



# Applying Leadership Expectations in attracting, recruiting and selecting new employees

Recruitment is the ideal time to expose potential new employees to Leadership Expectations.

## This guide:

- supports [Building Leadership Impact](#) and the condition for positive leadership change: Clear expectations in context
- identifies ways to include Leadership Expectations in attraction, recruitment and selection processes to recruit the best possible people to the sector
- includes samples and supporting resources, including an [e-learning module](#).

## Why include Leadership Expectations?

Attraction, recruitment and selection are the first touchpoints of the employee lifecycle and provide an opportunity for potential new employees to learn about Leadership Expectations. Exposing potential new employees to Leadership Expectations sets clear expectations for the mindsets and behaviours required in the public sector.

Each agency is different and there is no 'one best way' for integrating Leadership Expectations into attraction, recruitment and selection processes. You can determine the most appropriate ways for integration based on your agency's individual circumstances, priorities and processes.

## Getting started

Consider the activities your agency undertakes in attracting, recruiting and selecting new employees. It is possible to include Leadership Expectations in:

- position descriptions
- selection criteria
- job advertisements
- interview questions
- reference check questions
- employer brand statements
- promotion and selection for traineeship and cadetship programs.

## Attraction

Leadership Expectations supports the sector's employee value proposition to attract high quality talent and can be used as part of your agency's employer brand.

It offers the benefits of leadership development and support for career progression to employees. It also communicates our commitment to cultivating a leadership culture in the public sector.

Development opportunities and organisational culture are often identified as key drivers of employee engagement and are aspects of a role that individuals may consider attractive when considering employers.

The following sample narrative can be included in your agency's job advertisements or position descriptions:

'We believe that all our people are leaders and expect and encourage them to demonstrate leadership in their roles. We are committed to building the leadership capability of our people and to support this we have adopted Leadership Expectations.'

This is only one example. We encourage you to be creative and explore ways that your agency can include Leadership Expectations in its attraction strategy.

## Recruitment and selection

Here is a suggested step by step process for how to incorporate Leadership Expectations in a recruitment process.

### 1. Identify the leadership context of the role

Use the [Mapping your agency's job roles to the contexts](#) resource to help you identify the leadership context of the role. Include the leadership context in the position description with a link to the Leadership Expectations document.

For example:

#### **Leadership Expectations**

We believe that all our people are leaders and expect and encourage them to demonstrate leadership in their roles. We are committed to building the leadership capability of our people and to support this we have adopted [Leadership Expectations](#).

The leadership context for this position is [Personal Leadership](#).

### 2. Think strategically about the role

Ask yourself:

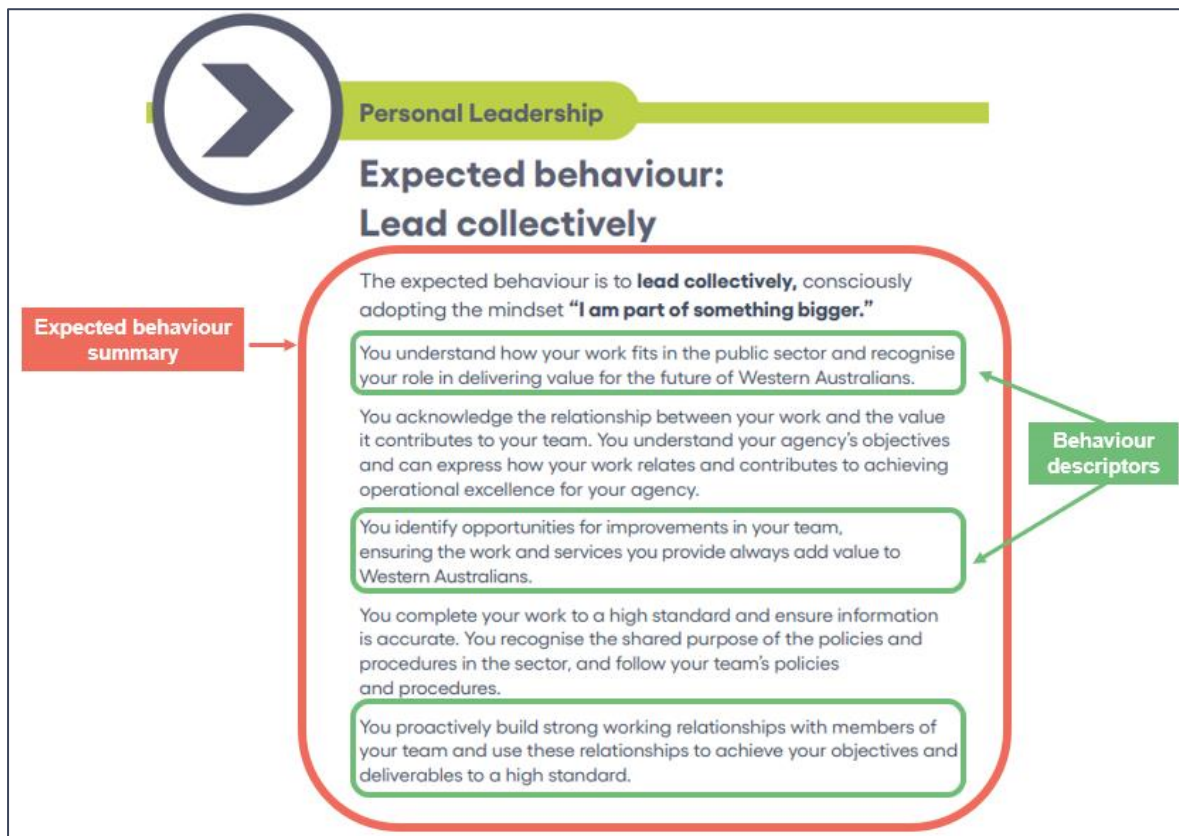
- What are the key aspects and challenges of the role?
- Consider the capabilities and behaviours needed by a new employee on day one versus those can be acquired later. Can you identify any 'must haves'?
- Reflect on people who are or have been successful in the position. What behaviours and attributes have contributed to their success?

Keep these answers in mind as you progress to the next steps.

### 3. Review the expected behaviour descriptors in the role's context

[Leadership Expectations](#) provides an understanding of what is required for each expected behaviour at each context through expected behaviour summaries.

Expected behaviour descriptors are elements of the summaries and can be used as selection criteria.



You can easily review the expected behaviour descriptors for the leadership context of the role by using [Expected behaviour descriptors](#). This supporting resource provides a list of the expected behaviour descriptors for each leadership context (example below).

Personal Leadership	
Expected behaviour	Behaviour descriptors
<b>Lead collectively</b>	<ul style="list-style-type: none"> <li>You understand how your work fits in the public sector and recognise your role in delivering value for the future of Western Australians.</li> <li>You acknowledge the relationship between your work and the value it contributes to the team.</li> <li>You understand your agency's objectives and can express how your work relates and contributes to achieving operational excellence for your agency.</li> <li>You identify opportunities for improvements in your team, ensuring the work and services you provide always add value to Western Australians.</li> <li>You complete your work to a high standard and ensure information is accurate.</li> <li>You recognise the shared purpose of the policies and procedures in the sector, and follow your team's policies and procedures.</li> <li>You proactively build strong working relationships with members of your team and use these relationships to achieve your objectives and deliverables to a high standard.</li> </ul>

#### 4. Determine the expected behaviour selection criteria

With your 'must haves' for the role in mind, select the expected behaviour descriptors that will demonstrate these non-negotiable requirements.

Select at least one descriptor for each of the 7 expected behaviours and update the position description to include the expected behaviour selection criteria.

An example is provided below as well as in the [sample position description](#).

<b>Role specific requirements</b>	
<ul style="list-style-type: none"> <li>• Role specific requirement 1</li> <li>• Role specific requirement 2</li> </ul>	
<b>Expected behaviours</b> <i>(Insert the context-specific expected behaviour descriptors selected for the role)</i>	
<b>Lead collectively</b>	<ul style="list-style-type: none"> <li>• You complete your work to a high standard and ensure information is accurate.</li> <li>• You identify opportunities for improvements in your team, ensuring the work and services you provide always add value to Western Australians.</li> </ul>
<b>Think through complexity</b>	<ul style="list-style-type: none"> <li>• You use information and analysis to initiate problem resolution and seek guidance as necessary.</li> </ul>
<b>Dynamically sense the environment</b>	<ul style="list-style-type: none"> <li>• You communicate clearly, presenting relevant technical and professional information without jargon.</li> </ul>
<b>Deliver on high leverage areas</b>	<ul style="list-style-type: none"> <li>• You display personal resilience to overcome obstacles and challenges, seeking support from your manager when necessary.</li> </ul>
<b>Build capability</b>	<ul style="list-style-type: none"> <li>• You provide technical and professional support to your peers, making time to mentor others in your team.</li> </ul>
<b>Embody the spirit of public service</b>	<ul style="list-style-type: none"> <li>• You show empathy and compassion, integrity and humility.</li> </ul>
<b>Lead adaptively</b>	<ul style="list-style-type: none"> <li>• You are continually learning and adjusting your approach to be effective in the changing work environment.</li> </ul>

#### Important to note

You do not have to use all of the expected behaviour descriptors as selection criteria. One or 2 descriptors for each expected behaviour should be enough. For more complex and critical roles, you may want to use multiple descriptors.

## 5. Plan the selection process

Use the [assessment of candidates](#) template to plan when and how you will assess the selection criteria during the selection process.

Assessment criteria	Application questions	Structured interview	Reference checks
<b>1. Role specific criteria 1</b>	X	X	X
<b>2. Role specific criteria 2</b>	X	X	X
<b>3. Lead collectively</b>			
<ul style="list-style-type: none"> <li>You complete your work to a high standard and ensure information is accurate.</li> <li>You identify opportunities for improvements in your team, ensuring the work and services you provide always add value for Western Australians.</li> </ul>		X	X
<b>4. Think through complexity</b>			
<ul style="list-style-type: none"> <li>You use information and analysis to initiate problem resolution and seek guidance as necessary.</li> </ul>		X	
<b>5. Dynamically sense the environment</b>			
<ul style="list-style-type: none"> <li>You display personal resilience to overcome obstacles and challenges, seeking support from your manager when necessary.</li> </ul>		X	X
<b>6. Deliver on high leverage areas</b>			
<ul style="list-style-type: none"> <li>You display personal resilience to overcome obstacles and challenges, seeking support from your manager when necessary.</li> </ul>		X	X
<b>7. Build capability</b>			
<ul style="list-style-type: none"> <li>You provide technical and professional support to your peers, making time to mentor others in your team.</li> </ul>	X		X
<b>8. Embody the spirit of public service</b>			
<ul style="list-style-type: none"> <li>You show empathy and compassion, integrity and humility.</li> </ul>		X	
<b>9. Lead adaptively</b>			
<ul style="list-style-type: none"> <li>You are continually learning and adjusting your approach to be effective in the changing work environment.</li> </ul>		X	X

When planning your assessment, think about candidate experience. The requirement to submit a lengthy written application may deter quality candidates from applying for the role. Before you start a recruitment process, decide what key information you need upfront to screen candidates.

You may decide to limit the application requirements to a detailed CV that allows the selection panel to assess only the skills and experience relevant to the role specific requirements, saving the expected behaviour assessment for the interview and reference check activities.

Another option would be to request a one page written application or cover letter addressing only one or 2 specific selection criteria.

To save time for candidates and selection panel, consider if you can combine 2 selection criteria into one for a written application, or one interview or reference check question.

## **6. Develop interview and reference check questions**

Use the expected behaviour descriptors to develop interview and reference check questions.

The principle behind including expected behaviours in interview and reference check questions is behaviour consistency – the most reliable predictor of future behaviour is past behaviour.

As identified in step 5, consider combining a couple of expected behaviours into one interview question or design a question that requires candidates to address role specific criteria and expected behaviours together.

The Public Sector Commission has provided agency HR teams with a list of sample interview and reference check questions based on the expected behaviours for each context. You may request these when required for a recruitment process.

**Tip:** When evaluating responses to interview or reference check questions, refer to the 'behaviours in action' in Leadership Expectations for each expected behaviour in the applicable context. This will give an indication of the level of mastery displayed by a candidate.