

<u>Shapes Strategic Thinking</u>	<u>Achieves Results</u>	<u>Cultivates Productive Working Relationships</u>	<u>Exemplifies Personal Drive and Integrity</u>	<u>Communicates with Influence</u>
<p>Inspires a sense of purpose and direction Develops the strategic direction for the business unit and creates a shared sense of purpose by demonstrating how elements of the strategy fit together and contribute to higher-level goals. Encourages others' input and communicates required actions and expected outcomes.</p>	<p>Builds organisational capability and responsiveness Investigates ways to improve effectiveness by harnessing technology and implementing continuous improvement activities. Builds teams with complementary skills and engages in succession planning. Responds flexibly to changing circumstances, deploys resources astutely and identifies optimum resourcing combinations. Creates a flexible environment that enables others to meet changing demands.</p>	<p>Nurtures internal and external relationships Builds and sustains relationships within the organisation, with the Minister's office, across the Organisation and with a diverse range of external stakeholders. Looks for shared agendas and uses these to bring people together. Shows a commitment to client service through own actions and those of the business unit.</p>	<p>Demonstrates public service professionalism and probity Adheres to and promotes the Organisation's Values and Code of Conduct and acts with utmost integrity and professionalism. Encourages these standards in others. Operates professionally and within the boundaries of organisational processes and legal and public policy constraints. Represents the organisation effectively in public and internal forums, and advocates the corporate agenda.</p>	<p>Communicates clearly Confidently presents messages in a clear, concise and articulate manner. Focuses on key points for the audience and uses appropriate, unambiguous language, and explains the implications and ensures the conclusion is clearly conveyed. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.</p>
<p>Focuses strategically Understands the organisation's direction and role within government and society including the whole of government agenda. Considers multiple perspectives when assessing the ramifications of issues. Develops plans that address both current and likely future requirements. Seeks to align business unit activities with strategic priorities.</p>	<p>Marshals professional expertise Integrates professional expertise into the organisation to improve overall performance and delivery of business unit outcomes. Manages contracts judiciously. Actively ensures relevant professional input from others is obtained and shares own experience.</p>	<p>Facilitates cooperation and partnerships Brings people together and encourages input from key stakeholders. Facilitates cooperation within and between organisations. Promotes the reciprocal sharing of information to build knowledge. Fosters teamwork and rewards cooperative and collaborative behaviour. Resolves conflict and manages the sensitivities involved.</p>	<p>Engages with risk and shows personal courage Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. Challenges and encourages debate on difficult or controversial issues. Stands by own position and supports others when required. Takes responsibility for mistakes and learns from them. Seeks guidance and advice when required.</p>	<p>Listens, understands and adapts to audience Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Anticipates reactions and prepares a response to address the audience's concerns. Checks own understanding of others' comments and does not allow misunderstandings to linger</p>
<p>Harnesses information and opportunities Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government.</p>	<p>Steers and implements change and deals with uncertainty Adopts a planned approach to the management of programs. Defines high-level objectives and</p>	<p>Values individual differences and diversity Recognises the positive benefits that can be gained from diversity and capitalises on these for the benefit of the business unit. Harnesses</p>	<p>Commits to action Commits to achieving key outcomes for the organisation. Demonstrates personal drive, focus and energy. Galvanises others to act. Acts decisively and</p>	<p>Negotiates persuasively Approaches negotiations with a strong grasp of the key issues. Presents a convincing and balanced rationale. Anticipates the position of the other party, and is</p>

<p>Monitors change in the environment. Seizes opportunities and adjusts approach to respond to threats. Addresses any critical information gaps. Uses knowledge of the organisation to provide a context for others.</p>	<p>supports translation into implementation strategies. Operates effectively in an environment of ongoing change and uncertainty and maintains flexibility. Actively ensures stakeholders are kept informed during times of change.</p>	<p>understanding of differences to anticipate reactions and enhance interactions. Recognises the different working styles of individuals, and tries to see things from different perspectives.</p>	<p>initiates urgent action to overcome difficult problems.</p>	<p>aware of the extent of potential for compromise. Acknowledges and addresses disagreements to facilitate mutually beneficial solutions. Encourages the support of relevant stakeholders. Focuses on the desired objectives and ensures negotiations remain on track.</p>
<p>Shows judgment, intelligence and commonsense Applies intellect and knowledge to weigh up complex information and identify critical factors and issues. Works effectively when all of the information is not available. Explores the options in full and makes sound decisions under pressure. Considers opportunities and anticipates risk. Applies lateral thinking and identifies innovative solutions.</p>	<p>Ensures closure and delivers on intended results Drives a culture of achievement. Ensures ideas and intended actions become reality and that planned projects result in expected outputs. Strives for quality, and ensures compliance with regulatory requirements. Puts systems in place to establish and measure accountabilities. Manages risks that may impede on project outcomes and ensures that key stakeholders are across all relevant issues.</p>	<p>Guides, mentors and develops people Encourages and motivates people to engage in continuous learning, and empowers them by delegating responsibility for work. Sets clear Performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback and manages under-performance. Offers support in time of high pressure and engages in activities to maintain morale.</p>	<p>Displays resilience Persists with, and focuses on achieving, organisational objectives even in difficult circumstances. Monitors own emotional reactions and responds to pressure in a controlled manner. Displays a positive outlook and maintains momentum in difficult situations.</p>	
			<p>Demonstrates self awareness and a commitment to personal development Examines own performance and regularly seeks feedback from others. Confidently promotes areas of strength, acknowledges development needs and proactively identifies related learning opportunities to extend skills and experience. Reflects on own behaviour and recognises the impact on others.</p>	

Note: shaded areas represent critical transition points.

Capability descriptions and behavioural indicators**Shapes Strategic Thinking****SES 2**

Displays personal drive and integrity Capability	Inspires a sense of purpose and direction	Focuses strategically	Harnesses information and opportunities	Shows judgement, intelligence and commonsense
Description	Develops the strategic direction for the business unit and creates a shared sense of purpose by demonstrating how elements of the strategy fit together and contribute to higher-level goals. Encourages others' input and communicates required actions and expected outcomes.	Understands the organisation's direction and role within government and society including the whole of government agenda. Considers multiple perspectives when assessing the ramifications of issues. Develops plans that address both current and likely future requirements. Seeks to align business unit activities with strategic priorities.	Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. Seizes opportunities and adjusts approach to respond to threats. Addresses any critical information gaps. Uses knowledge of the organisation to provide a context for others.	Applies intellect and knowledge to weigh up complex information and identify critical factors and issues. Works effectively when all of the information is not available. Explores the options in full and makes sound decisions under pressure. Considers opportunities and anticipates risk. Applies lateral thinking and identifies innovative solutions.
Behavioural Indicators	<ul style="list-style-type: none"> * Engages others in the organisation's vision and encourages comment; articulates the need for action. * Establishes the strategic goals for the business unit; communicates links between government policy, organisational goals and the work of the unit. * Builds a 	<ul style="list-style-type: none"> * Focuses on the future and pursues strategic alignment of actions within the business unit. * Considers multiple perspectives when contemplating the impact key issues may have on the business unit. * Thinks about the future; develops plans that 	<ul style="list-style-type: none"> * Understands the cultural, social, historical and political factors affecting the organisation; uses this information to provide a context for other people. * Identifies critical information gaps, and ensures required information is obtained. * Investigates and applies contemporary best practice 	<ul style="list-style-type: none"> * Quickly identifies relationships between issues, synthesises complex information and discerns the key implications for the organisation in the context of government priorities. * Anticipates problems and takes steps to minimise or prevent them; identifies and manages risk. * Makes clear, well-reasoned and timely decisions;

	<p>shared sense of purpose and direction by demonstrating how elements of the strategy fit together. * Promotes the vision and strategy by communicating expectations and describing likely outcomes and benefits.</p>	<p>balance potential future needs with immediate requirements. * Understands the organisation's direction and how the work of own business area fits onto the organisation, wider community and whole of government agenda.</p>	<p>approaches from both public and private organisations, nationally and internationally. * Scans the internal and external environments; uses resulting information to adjust approach, identify threats and seize emerging opportunities for the organisation. * Draws on information and alternative viewpoints from a variety of sources; monitors information channels such as the media, the Internet and Hansard to understand new issues of importance to the government. Explores new ideas with an open mind.</p>	<p>balances intuition and intellect to form effective judgements. * Applies lateral and creative thinking to generate ideas and solutions. * Works effectively in situations of ambiguity and with issues that cannot be immediately resolved.</p>
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Capability descriptions and behavioural indicators**Achieves results****SES 2**

Displays personal drive and integrity Capability	Builds organisational capability and responsiveness	Marshals professional expertise	Steers and implements change and deals with uncertainty	Ensures closure and delivers on intended results
Description	Investigates ways to improve effectiveness by harnessing technology and implementing continuous improvement activities. Builds teams with complementary skills and engages in succession planning. Responds flexibly to changing circumstances, deploys resources astutely and identifies optimum resourcing combinations. Creates a flexible environment that enables others to meet changing demands.	Integrates professional expertise into the organisation to improve overall performance and delivery of business unit outcomes. Manages contracts judiciously. Actively ensures relevant professional input from others is obtained and shares own experience.	Adopts a planned approach to the management of programs. Defines high-level objectives and supports translation into implementation strategies. Operates effectively in an environment of ongoing change and uncertainty and maintains flexibility. Actively ensures stakeholders are kept informed during times of change.	Drives a culture of achievement. Ensures ideas and intended actions become reality and that planned projects result in expected outputs. Strives for quality, and ensures compliance with regulatory requirements. Puts systems in place to establish and measure accountabilitys. Manages risks that may impede on project outcomes and ensures that key stakeholders are across all relevant issues.
Behavioural Indicators	<ul style="list-style-type: none"> * Creates a flexible environment within the business unit that enables people to move between projects to meet changing demands. * Builds effective teams with complementary skills; attracts and recruits talent and engages in succession planning. * Deploys resources astutely; considers resource requirements, resource gaps and the capability of 	<ul style="list-style-type: none"> * Strikes a balance between using external expertise and internal knowledge and experience. * Supplements internal knowledge with technical expertise from external providers and other government organisations. Manages contracts judiciously. * Consults internal experts; taps into 	<ul style="list-style-type: none"> * Adopts a planned approach to the management of programs; develops high-level plans that define required outcomes. * Operates effectively in an environment of ongoing change; maintains a flexible approach to achieve objectives. * Shares 	<ul style="list-style-type: none"> * Commits to targets and strives to achieve results; encourages others to do the same. * Identifies and addresses risks that may impede project completion; proactively escalates issues that have not been

	<p>individuals to ensure the best result. * Challenges the status quo by looking for ways to improve effectiveness; harnesses the potential of technology and implements continuous improvement activities. * Responds flexibly and manages resources to meet changing demands in the environment.</p>	<p>their technical and professional knowledge and experience to improve organisational outcomes. * Contributes own expertise for the benefit of the organisation; encourages others to draw upon this knowledge.</p>	<p>appropriate information with stakeholders during times of change; anticipates likely objections and addresses them in a timely manner.</p>	<p>controlled to ensure work remains on track. * Reports achievements to key stakeholders, engages them in program outcomes and seeks feedback; acts to ensure work is delivered to a high standard. * Strives for high-quality outputs throughout the business unit and accepts accountability for achieving agreed outcomes. * Establishes systems to monitor progress against objectives and ensures that projects comply with regulatory requirements.</p>
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Capability descriptions and behavioural indicators**Cultivates productive working relationships****SES 2**

Displays personal drive and integrity Capability	Nurtures internal and external relationships	Facilitates cooperation and partnerships	Values individual differences and diversity	Guides, mentors and develops people
Description	Builds and sustains relationships within the organisation, with the Minister's office, across the Organisation and with a diverse range of external stakeholders. Looks for shared agendas and uses these to bring people together. Shows a commitment to client service through own actions and those of the business unit.	Brings people together and encourages input from key stakeholders. Facilitates cooperation within and between organisations. Promotes the reciprocal sharing of information to build knowledge. Fosters teamwork and rewards cooperative and collaborative behaviour. Resolves conflict and manages the sensitivities involved.	Recognises the positive benefits that can be gained from diversity and capitalises on these for the benefit of the business unit. Harnesses understanding of differences to anticipate reactions and enhance interactions. Recognises the different working styles of individuals, and tries to see things from different perspectives.	Encourages and motivates people to engage in continuous learning, and empowers them by delegating responsibility for work. Sets clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback and manages under-performance. Offers support in time of high pressure and engages in activities to maintain morale.
Behavioural Indicators	<ul style="list-style-type: none"> * Invests time to sustain and broaden networks; follows up and maintains regular contact. * Builds a diverse range of relationships with key people in other organisations, such as the Minister's office, the private sector, industry groups and other relevant stakeholder groups. * Finds shared agendas and uses these to bring people together to develop mutually beneficial 	<ul style="list-style-type: none"> Facilitates cooperation between organisations by sharing information; maintains a cross-government focus. * Resolves conflict using appropriate strategies; finds solutions that manage the sensitivities involved. * Fosters teamwork by working collaboratively and cooperatively; encourages and rewards those behaviours in others. 	<ul style="list-style-type: none"> * Discerns the differing and preferred working styles of individuals and uses this information to enhance the operation of the business unit. * Recognises that others have different views and experience; encourages input, listens and takes action to harness the varied input for the benefit of the business unit. * Tries to see things from the other person's perspective, anticipates their reactions and 	<ul style="list-style-type: none"> * Engages in activities to maintain optimism and enthusiasm; implements formal and informal team-building activities. * Assists people in managing their time and emotional response when under high levels of pressure. * Makes time for people despite competing priorities, particularly when people are challenged or during difficult times. * Acts as a coach and works with people to facilitate continuous

	<p>outcomes. * Takes steps to ensure the provision of prompt, efficient and responsive client service personally, and through the activities of the business unit.</p>	<p>* Brings people together and ensures the key stakeholders are involved in discussions; seeks input and facilitates joint ownership. * Consults and promotes open discussion; shares information with key stakeholders internally and externally; facilitates reciprocal sharing of information to build knowledge.</p>	<p>adopts strategies to address them. * Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions.</p>	<p>learning; sets stretching development tasks linked to individual performance and potential. * Delegates responsibility for work to others with broad parameters; motivates others to take ownership. * Congratulates people on achievements and gives timely recognition for good performance. * Provides clear, constructive and timely feedback (both positive and negative) in a manner that encourages learning and achieves any required resolution. * Sets performance standards and conducts regular reviews; identifies and constructively addresses under-performance.</p>
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Capability descriptions and behavioural indicators

Exemplifies personal drive and integrity

SES 2

Displays personal drive and integrity Capability	Demonstrates public service professionalism and probity	Engages with risk and shows personal courage	Commits to action	Displays resilience	Demonstrates self awareness and a commitment to personal development
Description	Adheres to and promotes the Organisation's Values and Code of Conduct and acts with utmost integrity and professionalism. Encourages these standards in others. Operates professionally and within the boundaries of organisational processes and legal and public policy constraints. Represents the organisation effectively in public and internal forums, and advocates the corporate agenda.	Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. Challenges and encourages debate on difficult or controversial issues. Stands by own position and supports others when required. Takes responsibility for mistakes and learns from them. Seeks guidance and advice when required.	Commits to achieving key outcomes for the organisation. Demonstrates personal drive, focus and energy. Galvanises others to act. Acts decisively and initiates urgent action to overcome difficult problems.	Persists and focuses on achieving organisational objectives even in difficult circumstances. Monitors own emotional reactions and responds to pressure in a controlled manner. Displays a positive outlook and maintains momentum in difficult situations.	Examines own performance and regularly seeks feedback from others. Confidently promotes areas of strength, acknowledges development needs and proactively identifies related learning opportunities to extend skills and experience. Reflects on own behaviour and recognises the impact on others.
Behavioural Indicators	<ul style="list-style-type: none"> * Leads by example and maintains high standards of professionalism and impartiality; expects and encourages team and colleagues to apply the same high standards. * Adheres to the Organisation's Values and Code of Conduct and consistently behaves in an honest, ethical and professional way. * Treats people fairly and equitably and is transparent in dealings with them. * Makes decisions for the corporate good without favouritism or bias; 	<ul style="list-style-type: none"> * Makes tough corporate decisions that are in the best interests of the government (even when these may not be popular). * Encourages and contributes to debate on own ideas and the ideas of others; stands own ground and supports others when appropriate. * Confronts difficult or controversial issues directly; is willing to make an unpopular 	<ul style="list-style-type: none"> * Takes the initiative and acts decisively to move things forward. * Shows drive, energy and initiative; gets involved and galvanises others to act to deliver key results for the organisation. * Initiates urgent action and is responsive when there are issues impacting on the achievement of outcomes. 	<ul style="list-style-type: none"> * Sustains high levels of effort and energy following a setback, maintains momentum and continues to move forward. * Demonstrates tenacity and persists with initiatives that are of benefit to the organisation and/or government. * Maintains an optimistic outlook and focuses on the positives in difficult situations. 	<ul style="list-style-type: none"> Regularly examines own behaviour and the impact on others; identifies learning opportunities. * Demonstrates commitment to self-development, proactively identifies development opportunities and seeks to extend skills and experience. * Confidently promotes areas of strength and acknowledges development needs. * Regularly seeks feedback on performance; translates

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	<p>places the aims of the organisation above personal ambitions.</p> <ul style="list-style-type: none"> * Understands and operates within legal and public policy constraints and limitations. * Represents the organisation in public forums; appropriately supports and promotes the organisation's agenda. * Presents a united leadership voice; supports other leaders. 	<p>stand and clearly voice own position.</p> <ul style="list-style-type: none"> * Provides forthright and impartial advice in a constructive manner that facilitates the achievement of government outcomes. * Takes ownership for decisions and accepts responsibility when things go wrong; learns from mistakes. * Seeks advice and guidance; admits to not always knowing the answer to a question. 		<ul style="list-style-type: none"> * Monitors own emotional reactions, remains calm and maintains focus when faced with criticism or pressure. 	<p>negative feedback into actions for improvement.</p> <ul style="list-style-type: none"> * Examines own behaviour with reference to performance; identifies areas of strength and limitation.
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Capability descriptions and behavioural indicators

Communicates with influence

SES 2

Displays personal drive and integrity Capability	Communicates clearly	Listens, understands and adapts to audience	Negotiates persuasively
Description	Confidently presents messages in a clear, concise and articulate manner. Focuses on key points for the audience and uses appropriate, unambiguous language, and explains the implications and ensures the conclusion is clearly conveyed. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.	Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Anticipates reactions and prepares a response to address the audience's concerns. Checks own understanding of others' comments and does not allow misunderstandings to linger.	Approaches negotiations with a strong grasp of the key issues. Presents a convincing and balanced rationale. Anticipates the position of the other party, and is aware of the extent of potential for compromise. Acknowledges and addresses disagreements to facilitate mutually beneficial solutions. Engages the support of credible others. Focuses on the desired objectives and ensures negotiations remain on track.
Behavioural Indicators	<ul style="list-style-type: none"> * Presents key information effectively, outlines the implications and ensures key conclusions are conveyed. * Limits the use of jargon and abbreviations; explains complex information using language appropriate for the audience. * Presents messages confidently and selects the appropriate medium for maximum effect. * Structures messages clearly and succinctly, both orally and in writing. 	<ul style="list-style-type: none"> * Adjusts presentation style on the basis of subtle non-verbal cues. * Maximises personal communication strengths and takes into account shortcomings. * Focuses on gaining a clear understanding of others' comments by listening, asking clarifying questions and reflecting back. * Anticipates the audience's response and is prepared to address their concerns and objections. * Tailors communication style and language according to the audience's level of knowledge, skill and experience. 	<ul style="list-style-type: none"> * Ensures that negotiations remain focused on the important issues. * Acknowledges differences of opinion and addresses disagreements objectively. * Offers a convincing rationale and makes a strong case, without getting personal or aggressive. * Engages credible others in supporting the position. * Anticipates other people's likely expectations and concerns; determines the extent of potential compromise for all parties. * Positions case in a balanced manner, avoids overselling by acknowledging risks and potential disadvantages.