

## EXEMPLARS OF SECTION A - Self-Assessment of Professional Behaviours completed using the Effective Behaviours Framework

In order to illustrate fully a range of content that could be included in the three exemplars, we have been very thorough and used every box. However, do not be put off by this, please remember that in practice:

1. The reviewee should not feel s/he has to fill in a strength or development need in every box; focus instead on those that are most relevant to the role and / or those in where s/he has particular strengths / needs.
2. When completing the final column, reviewers are asked to consider all nine areas but not required to write something against all areas unless relevant.

### FICTITIOUS EXAMPLE A – Sam, Receptionist

PROFESSIONAL BEHAVIOUR GROUP	STRENGTHS Choose 2 or 3 that are most relevant to you and your role at the moment	EVIDENCE OF EFFECTIVE WORKING DEMONSTRATING YOUR STRENGTHS (real examples)	DEVELOPMENT NEEDS (what could you do to improve your capability in this area) These may be in any of the 9 groups and do not have to correspond to an identified strength	REVIEWER'S FEEDBACK Consider all areas but focus your comments on the most relevant
Managing Self and Personal Skills	<ol style="list-style-type: none"> <li>1. Writing in clear and succinct language</li> <li>2. Accepting and demonstrating personal responsibility for health and safety</li> </ol>	<ol style="list-style-type: none"> <li>1. Feedback from Head of A on how well I complete my Health and Safety incident forms – 'clear, concise but thorough'.</li> <li>2. Went on an 'Lifting and Carrying' course and then made suggestions to manager about buying better trolleys for carrying exam papers.</li> </ol>	<p>Managing my workload</p> <p>Dealing with difficult customers calmly</p>	<p>Sam has definite strengths in the areas he has listed. I think the second example is also evidence of a 'Can do' attitude which is valued by me, the team and customers</p>
Delivering Excellent Service	<ol style="list-style-type: none"> <li>1. Seeing things from your customers' viewpoint</li> <li>2. Ensuring systems and processes are kept up to date</li> </ol>	<ol style="list-style-type: none"> <li>1. Positive feedback in an email (attached) from a customer using a wheelchair that I had sent useful access information before her visit and helped her find the best route.</li> <li>2. After attending the Excel course, I have designed an activity calendar which everyone in the team now uses to let me know what they are doing so I can inform customers &amp; callers.</li> </ol>	<p>I am finding it hard sometimes to know where I can make my own decisions and where I need to refer the matter to my manager</p>	<p>Sam creates a friendly and professional welcome in our reception area. He has good listening skills so he establishes good relationship with our customers. However, when Sam gets suggestions on our 'Comments Cards', I'd like him to ensure the customer knows what is happening next and inform customer of eventual outcome</p>
Finding Innovative Solutions	<p>Recognising I need to go for a less than perfect solution in order to achieve objectives</p>	<ol style="list-style-type: none"> <li>1. I have reduced our budget spend on stationery this year by going with another supplier.</li> </ol>	<p>Finding out about good practice from other receptionists at the university</p>	<p>Sam has plenty of good ideas and now needs to build confidence to share them with me, the team and other receptionists more often</p>

<b>PROFESSIONAL BEHAVIOUR GROUP</b>	<b>STRENGTHS</b> Choose 2 or 3 that are most relevant to you and your role at the moment	<b>EVIDENCE OF EFFECTIVE WORKING DEMONSTRATING YOUR STRENGTHS</b> (real examples)	<b>DEVELOPMENT NEEDS</b> (what could you do to improve your capability in this area) These may be in any of the 9 groups and do not have to correspond to an identified strength	<b>REVIEWER'S FEEDBACK</b> Consider all areas but focus your comments on the most relevant
<b>Embracing Change</b>	Demonstrating a willingness to do things differently	See above re reducing our stationery budget spend.	I need to explain the purpose of changes. I avoided explaining why we were going for lower quality stationery and they grumbled for ages.	
<b>Using Resources</b>	Drawing on others' knowledge, skills and experience	1. This year I have asked Doreen for her help more often. I know understand better the new department X policy and how it affects my work.	Aggregating, utilising and interpreting management information	Sam is about to input all our evaluation results into the system. I look forward to seeing his report at the end of the process
<b>Engaging with the big picture</b>	Recognising and sharing positive outcomes of work	When we receive positive feedback from customers who visit the department I send this round to colleagues	Find out more about the work our dept does	I agree with Sam's self assessment of strengths
<b>Developing Self and Others</b>	Engaging with formal and informal learning and development activities	See the list of courses that I've attended this year. I've also used some on-line resources to practise what I learnt on the Excel course.	Updating professional/ specialist skills	Sam can sometimes react defensively initially when faced with constructive criticism
<b>Working with People</b>	1. Displaying dignity and respect for people 2. Reflecting the University's values in dealing with people and conducting business	1. I meet a wide range of people in our reception area from different backgrounds, languages and some have disabilities and I treat everyone with equal respect 2. Customers regularly tell me that I create a friendly and welcoming atmosphere in the reception area.	Working across the university to develop relationships with other teams	Sam works hard to develop positive working relationships with customers and his team. He now needs to network more widely in the university
<b>Achieving Results</b>	Distinguishing between important and urgent tasks	Since my SDPR last year, I have got better at prioritising dealing first with customers. I leave the paperwork till the end of the day when it is not so busy.	Taking time to celebrate successes	Sam's ability to prioritise his tasks has improved this year. He alerts me early on if there are any difficulties

**FICTITIOUS EXAMPLE B – Chris, Teaching Administrator**

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<b>Managing Self and Personal Skills</b>	<ol style="list-style-type: none"> <li>1. Writing in clear and succinct language</li> <li>2. Developing and maintaining personal networks of contacts</li> <li>3. Managing own responses to challenging situations</li> </ol>	<ol style="list-style-type: none"> <li>1. Minutes of Teaching &amp; Curriculum Committee March 2011 – feedback from the Chair</li> <li>2. Membership of the special interest group led to contacts in xx and yy departments – enabled me to make suggestions for changes in our area</li> <li>3. Dealt with a complaint in professional manner and successfully defused the anger expressed by the customer</li> </ol>	<p>Chairing meetings more effectively</p> <p>Keeping up to date with what is happening in wider HE environment</p>	<p>Chris has definite strengths in the areas she has listed, and I'd particularly highlight the standard of written work.</p> <p>The input as a result of contacts in xx and yy were very useful – helped us to improve our admissions admin.</p>
<b>Delivering Excellent Service</b>	<ol style="list-style-type: none"> <li>1. Being clear about where you can be flexible and where you cannot and why</li> <li>2. Consistently giving positive messages about the organisation</li> </ol>	<ol style="list-style-type: none"> <li>1. I have a good grasp of the university's policies and understand where I can use my own judgement and apply this openly and consistently.</li> <li>2. I take an 'ambassadorial' approach in all my dealings with clients and other contacts outside of UoB</li> </ol>	<p>Using client feedback to drive improvements</p>	<p>Chris consistently delivers outstanding customer service. She has good listening skills which enable her to quickly understand the client's needs</p>
<b>Finding Innovative Solutions</b>	<p>Being open to and applying good practice and fresh ideas from inside and outside the organisation</p>	<p>See 2. under Managing Self and Personal Skills</p>	<p>Recognising the need to go for the less-than-perfect solution at times</p> <p>Spotting an opportunity and taking action to do something about it</p>	<p>Chris has plenty of good ideas and now needs to build her confidence to share them with me / the rest of the team more often</p>
<b>Embracing Change</b>	<p>Displaying open mindedness to new ideas and proposals</p>	<p>I can usually see the benefits of proposals even if they do not directly affect the work I do in a positive way. The xyz initiative is a good example of this.</p>	<p>Challenging the status quo in a constructive way</p>	<p>I can always rely on Chris to respond positively to new ideas and she is a good role model for the team</p>
<b>Using Resources</b>	<p>Recognising that time is cost and adjusting behaviour accordingly</p>	<p>Reviewed all meetings that I regularly attend and reduced the number as a result. Kept log of time for 4 weeks and have reduced non-work distractions.</p>	<p>Aggregating, utilising and interpreting management information</p>	<p>I have been impressed with Chris's review of time spent and am encouraging others to take a similar approach</p>
<b>Engaging with the big picture</b>	<p>Understanding the bigger picture and being clear about how own role fits in</p>	<p>I view my job and my personal work objectives in the context of the overall aims of the team / department / UoB</p>		<p>I agree with Chris's self-assessment of strengths</p>

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Developing Self and Others	Using all situations as potential learning opportunities	If mistakes are made I ask 'what can I/we do differently next time'	Updating professional/ specialist skills	Chris can sometimes react defensively initially when faced with constructive criticism
Working with People	Establishing rapport	Positive feedback from Dr X about our working relationship and from Prof Y about how much she values my advice (e-mails attached)	Surfacing conflicts early so that they may be addressed	Chris works hard to develop positive working relationships and is able to work effectively with staff at all levels. She has a tendency to avoid conflict situations
Achieving Results	1. Meeting deadlines 2. Maintaining a high standard of work even when under pressure	1. I use to do lists and Outlook Notes facility effectively to keep track of progress towards meeting deadlines 2. High level of performance sustained during 2010 despite being two members of staff short on the team	Taking time to celebrate successes	Organisational skills are one of Chris's key strengths. She plans ahead, consults about priorities and alerts me early on if there are any difficulties

**FICTITIOUS EXAMPLE C – Lee, Prof Services Manager**

PROFESSIONAL BEHAVIOUR GROUP	STRENGTHS Choose 2 or 3 that are most relevant to you and your role at the moment	EVIDENCE OF EFFECTIVE WORKING DEMONSTRATING YOUR STRENGTHS (real examples)	DEVELOPMENT NEEDS (what could you do to improve your capability in this area) These may be in any of the 9 groups and do not have to correspond to an identified strength	REVIEWER'S FEEDBACK Consider all areas but focus your comments on the most relevant
Managing Self and Personal Skills	1. I try to always have a positive 'can-do' approach. 2. I am always well prepared for presentations.	1. My team members frequently ask for more support/advice. 2. I always do a run through beforehand.	Being concise when writing when relevant.	We have discussed the importance of writing concise business reports - we should investigate any training courses.
Delivering Excellent Service	'Contracting' with customers - Listening, questioning, clarifying to understand customers' needs.	Contracting with Head of Z at start of Y project when nothing was clear. He remarked that the resulting project plan was comprehensive and perceptive.		Your project plan which I took to the VCG was praised by the Pro VC for being well written and persuasive.
Finding Innovative Solutions	Being open to and applying good practice and fresh ideas from inside and outside the University.	Meet regularly with X from Bristol to develop peer mentoring across our two depts.	I do recognise the need to go for the less-than-perfect solution at times but if I do and it doesn't go as well as I planned, feel guilty.	
Embracing Change	Providing ongoing support and encouragement to others who are developing and testing ideas.	After her SDPR, I delegated the X work to Sandra this year. We meet every month to review and she reports this had helped her confidence a lot.		I have been pleased to see how Sandra has been growing in confidence.
Using Resources	Considering costs as part of the equation when planning a development, negotiating.	I managed to get our P suppliers to improve the specification of the software for the same cost as last year.	I need to keep reminding myself that my time and my team's time is cost. Need to be more assertive with C.	This reminds me that we need to set aside time to discuss departmental priorities and workloads.
Engaging with the big picture	Helping people understand how they fit in the overall picture.	Was asked to lead part of our departmental away day, session on Looking forward to what the recent government white paper might mean for us.	I do not have a very good idea of what academics think of our recent changes. I need to network more with staff working in teaching.	
Developing Self and Others	Making time to think about the development of colleagues	Have acted as a mentor for Sid from the M team who is new to managing staff. Have been asked to help more which must mean it was ok.	I have avoided having a potentially difficult conversation with Penny about her poor attendance, lack confidence and unsure about the procedure and boundaries.	Useful advice on giving feedback, handling difficult conversations on the 'Development Toolkit'. Also a 'Manager as Coach' course?
Working with People	Using understanding of other people's perspectives to help reach agreement.	I have a very different perspective to John on many dept issues which can be challenging. Since last SDPR, use him as a useful sounding board and gained insights.	Asking for and accepting help when needed	Good to hear that this is paying dividends.
Achieving Results	Keeping track of a number of projects running simultaneously.	Following our team's project management training last year, I introduced templates and charts so we can share progress.		I'd like to discuss rolling out this approach to other areas of our dept.

