

A.3 Markers of poor behaviour

In competency frameworks where observable behaviours are included, it is markers of *good* behaviour that are most commonly described (e.g. frameworks for pharmacists in Ireland¹⁰ and New Zealand¹¹). However, there are also examples whereby markers of *poor* behaviour have been developed.

For example, behavioural markers have been developed for the surgical profession in Australia and New Zealand to provide examples of both good and poor behaviour (see Figure 7).⁷ For each competency in the framework, a *Pattern of Behaviour* is identified. For each *Pattern of Behaviour*, markers of good behaviour are identified to provide guidance to surgeons whereby they may be seen as a role model for trainees or other surgeons. In contrast, markers of poor behaviour are identified as suggestive of underperformance and provide a basis for support and remediation of underperforming surgeons before patient safety or standards of care are compromised. This approach is promoted to support assessment of performance, including self-assessment, peer assessment, multi-source feedback and trainee assessment by supervisors.

Figure 7. Extract from *Surgical Competence and Performance* for the Competency ‘Professionalism’ and the Pattern of Behaviour ‘Having awareness and insight’⁷

Professionalism

Demonstrating commitment to patients, the community and the profession through the ethical practice of surgery

Having awareness and insight

Reflecting upon one’s surgical practice and having insight into its implications for patients, colleagues, trainees and the community

Examples of poor behaviours	Examples of good behaviours
<ul style="list-style-type: none"> ■ Is difficult to contact post-operatively and admonishes staff for continued attempts to make contact ■ Blames registrars or others for poor outcomes ■ Books inappropriately long lists or is misleading with theatre staff/anaesthetists regarding the length of operations ■ Berates or humiliates subordinates 	<ul style="list-style-type: none"> ■ Adopts a courteous approach to other staff and patients ■ Responds positively to questioning, suggestion and objective criticism ■ Admits to errors ■ Acknowledges poor outcomes and takes opportunities to reflect and improve
<p>Assessment Poor <input type="checkbox"/> Marginal <input type="checkbox"/> Good <input type="checkbox"/> Excellent <input type="checkbox"/> Unable to Rate <input type="checkbox"/></p>	