

<u>Shapes strategic Direction</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 Translates the strategy into operational goals and creates a shared sense of purpose within the business unit. Engages others in the strategic direction of the work area, encourages their contribution and communicates expected outcomes.</p>	<p>Builds organisational capability and responsiveness Evaluates ongoing project performance and identifies critical success factors. Instigates continuous improvement activities. Responds flexibly to changing demands. Builds teams with complementary skills and allocates resources in a manner that delivers results.</p>	<p>Nurtures internal and external relationships Builds and sustains relationships with a network of key people internally and externally. Recognises shared agendas and works toward mutually beneficial outcomes. Anticipates and is responsive to internal and external client needs.</p>	<p>Demonstrates public service professionalism and probity Adopts a principled approach and adheres to the Organisation's Values and Code of Conduct. Acts professionally and impartially at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the work area in internal forums.</p>	<p>Communicates clearly Confidently presents messages in a clear, concise and articulate manner. Translates information for others, focusing on key points and using appropriate, unambiguous language. 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 objectives and links between the business unit, organisation and the whole of government agenda. Considers the ramifications of a wide range of issues, anticipates priorities and develops long-term plans for own work area.</p>	<p>Marshals professional expertise Values specialist expertise and capitalises on the knowledge within the organisation as well as consulting externally as appropriate. Manages contracts judiciously. Contributes own expertise to achieve outcomes for the business unit.</p>	<p>Facilitates cooperation and partnerships Brings people together and encourages input from key stakeholders. Finds opportunities to share information and ensures that others are kept informed of issues. Fosters teamwork and rewards cooperative and collaborative behaviour. Resolves conflict using appropriate strategies</p>	<p>Engages with risk and shows personal courage Provides impartial and forthright advice. Challenges important issues constructively, stands by own position and supports others when required . Acknowledges mistakes and learns from them, and 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 is prepared to respond. Checks own understanding of others' comments and does not allow misunderstandings to linger.</p>
<p>Harnesses information and opportunities Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints. Probes information and identifies any critical gaps. Maintains an awareness of the organisation, looks for recent developments that may impact on own business area and finds out about best practice approaches.</p>	<p>Steers and implements change and deals with uncertainty Establishes clear plans and timeframes for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.</p>	<p>Values individual differences and diversity Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views. Harnesses understanding of differences to enhance interactions. Recognises the different working styles of individuals, and tries to see things from different perspectives.</p>	<p>Commits to action Takes personal responsibility for meeting objectives and progressing work. Shows initiative and proactively steps in and does what is required. Commits energy and drive to see that goals are achieved.</p>	<p>Negotiates persuasively Approaches negotiations with a strong grasp of the key issues, having prepared well in advance. Understands the desired objectives and associated strengths and weaknesses. Anticipates the position of the other party, and adapts approach accordingly. Encourages the support of relevant stakeholders. Strives to achieve an outcome that delivers benefits for both parties.</p>

<p>Shows judgement, intelligence and commonsense Undertakes objective, critical analysis and distils the core issues. Presents logical arguments and draws accurate conclusions. Anticipates and seeks to minimise risks. Breaks through problems and weighs up the options to identify solutions. Explores possibilities and creative alternatives.</p>	<p>Ensures closure and delivers on intended results Strives to achieve and encourages others to do the same. Monitors progress and identifies risks that may impact on outcomes. Adjusts plans as required. Commits to achieving quality outcomes and ensures documentation procedures are maintained. Seeks feedback from stakeholders to gauge satisfaction.</p>	<p>Guides, mentors and develops people Encourages and motivates people to engage in continuous learning, and empowers them by delegating tasks. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly.</p>	<p>Displays resilience Persists with, and focuses on achieving, objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner. Maintains momentum in a controlled manner and sustains effort despite criticism or setbacks.</p>	
			<p>Demonstrates self awareness and a commitment to personal development Critically analyses own performance and seeks feedback from others. Confidently communicates strengths and acknowledges development needs. Acts on negative feedback to improve performance. Reflects on own behaviour and recognises the impact on others. Shows strong commitment to learning and self development, and embraces challenging new opportunities.</p>	

Note: Shaded boxes indicate areas of growth from previous classification.

Capability descriptions and behavioural indicators SO 1 & 2 Shapes Strategic Direction

Capability	Inspires a sense of purpose and direction	Focuses strategically	Harnesses information and opportunities	Shows judgement, intelligence and commonsense
Description	Translates the strategy into operational goals and creates a shared sense of purpose within the business unit. Engages others in the strategic direction of the work area, encourages their contribution and communicates expected outcomes.	Understands the organisation's objectives and aligns operational activities accordingly. Considers the ramifications of issues and longer-term impact of own work and work area.	Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints. Probes information and identifies any critical gaps. Maintains an awareness of the organisation, looks for recent developments that may impact on own business area and finds out about best practice approaches.	Undertakes objective, critical analysis and distils the core issues. Presents logical arguments and draws accurate conclusions. Anticipates and seeks to minimise risks. Break through problems and weighs up the options to identify solutions. Explores possibilities and creative alternatives.
Behavioural Indicators	<ul style="list-style-type: none"> - Encourages others to provide input and comment on the strategic direction of the business unit. - Communicates with others regarding the purpose of their work and the relationship between work unit objectives and organisational goals. - Builds a shared sense of purpose and direction; translates the vision into shorter-term goals and objectives. - Frames objectives in a meaningful way and communicates expectations of their achievement. 	<ul style="list-style-type: none"> - considers a wide range of issues and their implications for the business unit. - Thinks about the future; develops long-term plans and anticipates likely priorities. - Understands the organisation's direction and how the work of own business area fits into the organisation, wider community and who of government agenda. 	<ul style="list-style-type: none"> - Identifies critical information gaps and asks a range of questions to uncover valuable information. - Sources information on best practice approaches adopted in both the public and private sectors. - Scans the organisational environment for new trends and recent developments that are likely to affect own business area. - Gathers and investigates information and alternate viewpoints from a variety of sources through formal and informal means; explores new ideas with an open mind. 	<ul style="list-style-type: none"> - Distils the core issues from complex information and identifies relationships between factors. - Anticipates problems and takes steps to minimise or prevent them; identifies and articulates potential risk. - Draws accurate conclusions and presents logical arguments that address key issues. - Explores various possibilities and generates innovative alternatives. - Selects the best option from a range of potential solutions; demonstrates how recommendations solve they key problems identified.

Capability descriptions and behavioural indicators SO 1 & 2

Achieves results

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	Evaluates ongoing project performance and identifies critical success factors. Instigates continuous improvement activities. Responds flexibly to changing demands. Builds teams with complementary skills and allocates resources in a manner that delivers results.	Values specialist expertise and capitalises on the knowledge within the organisation as well as consulting externally as appropriate. Manages contracts judiciously. Contributes own expertise to achieve outcomes for the business unit.	Establishes clear plans and timeframes for project implementation and outlines specific activities. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.	Strives to achieve and encourages others to do the same. Monitors progress and identifies risks that may impact on outcomes. Adjusts plans as required. Commits to achieving quality outcomes and ensures documentation procedures are maintained. Seeks feedback from stakeholders to gauge satisfaction.
Behavioural Indicators	<ul style="list-style-type: none"> * Builds effective teams with complementary skills. * Allocates resources in a flexible manner across work area to deliver the best results for the organisation. * Evaluates projects and business processes to understand critical factors for success; engages in, and encourages others to contribute to, continuous improvement. * Responds flexibly to changing demands whilst maintaining sight of the end goals. 	<ul style="list-style-type: none"> * Supplements internal knowledge with technical expertise from external providers and other government organisations. Manages contracts judiciously. * Consults internal and external experts; taps into their technical and professional knowledge and experience to improve work outcomes. * Contributes own expertise for the benefit of the business unit; encourages others to draw upon this knowledge. 	<ul style="list-style-type: none"> * Constructs project plans that have clear and appropriate goals, timeframes and budgets; anticipates change and builds contingencies into plans. * Deals positively with uncertainty and copes effectively in an environment characterised by change; determines a course of action despite lack of clarity. * Shares appropriate information with staff and colleagues during times of change; helps others adapt to ensure a smooth transition. 	<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 work completion; proactively escalates issues that have not been controlled to ensure work remains on track. * Regularly seeks feedback from stakeholders to gauge their satisfaction; acts to ensure work is delivered to a high standard. * Maintains focus on quality to achieve key outcomes; adheres to documentation procedures and

				sees tasks through to completion. * Monitors projects against plans; manages priorities and agrees on adjustments to milestones as required.
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Capability descriptions and behavioural indicators SO 1 & 2 Cultivates productive working relationships

Achievement 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 with a network of key people internally and externally. Recognises shared agendas and works toward mutually beneficial outcomes. Anticipates and is responsive to internal and external client needs.	Brings people together and encourages input from key stakeholders. Finds opportunities to share information and ensures that others are kept informed of issues. Fosters teamwork and rewards cooperative and collaborative behaviour. Resolves conflict using appropriate strategies.	Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views. 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 tasks. Agrees on clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly.
Behavioural Indicators	<ul style="list-style-type: none"> * Develops and maintains a network with others internally and externally. * Builds and sustains long-term relationships; liaises with a range of stakeholders including other teams, peers and colleagues across the organisation, and in other organisations. * Recognises shared agendas and works toward mutually beneficial outcomes. * Anticipates the needs of clients 	<ul style="list-style-type: none"> * Uses appropriate strategies to resolve conflicts and address concerns quickly. * Fosters teamwork by working collaboratively and cooperatively; encourages and rewards those behaviours in others. * Brings people together and ensures the key stakeholders are involved in discussions; encourages people's input and seeks contribution. * Consults, 	<ul style="list-style-type: none"> * Discerns the differing and preferred working styles of individuals and factors this into the management of people and tasks. * Recognises that others have different views and experience; explores their contributions and capitalises on the differing perspectives. * Tries to see things from the other person's perspective; anticipates their reactions and adopts strategies to address them. 	<ul style="list-style-type: none"> * Makes time for people despite competing priorities; provides guidance and offers full support when required. * Acts as a coach and works with people to facilitate their development; identifies development opportunities and encourages continuous learning. * Delegates tasks effectively; provides clear direction and articulates parameters. * Congratulates people on

	and provides courteous, prompt and professional service to them.	promotes open discussion; shares information with key stakeholders internally and externally; ensures that people in own team and upwards are kept informed of progress and issues.	* Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions.	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. * Agrees on performance standards and conducts regular reviews; addresses under-performance promptly, identifies causes and agrees on improvement targets.
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Capability descriptions and behavioural indicators SO 1 & 2

Exemplifies personal drive and integrity

Capability	Demonstrates public service professionalism and probity	Engages with risk and shows personal courage	Commits to action	Displays resilience	Demonstrates selfawareness and a commitment to personal development
Description	Adopts a principled approach and adheres to the Organisation's Values and Code of Conduct. Acts professionally and impartially at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in public and internal forums.	Provides impartial and forthright advice. Challenges important issues constructively, stands by own position and supports others when required. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.	Takes personal responsibility for meeting objectives and progressing work. Shows initiative and proactively steps in and does what is required. Commits energy and drive to see that goals are achieved.	Persists and focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a controlled manner. Maintains momentum and sustains effort despite criticism or setbacks.	Critically analyses own performance and seeks feedback from others. Confidently communicates strengths and acknowledges development needs. Acts on negative feedback to improve performance. Reflects on own behaviour and recognises the impact on others. Shows strong commitment to learning and self-development, and embraces challenging new opportunities.
Behavioural Indicators	<ul style="list-style-type: none"> * 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; places the aims of the organisation above personal ambitions. * Understands and operates within legal and public policy constraints and limitations. * Operates in a professional manner when representing the organisation in public and internal forums. 	<ul style="list-style-type: none"> Listens when own ideas are challenged, stands own ground and supports others when appropriate. * Challenges issues and raises objections constructively; discusses alternatives to find a way forward. * Provides impartial and forthright advice. * Takes responsibility for mistakes and learns from them; acknowledges when in the wrong. * Seeks advice and assistance from 	<ul style="list-style-type: none"> * Takes the initiative; progresses work, and engages in additional tasks as required. * Works to get results; shows energy and drive; commits to meeting objectives. * Recognise and seeks to resolve issues impacting on the achievement of desired 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 persistence, adapts approach when required and works hard to achieve objectives. * Maintains an optimistic outlook and focuses on the positives in difficult situations. * Withstands criticism from stakeholders and maintains composure when under 	<ul style="list-style-type: none"> * Reflects on own behaviours and work style and considers how they impact others and performance on the job. * Demonstrates commitment to self-development, steps out of own comfort zone and embraces challenging opportunities for growth. * Confidently communicates areas of strength and acknowledges development needs. * Seeks feedback regarding performance; acts on feedback to achieve continual improvement.

		<p>colleagues and managers when uncertain.</p>		<p>pressure.</p>	<p>* Spends time critically analysing own performance and identifies strengths as well as development needs.</p>
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Capability descriptions and behavioural indicators SO 1 & 2 Communicates with influence

Capability	Communicates clearly	Listens, understands and adapts to audience	Negotiates persuasively
Description	<p>Confidently presents messages in a clear, concise and articulate manner. Translates information for others, focusing on key points and using appropriate, unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.</p>	<p>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 is prepared to respond. Checks own understanding of others' comments and does not allow misunderstandings to linger.</p>	<p>Approaches negotiations with a strong grasp of the key issues, having prepared well in advance. Understands the desired objectives and associated strengths and weaknesses. Anticipates the position of the other party, and adapts approach accordingly. Encourages the support of relevant stakeholders. Encourages debate and identifies common ground to facilitate agreement and acceptance of mutually beneficial solutions.</p>
Behavioural Indicators	<ul style="list-style-type: none"> * Translates information for others and focuses on clearly communicating key points. * 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 	<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. * Anticipates others' reactions and is prepared to respond. * Tailors communication style and language according to the audience's level of knowledge, skill and experience. 	<ul style="list-style-type: none"> * Encourages debate and seeks to develop a clear understanding about conflicting issues. * Puts forward a case firmly, without getting personal or aggressive. * Encourages relevant stakeholders in supporting the position. * Anticipates the stance of other parties in advance and positions own case accordingly; identifies common ground. * Develops a convincing argument

	messages clearly and succinctly, both orally and in writing.		and presents the rationale with solid supporting evidence.
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