SES Performance Leadership Framework

Contents

1. Overview

The SES Performance Leadership Framework is an overarching set of requirements that apply across the APS to embed a culture of transparency and accountability for SES performance. It sets out requirements for delivery of outcomes and for behaviour.

The Framework consists of:

- **consistent elements for performance management that must be adopted in each APS agency**
- **a maturity model to guide agency implementation, and**
- **reporting and evaluation.**

Effective SES leaders enable collective performance through exemplifying leadership behaviours. A key feature of the Framework is that the behaviour, or *how* outcomes are delivered, is considered core to SES performance. Learnings from the SES talent assessments indicate that APS senior leaders possess well developed strengths to support delivery of outcomes. They set high standards, commit to action and hold themselves to account. The assessments showed that capabilities related to how outcomes are delivered, such as enabling others and self-awareness are relatively less well developed. The Framework therefore deliberately places an emphasis on how outcomes are delivered, with a view to supporting the development of more well-rounded senior leaders and improve workplace culture. The Framework uses the language of performance leadership rather than performance management, emphasising leader responsibility for enabling a performance culture.

The Framework has been developed with reference to existing legislation, policy and guidance regarding expected behaviour in the APS. The Framework is not intended to limit an agency's flexibility to continue innovating to achieve high performance. It is intended to provide a standard set of requirements that must form part of an agency's performance practices, and integrate with an agency's existing performance management approach.

The Framework does not make any changes to existing policies regarding executive remuneration. Where an agency's performance framework is linked to executive remuneration agencies should have regard to the following key government policies on the APC website including, the Public Sector Workplace Relations Policy 2023; Executive Remuneration Management Policy and Performance Bonus Guidance. Further guidance can be obtained by contacting workplacerelations@apsc.gov.au.

1.1 Navigating the Framework

Section	Outline
Elements of the Framework	The required elements for each agency's SES performance policies and procedures.
Implementation	Expectations for agency implementation and assessment of maturity.
Transparency and accountability	Expectations for how Agency Heads, SES, and supervisors of SES will engage with the Framework, including reporting requirements.
List of appendices	
Appendix A	Setting expectations for the DRIVE behaviours in practice.

2. Elements of the Performance Leadership Framework

The following elements must be included in agency SES performance policies and procedures:

- **expectations for behaviours and outcomes**
- **performance assessments**
- **reward and recognition**
- **development, and**
- **unsatisfactory performance.**

2.1 Expectations for behaviours and outcomes

All agencies must ensure that:

- Expectations are established for both behaviours and outcomes
- Behavioural expectations reflect the standard set by the APS Values and the Secretaries Charter of Leadership Behaviours (DRIVE).

Setting expectations for both behaviour and outcomes is a core requirement for implementing the Framework. High-performing organisations align individual performance expectations with organisational outcomes by ensuring there is consistency between duty statements, performance agreements and performance assessments.

As part of carrying out the function of the SES, each SES employee must, by personal example and other appropriate means, promote the APS Values, the APS Employment Principles and compliance with the Code of Conduct. Leaders' behaviour sets the tone and creates the psychological safety necessary for the APS to be high performing and to provide the frank, honest and evidence-based advice. Leaders who enable a safe place to collaborate, express concern and ask questions create conditions for innovative thinking and a diversity of views. This means how we deliver is as important as what we deliver.

Setting expectations for behaviour makes it clear that solely achieving outcomes is not sufficient for effective performance. Expectations of behaviour will be determined between the SES employee and their supervisor and must encompass the APS Values and the Secretaries Charter of Leadership Behaviours (DRIVE), as a core function of their role. SES employees must commit through their performance agreements to promote respectful standards of behaviour, reflect on their own biases and behaviours, and demonstrate how they are contributing to promoting respectful cultures, workplaces, programs and policies that empower people. Agencies may also choose to include additional expectations of behaviour, depending on their operational context.

Consistent with the new APS Value of Stewardship, and as members of the APS Senior Executive Service, the responsibilities of this cohort extend beyond their immediate agency. SES leaders have heightened responsibilities to engage with APS-wide initiatives, policies and legislative requirements. Supervisors of SES employees should consider these initiatives, and ensure that they are incorporated into performance expectations for SES employees to the extent they are applicable to their role.

Agencies should also recognise where additional leadership roles and contributions are undertaken by SES employees, either within the Agency, or as a contribution to the broader APS. This could be through a range of channels such as committee membership, performing a network champion or advisory role, and/or in coaching/mentoring roles outside of day-to-day leadership positions, for example, providing culturally specific advice for agencies.

APS Values

Impartial: The APS is apolitical and provides the Government with advice that is frank, honest, timely and based on the best available evidence.

Committed to service: The APS is professional, objective, innovative and efficient, and works collaboratively to achieve the best results for the Australian community and the Government.

Accountable: The APS is open and accountable to the Australian community under the law and within the framework of Ministerial responsibility.

Respectful: The APS respects all people, including their rights and their heritage.

Ethical: The APS demonstrates leadership, is trustworthy, and acts with integrity, in all that it does.

Stewardship: The APS builds its capability and institutional knowledge, and supports the public interest now and into the future, by understanding the long-term impacts of what it does.

Secretaries' Charter of Leadership Behaviours

The Charter of Leadership Behaviours sets out the behaviours that we, as Secretaries, expect of ourselves and our SES, and want to see in leaders at all levels of the APS.

The Charter focuses on behaviours that support modern systems leadership within the construct of the APS Values and Code of Conduct.

These behaviours build on the Integrated Leadership System and the APS Leadership Capability Framework.

DRIVE

be Dynamic

Have an inquiring mind and be willing to innovate and change

Understand the system you operate in

Practise new ways of deploying yourself in your system to achieve the best outcome

Embrace risks and actively manage them

Enjoy your work and have a positive attitude

Don't walk past problems —be part of the solution

be Respectful

Treat people with decency and respect

Embrace diversity and actively seek out views and perspectives that challenge your own

Build an inclusive culture that enables people to make their best contribution

have Integrity

Be open, honest and accountable

Take responsibility for what happens around you

Have courage to call out unacceptable behaviour

Value others

Be an active listener

Value others' contributions, perspectives and wisdom

Collaborate not compete to succeed as a team

Understand people and their views and motivations in order to lead, influence and communicate well

Build relationships

Empower people

Trust, empower and grow others

Interpret and provide context—don't do people's jobs for them

Build capability and networks

Expect people to deliver and find positive ways to hold them to account

Accept people won't always get it right—and support them to bounce back

We encourage all APS leaders to consider how you can live up to these behaviours, where relevant to your role

APSC 2022

2.1.1 Cultural competency and safety

The Australian Government has committed to ensuring the APS is a model employer that sets the standard for diversity and inclusion. This includes First Nations employment and meaningful cultural safety as part of the National Agreement on Closing the Gap. To support and drive this change SES employees must commit through their performance agreements to extend their own cultural learning, reflect on their own cultural perspectives, and demonstrate how they are contributing to culturally safe workplaces, programs and policies. A high level of cultural competence drives successful, diverse workforces, using cultural difference as a strength for more effective decision making, innovation and adaptability.

2.2 Performance assessment

An SES employee's performance assessment includes:

- formal performance conversations
- informal performance conversations
- feedback from others
- an annual performance rating, and
- moderation.

2.2.1 Formal and informal conversations

As part of an SES employee's performance assessment:

- formal conversations must occur at least three times a year, including a conversation at the commencement of the cycle, mid-cycle, and as part of an end-of-cycle assessment
- supervisors should consider and ask about the wellbeing of SES employees and take action to address any concerns, and
- informal performance conversations should take place throughout the cycle.

Providing regular, constructive and developmentally-focused feedback, particularly at the time of an event or milestone (e.g. immediately following the delivery of a major presentation), can increase engagement and employee capability, leading to high performance. Informal performance conversations should include what is working well and recognition of achievements and accomplishments. Any performance concerns should be discussed at the earliest opportunity and include guidance on how performance could be improved.

While primarily aimed at recognising achievements, motivating ongoing positive outcomes and providing an early opportunity to address performance or behaviour concerns, regular informal discussions also ensure transparency and mitigates unexpected negative feedback during the formal performance assessment discussions.

2.2.2 Feedback from others

Prior to the end-of-cycle performance conversation, the supervisor must seek informal feedback from others which should include people relevant to the SES employee's role, e.g. direct reports, clients, peers, policy stakeholders and program partners. Specifically, the supervisor must be confident they have identified and collected feedback from a genuinely diverse group. The supervisor (in consultation with the SES employee) will determine who to collect feedback from but must seek a diversity of views that reflect how the SES employee impacts the broader staff experience, and collective performance. Informal feedback should be designed to understand how the SES employee's behaviours are aligned with the APS Values and the Secretaries Charter of Leadership Behaviours.

Example questions

Considering the APS Values and the Secretaries Charter of Leadership Behaviours, feedback from others could be sought with questions such as:

- what do they do well?
- what could they do differently?
- how are they demonstrating curiosity and leading innovation and change (Dynamic)?
- how are they building a more inclusive culture for all employees within their agency (Respectful)?

- how are they demonstrating cultural competence and contributing to culturally safe workplaces, programs and policies? (Respectful; Integrity; Empower)?
- how are they demonstrating courage and accountability (Integrity)?
- how are they encouraging a pro-integrity culture within their team and building psychological safety (Integrity; Empower)?
- how are they using their influence to build more positive relationships within and beyond their agency (Value)?
- how are they empowering, developing and building capability in others (Empower)?
- and more broadly, how are they contributing to the stewardship of the agency and the broader APS?

Agencies are also encouraged to consider other inputs that could be used to provide insight into performance such as census results, pulse checks, professional development, exit interviews, team performance and evidence of corporate contributions, where these inputs validly provide insight into an individual's performance.

2.2.3 Annual performance rating

All SES employees will receive an annual performance rating of either:

- **On track**: Individual is consistently meeting and/or exceeding expectations against expectations of behaviour and outcomes.
- **Developing**: Individual is new to the role, level or APS and has not yet had the opportunity to consistently meet expectations of behaviour or outcomes; or improvement is required in relation to expectations of behaviour and/or outcomes. The individual will be supported to achieve a rating of 'On Track' by the next annual review at the latest (for example, through a formal or informal development plan).
- **Not on track**: Individual is not meeting expectations and a formal underperformance process will be commenced if it has not commenced already.

A rating of "Developing" cannot be given across two consecutive performance cycles for the same role. Where an individual was previously rated as "Developing" and has not yet achieved a level of performance that warrants an "On Track" assessment, they should be rated as "Not on Track".

Exceptional performance

Agencies may exercise discretion to implement an additional rating denoting exceptional performance. Agencies seeking to use an exceptional rating must develop guidance that articulates the pathway from on track performance to exceptional performance.

Where an agency develops an exceptional rating, it may only be given to an SES employee who demonstrates exceptional behaviour, including at a minimum:

- making significant personal investment in the development of their teams, predominantly through providing regular, developmentally focussed feedback

- actively developing skills to create and maintain a psychologically safe environment
- demonstrating integrity in their own conduct and in the functions and activities of their team, and
- enabling a high-performance team environment, including addressing performance concerns and conducting difficult performance conversations capably.

To achieve an overall rating of exceptional performance, the SES employee must consistently demonstrate a standard of exceptional performance for both behaviours and outcomes.

Recording ratings

Agencies must capture separate ratings for:

- behaviour
- outcomes, and
- an overall performance rating.

The assessment of behaviour comprises 50% of the overall rating. If behaviour is not on track, then overall performance is not on track and a strong result for outcomes cannot be used to lift the overall performance rating.

The annual rating will be based on the SES employee's performance across the entire performance cycle. However, if an SES employee's performance is unsatisfactory at any time throughout the performance cycle, the employee's supervisor must take steps to restore performance including commencing formal unsatisfactory performance procedures where appropriate.

2.2.4 Moderation

Agencies must ensure that SES performance ratings are moderated. While an agency's moderation process may be adapted commensurate with the size of its SES cohort, moderation processes must:

- occur before indicative ratings are shared with employees,
- support a fair application of behaviour and performance standards across an agency's SES cohort.

Moderation is not intended to rank or place quotas on the number of staff who achieve a rating. Accordingly, use of a bell curve or similar performance distribution tool is discouraged. Moderation is intended to ensure relative consistency in expectations and ratings across an agency's SES cohort, primarily by developing supervisor capability. This should include increasing supervisor capability to provide clarity of expectations, objectively assess performance, and give effective, timely and actionable feedback.

In addition to supporting fairness, the exercise of moderating proposed performance ratings enables an additional source of feedback on the SES employee's performance

and behaviour and supports transparency and objectivity of decision making. Over time, moderation is expected to drive accountability of supervisors in understanding expectations and making fair, objective and balanced assessments of their staff, with effective consideration of both what is achieved and how.

While individual performance assessments should be treated with appropriate regard to personal privacy (with assessments only shared where there is a need-to-know), each agency's approach to moderation must be transparent and documented. Smaller SES cohorts may benefit from the inclusion of portfolio department participation to provide additional perspective. Departments of state are encouraged to consider how this could be facilitated in their portfolio.

2.3 Reward and recognition

Rewarding and recognising employees effectively is vital for attracting and retaining talent. Incentivising behaviours that are valued by the agency assists in creating a culture where how outcomes are delivered is considered as important as achieving outcomes. Agencies are encouraged to consider how to incorporate non-monetary rewards into performance management.

In practice, high performers are often rewarded with more work or more difficult roles, which can lead to burnout. Agencies should consider rewarding employees who demonstrate exemplary behaviours and achieve outcomes. Recognising that individual employees will have different preferences and perceptions of what might be considered a reward, consideration may be given to formal recognition, opportunities for reflection, mentoring arrangements, development opportunities, etc., noting that this needs to be coupled with the provision of time and capacity to avail themselves of such opportunities.

Agencies should also consider encouraging specific positive feedback both in informal conversations and publicly such as in meetings and internal communication channels. Acknowledgement should reference not just what was achieved, but also emphasize the DRIVE behaviours that were exhibited in undertaking this work.

2.4 Development

Maintaining a capable SES workforce is critical to ensuring the APS is able to effectively deliver on key accountabilities. To ensure the capability of the APS SES workforce, development opportunities must build individual, agency and enterprise capability. Preparation, planning, review time, and strategic recovery are critical enablers for sustaining high performance over the long term.

Each SES employee and their supervisor must have a conversation at the commencement of the performance cycle to identify the SES employee's development needs.

Development needs will be influenced by:

- where available, inputs from the SES employee's last performance assessment (both what was achieved and how)
- outputs from a talent management exercise such as a nine-box grid potential matrix, and
- 360-degree feedback.

Development needs should be regularly reviewed and adjusted throughout the performance cycle.

2.4.1 Talent management tools

Talent management tools such as the nine-box grid assess an individual's potential and identifies possible areas for further development. The APSC publishes a nine-box grid tool for the APS, the APS Talent Segmentation Model, that is available for agencies to use. Alternatively, agencies may develop their own tailored development matrix. It is expected that a talent management tool will be used at least annually. This may be aligned to performance conversations to inform development plans, or at any time including where the SES employee would like to reassess their development needs. Nine-box grid tools are not intended to be used for performance assessments, and should not be used where an individual is underperforming.

2.4.2 360-degree feedback

A 360-degree feedback provides an opportunity for an SES employee to receive holistic feedback from their supervisor, direct reports, peers and stakeholders on their performance. This multi-source feedback process provides a comprehensive view of an employee's strengths and weaknesses. It should be used to inform development opportunities and each SES must participate in a 360-degree feedback exercise at least every three years.

At times, a 360-degree feedback may identify performance concerns that were not already known by the supervisor. Where this occurs, the supervisor must incorporate the feedback into the performance assessment and undertake a discussion with the individual.

360-degree feedback can be undertaken in various ways. Agencies can determine how they would like to undertake 360-degree feedback processes. For example, agencies may take a flexible approach that has been developed internally, or use an external provider specialising in facilitating 360-degree feedback processes.

2.5 Unsatisfactory performance

In accordance with section 49(2) of the *Australian Public Service Commissioner's Directions 2022*, agencies must have clear policies and processes for dealing with unsatisfactory performance. If an employee's performance is considered unsatisfactory at any time

throughout the performance cycle, the Agency Head must ensure that the agency's unsatisfactory performance policy and procedures are applied in a timely manner.

Where an SES employee's performance is considered 'Not on Track' the employee's supervisor must take steps to manage it appropriately, sensitively and promptly in accordance with the agency's unsatisfactory performance policy and procedures, with the aim of restoring performance.

3. Implementation

3.1 Expectations for the APS

It is expected that APS agencies will:

- completely implement all elements of the Framework by 2025, and
- formally report on their SES performance leadership maturity annually in the APS Agency Survey.

To support implementation, the Commission will facilitate sharing Agency success stories.

3.2 How to use the maturity model

A maturity model has been developed to support introduction of the Framework in agencies. This self-assessment tool is designed to:

- help agencies implement the Framework
- support agencies to understand their current performance process, policy, guidance and tools, and
- enable informed decisions on where additional focus may be required to uplift agency performance management capability to align with the Framework.

Agencies will commence at different levels of maturity, and some agency performance frameworks may already be consistent with the requirements of the Framework. However, some agencies may need time to implement particular elements. Agencies are encouraged to undertake regular self-assessment to measure progress.

Importantly, this resource does not replace an agency's responsibility to bring performance leadership into people's day to day practice and everyday lived experience in the APS. Informal cultures are more powerful than the written policies and procedures.

3.3 Definitions

Standard describes the essential building blocks that form the basis for agency performance management procedures.

Level 1 — Initial represents emerging maturity, where an agency may be establishing capability or yet to embed the standard in their performance processes.

Level 2 — Defined represents a maturity state where agencies are working toward consistency and incorporating improvement strategies as part of their performance processes.

Level 3 — Optimised represents a maturity state that incorporates all the required elements of the Framework. Agencies at an optimised maturity level should continue to focus on continuous improvement of their performance processes.

3.4 Maturity Model

3.4.1 Performance assessment

Standard	Level 1 — Initial	Level 2 — Defined	Level 3 — Optimised
Outcomes and behavioural expectations	Agency is yet to incorporate behavioural expectations into the agency's performance framework.	Behavioural expectations and outcomes are both considered in the agency performance framework, but the agency is still working towards embedding behaviour as a core consideration.	Specific outcomes and APS-wide behavioural expectations are: • considered equally in the agency's performance framework and • a core consideration in employee duty statements performance agreements and performance assessments.
Formal and informal conversations	Performance conversations may occur on an ad-hoc or reactive basis.	Performance conversations are formally documented but not yet taking place at least three times a year. Informal conversations are irregular or yet to be implemented.	Performance conversations are formally documented at no fewer than three check-in points in a 12 month period (the conversations include establishing performance agreement and mid-cycle and end-of-cycle review). Informal conversations are undertaken regularly.
Feedback from others	Agency is yet to implement	Implemented but not consistently occurring every annual cycle for every SES employee	Feedback from others is sought as input into the end-of-cycle performance assessment for all SES employees
Annual Performance Rating	Agency yet to implement common rating scale	Agency has adopted the common rating scale	Agency has adopted the common rating scale, ensuring that behaviour is equally weighted with outcomes

Standard	Level 1 — Initial	Level 2 — Defined	Level 3 — Optimised
Moderation	Agency is yet to engage in any form moderation process	Agency undertakes some moderation but this is not practiced consistently across the agency.	Agency has a clear and well-communicated moderation process that is commensurate with the size and resources of the agency to ensure consistency across the agency.

3.4.2 Development

Standard	Level 1 — Initial	Level 2 — Defined	Level 3 — Optimised
Development	Development opportunities are discussed at the commencement of the performance cycle.	Development opportunities are linked to individual capability.	Development opportunities are clearly linked to areas of capability development that build individual, agency and APS capability.
Talent management tools	Agency has not yet commenced implementation use of a talent management tool such as a 9-box grid tool.	Agency has commenced implementation.	Agency has implemented the use of a talent segmentation tool such as a 9-box grid and is using it as a tool to identify development opportunities for each SES employees.
360 degree feedback	Agency is yet to incorporate 360 degree feedback.	Agency has introduced 360 degree feedback in some form but assessments are not yet occurring for each SES employee at least 3 yearly.	Agency conducts 360-degree feedback at least 3 yearly and includes results as a core consideration to inform development opportunities.
Unsatisfactory performance	Agency has an unsatisfactory performance process but it is not yet aligned with the performance framework.	Agency has an unsatisfactory performance process and it is aligned to the performance framework but the agency is yet to ensure the policies and processes are applied in a timely manner.	Agency policies set clear guidance on managing unsatisfactory performance and that those policies and processes are applied in a timely manner.

4. Transparency and accountability

Creating and maintaining a strong transparency culture is crucial to ensuring confidence in the ability of the SES to provide APS-wide strategic leadership of the highest quality, contributing to an effective and cohesive APS. The APS Employment Principles, as enshrined in the *Public Service Act 1999*, require effective performance from each employee. The Directions further describe how employees at every level uphold the employment principles and support a high-performance culture. In accordance with these legislative requirements, the Framework provides cascading accountabilities for Agency Heads and agencies, supervisors and individuals.

4.1 Agency Head and agency accountability

Agency Heads are expected to take accountability for progress within their agency. Importantly, Agency Heads are expected to ensure ongoing engagement with contemporary approaches that support a performance leadership culture and build psychological safety. Agency Heads set the tone for positive workplace culture and behaviour within the APS. Leaders must consider how their actions will appear to staff without access to all details.

A phased approach to reporting has been developed, to support accountability for introducing the Framework. In the first phase, agency data will be reported to the Secretaries Board to provide high-level oversight of performance maturity across the APS. As performance maturity increases over time, it is intended that Agencies will move to a self-regulating approach.

Phase 1	Phase 2	Phase 3
The Agency Head reports to the APS Commissioner through the agency survey for annual reporting to Secretaries Board. Reporting includes: • a self-assessment of maturity • aggregate SES performance ratings.	The Agency Head reports to the APS Commissioner through the agency survey. Reporting includes: • a self-assessment of maturity • aggregate SES performance ratings.	The agency regularly self-assess maturity using the Framework Maturity Model.

4.2 Accountability for supervisors of SES

Supervisor investment in the development of their SES reports, primarily through direct and actionable feedback, is critical to achieving a psychologically safe, high-performance culture.

End-of-cycle conversations and performance assessments should be a culmination of formal and informal feedback received throughout the year. The skillset required to support good performers achieve excellence is the same skillset required to support staff who are not on track to restore performance, and SES supervisors must develop capability to ensure difficult conversations are not avoided.

To ensure SES supervisor accountability, agencies moderation processes must be designed to provide alignment between:

- a supervisor's stated observations of SES performance
- a supervisor's capability to deliver (and receive) regular, developmentally-focussed feedback across the performance cycle, and
- fair and accurate application of performance expectations across an agency's SES cohort

SES supervisor views are to be tested and affirmed or adjusted during moderation, to ensure supervisor accountability is given appropriate emphasis in the Framework. Where this is significant misalignment, this should be addressed with the supervisor.

4.3 Individual accountability for performance

To assist in creating a culture of transparency, performance assessments will be incorporated into recruitment. Incorporation into recruitment processes will be introduced using a phased approach recognising that the Framework will take time to reach a level of maturity where performance assessment processes are broadly consistent across agencies. A phased approach will also assist in ensuring the effectiveness of the new system as it is embedded in agencies.

4.3.1 Phase 1 — Referee checks — demonstrating behaviours

All SES recruitment processes now require referee checks to include consideration of how an applicant demonstrates the behaviours of the Secretaries Charter of Leadership behaviour and APS values in addition to achieving outcomes.

Additional information on referee checks for SES recruitment processes is available on the Commission's SES Recruitment webpage.

4.3.2 Phase 2 — Referee checks — performance summaries

From 1 July 2026, all SES recruitment processes will require the chair of the selection panel to seek a summary of performance assessments from a candidate's referee.

A summary of performance assessments from the previous two years' performance agreements will be used to support transparency of individual SES performance as people change roles and agencies.

To ensure that the recruitment process is applied fairly in relation to each eligible candidate and to allow for a comparative assessment of candidates, a summary of performance assessments will be requested of candidates who are progressing to referee check, not just those candidates who are already APS employees.

The chair will be supported in the process by the Commissioner's Representative who will certify that the process included a request for performance summaries from referees.

4.3.3 Phase 3 — Movements between agencies

From 1 July 2027, where an SES employee moves from one APS agency to another, the employee's current Agency Head will provide a summary of their performance assessments to the Agency Head of the new agency. An SES employee can decline to have a summary of their performance assessments provided to the new agency.

Agency Heads will review the summary performance assessments to understand the development needs of the SES employee. Agency Heads will have the discretion to determine whether they provide a copy of the assessments to the SES employee's supervisor.

It is anticipated that there may be initial variances in the format of performance summaries provided by Agency Heads. Variance will reduce over time as agency adoption of common performance standards increases.

Appendices

Appendix A — Setting expectations for the DRIVE behaviours in practice

It is important for supervisors of SES to be able to articulate what 'good' looks like.

Table courtesy of DFAT.

Be Dynamic	
Expected Behaviours	**Behaviours to Avoid**
Have an inquiring mind and be willing to innovate and change	Resistant to new ideas and/or change
Understand the system you operate in	Risk averse
Practise new ways of deploying yourself in your system to achieve the best outcome	Tendency to be negative when under pressure
Embrace risks and actively manage them	Avoiding conflict and removes oneself from problems
Enjoy your work and have a positive attitude	
Don't walk past problems—be part of the solution	

Be Respectful	
Expected Behaviours	**Behaviours to Avoid**
Treat people with decency and respect	Under pressure, perceived as being rude, disrespectful and dismissive
Embrace diversity and actively seek out views and perspectives that challenge your own	Avoiding diverse views so as to progress own agenda
Build an inclusive culture that enables people to make their best contribution	Leaving the culture to others to create or influence

Have Integrity

Expected Behaviours	Behaviours to Avoid
Be open, honest and accountable	Lacking accountability when problems arise or deadlines are not met
Take responsibility for what happens around you	Looking to blame others and actively seek out a person to blame
Have courage to call out unacceptable behaviour	Overlooking bad behaviour

Value others

Expected Behaviours	Behaviours to Avoid
Be an active listener	Not listening to understand
Value others' contributions, perspectives and wisdom	React rather than respond
Collaborate not compete to succeed as a team	Speaking before thinking and having an adverse impact on others
Understand people and their views and motivations in order to lead, influence and communicate well	Avoiding collaboration
Build relationships	Not taking time to understand other's views or motivations

Empower people

Expected Behaviours	Behaviours to Avoid
Trust, empower and grow others	Micro-managing to achieve the outcome
Interpret and provide context—don't do people's jobs for them	Not delegating tasks to others
Build capability and networks	Not taking time to build capability because the team is too busy or they move on to other areas
Expect people to deliver and find positive ways to hold them to account	Gossiping about shortcomings of others rather than supporting staff to be their best
Accept people won't always get it right—and support them to bounce back	Holding a person accountable for legacy mistakes from the past
	Doing people's jobs for them