support individual and team successes	☐	☐	☐	☐	☐	☐	☐
4. I recognise and work positively with internal organisational constraints	☐	☐	☐	☐	☐	☐	☐
5. I understand and respond to external forces (social, economic, political, technological)	☐	☐	☐	☐	☐	☐	☐

Professional Development Self Assessment Template Level: Senior Manager (Director or equivalent)	Never	Almost Never	Not often	Sometimes	Often	Almost Always	Always
	1	2	3	4	5	6	7
Relationship Management							
1. I build relationships with peers	☐	☐	☐	☐	☐	☐	☐
2. I build relationships and create "interconnectedness" with key people in other agencies and external organisations	☐	☐	☐	☐	☐	☐	☐
3. I am available and accessible to direct reports	☐	☐	☐	☐	☐	☐	☐
4. I appropriately communicate key information to both my direct reports and senior executive	☐	☐	☐	☐	☐	☐	☐
5. I role model "team-player" behaviour including willingness to consult and listen	☐	☐	☐	☐	☐	☐	☐
6. I work effectively as part of the senior management team to ensure operational consistency	☐	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐	☐
Negotiation and Influence							
1. I offer convincing rationale which has been thought through in advance	☐	☐	☐	☐	☐	☐	☐
2. I demonstrate ability to present issues and concerns to staff in a transparent manner and clearly articulate the non-negotiables	☐	☐	☐	☐	☐	☐	☐
3. I demonstrate confidence, credibility and competence in front of staff and clients	☐	☐	☐	☐	☐	☐	☐
4. I build support through the maintenance of excellent inter and intra agency relationships	☐	☐	☐	☐	☐	☐	☐
5. I appropriately manage the dissemination of information	☐	☐	☐	☐	☐	☐	☐
6. I communicate to all levels of staff in way that is persuasive	☐	☐	☐	☐	☐	☐	☐
Professional Judgment							
1. I am willing to question traditional assumptions and practices	☐	☐	☐	☐	☐	☐	☐
2. I approve initiatives that are consistent with evidence and corporate directions	☐	☐	☐	☐	☐	☐	☐
3. I provide originality of thought and develop innovative solutions	☐	☐	☐	☐	☐	☐	☐
4. I identify and weigh up options to make strategic decisions in information-poor environments	☐	☐	☐	☐	☐	☐	☐
5. I assist management staff to synthesise information to make decisions	☐	☐	☐	☐	☐	☐	☐
Results Orientation							
1. I build organisational capability and responsiveness	☐	☐	☐	☐	☐	☐	☐
2. I put systems in place to establish and measure accountabilities	☐	☐	☐	☐	☐	☐	☐
3. I effectively guide management staff towards agreed outcomes	☐	☐	☐	☐	☐	☐	☐
4. I take ownership and responsibility for achieving objectives	☐	☐	☐	☐	☐	☐	☐
5. I effectively manage resource sharing within the organisation	☐	☐	☐	☐	☐	☐	☐
Staff Insight							
1. I demonstrate insight into team members' strengths, weaknesses and aspirations	☐	☐	☐	☐	☐	☐	☐
2. I effectively supervise/manage staff to achieve improved performance	☐	☐	☐	☐	☐	☐	☐
3. I integrate development strategies into professional supervision	☐	☐	☐	☐	☐	☐	☐
4. I give the rationale when delegating high level responsibilities	☐	☐	☐	☐	☐	☐	☐
5. I appropriately focus attention on staff meeting expectations	☐	☐	☐	☐	☐	☐	☐
6. I identify and constructively manage team dynamics	☐	☐	☐	☐	☐	☐	☐

Senior Manager (Director or equivalent) (continued)	1	2	3	4	5	6	7
Staff Support							
1. I demonstrate faith and confidence in my team members' skills and motives	☐	☐	☐	☐	☐	☐	☐
2. I demonstrate concern for the well-being of my team members	☐	☐	☐	☐	☐	☐	☐
3. I act as a coach assisting staff to clarify roles, aspirations and development goals	☐	☐	☐	☐	☐	☐	☐
4. I treat staff members as individuals rather than just a part of a group	☐	☐	☐	☐	☐	☐	☐
5. I focus on the professional development of staff	☐	☐	☐	☐	☐	☐	☐
6. I recognise and reinforce good practice and professional behaviour	☐	☐	☐	☐	☐	☐	☐
Change Leadership							
1. I create positive change across area of responsibility	☐	☐	☐	☐	☐	☐	☐
2. I provide clear and constructive feedback on the impact of organisational processes	☐	☐	☐	☐	☐	☐	☐
3. I contribute constructively to improving policies and procedures	☐	☐	☐	☐	☐	☐	☐
4. I engage people with compelling, well-articulated ideas of the future	☐	☐	☐	☐	☐	☐	☐
5. I challenge the organisation (or parts of it) to move forward	☐	☐	☐	☐	☐	☐	☐
6. I generate support by conveying enthusiasm for strategic-level initiatives	☐	☐	☐	☐	☐	☐	☐
7. I bring others along and build commitment via consultation	☐	☐	☐	☐	☐	☐	☐
Organisational Awareness							
1. I demonstrate insight into the importance of communicating and managing staff engagement	☐	☐	☐	☐	☐	☐	☐
2. I effectively deal with organisational systems, structures and politics	☐	☐	☐	☐	☐	☐	☐
3. I initiate or support individual and team successes/achievements	☐	☐	☐	☐	☐	☐	☐
4. I recognise and work positively with internal organisational constraints	☐	☐	☐	☐	☐	☐	☐
5. I understand and respond to external forces (social, economic, political, technological)	☐	☐	☐	☐	☐	☐	☐
Strategic Thinking							
1. I demonstrate effective long-range, multifaceted planning	☐	☐	☐	☐	☐	☐	☐
2. I use strategic thinking to solve 'big picture' issues	☐	☐	☐	☐	☐	☐	☐
3. I use a long term perspective when giving advice to government on potential outcomes	☐	☐	☐	☐	☐	☐	☐
4. I personally contribute to, shape and champion corporate strategies	☐	☐	☐	☐	☐	☐	☐
5. I envisage what might be and how future possibilities balance with the 'here and now'	☐	☐	☐	☐	☐	☐	☐
Program Leadership							
6. I master the budgeting and financial management elements of the role	☐	☐	☐	☐	☐	☐	☐
7. I demonstrate confidence, credibility and competence in managing responsibilities	☐	☐	☐	☐	☐	☐	☐
8. I adapt well to changing priorities and emerging requirements	☐	☐	☐	☐	☐	☐	☐
9. I create and communicate practical goals to take my area of responsibility forward	☐	☐	☐	☐	☐	☐	☐
10. I take a systems approach (looking at finance; people; technology; culture; tasks) when making decisions	☐	☐	☐	☐	☐	☐	☐