



# Capability Profile

## Inspector

Shapes Strategic Thinking	
Capability	Behavioural indicators
<b>Inspires a sense of purpose and direction</b>	<ul style="list-style-type: none"> <li>Communicates with others regarding the purpose of their work and the relationship between operational activities and WA Police Force goals.</li> <li>Translates high-level goals and outcomes into appropriate tasks for others.</li> <li>Conveys expectations regarding outcomes and the timely achievement of objectives.</li> </ul>
<b>Focuses strategically</b>	<ul style="list-style-type: none"> <li>Demonstrates an awareness of the implications of issues for own work and work area.</li> <li>Thinks about the future and considers the longer term implications of own work.</li> <li>Understands the strategic objectives of the WA Police Force and develops work plans accordingly.</li> <li>Promotes risk management as fundamental to planning processes, service delivery and achieving results.</li> </ul>
<b>Harnesses information and opportunities</b>	<ul style="list-style-type: none"> <li>Identifies critical information gaps and asks a range of questions to uncover valuable information.</li> <li>Sources information on best practice approaches adopted in both the public and private sectors.</li> <li>Scans the organisational environment; monitors the corporate priorities, business context and organisational culture.</li> <li>Gathers and investigates information and alternate viewpoints from a variety of sources through formal and informal means; explores new ideas with an open mind.</li> </ul>
<b>Shows judgement, intelligence and commonsense</b>	<ul style="list-style-type: none"> <li>Systematically analyses information to identify relationships between factors.</li> <li>Identifies problems and assesses their significance; takes appropriate action to resolve them.</li> <li>Checks and clarifies information and avoids unwarranted assumptions; draws accurate evidence based conclusions and presents logical arguments.</li> <li>Explores various possibilities and generates innovative alternatives.</li> <li>Selects the best option from a range of potential solutions; demonstrates how recommendations solve the key problems identified.</li> </ul>

Achieves Results	
Capability	Behavioural indicators
<b>Builds organisational capability and responsiveness</b>	<ul style="list-style-type: none"> <li>Identifies and utilises key individuals who will contribute to deliver the best results.</li> <li>Evaluates projects and performance to understand critical factors for success, and engages in activities to achieve continuous improvement.</li> <li>Responds flexibly to changing demands whilst maintaining sight of the end goal.</li> </ul>
<b>Marshals professional expertise</b>	<ul style="list-style-type: none"> <li>Consults internal and external experts; uses their technical and professional knowledge and experience to improve work outcomes.</li> <li>Contributes own expertise for the benefit of the business unit; encourages others to draw upon this knowledge.</li> </ul>
<b>Steers and implements change and deals with uncertainty</b>	<ul style="list-style-type: none"> <li>Constructs project and action plans that have clear and appropriate goals, timeframes and budgets; anticipates change and builds contingencies into plans.</li> <li>Deals positively with uncertainty and copes effectively in an environment characterised by change; determines a course of action despite lack of clarity.</li> <li>Shares appropriate information with staff and colleagues during times of change; helps others adapt to ensure a smooth transition.</li> <li>Identifies and mitigates risks associated with change and uncertainty.</li> </ul>
<b>Ensures closure and delivers on intended</b>	<ul style="list-style-type: none"> <li>Regularly seeks feedback from stakeholders to gauge their satisfaction; ensures work is delivered to a high standard.</li> <li>Maintains focus on quality to achieve key outcomes; adheres to documentation procedures and</li> </ul>

<b>results</b>	<p>sees tasks through to completion.</p> <ul style="list-style-type: none"> <li>• Monitors projects and performance against plans; manages priorities and agrees adjustments to milestones as required.</li> <li>• Identifies and addresses risks that may impede task completion.</li> </ul>
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## Builds Productive Working Relationships

Capability	Behavioural indicators
<b>Nurtures internal and external relationships</b>	<ul style="list-style-type: none"> <li>• Develops and maintains a network with others internally and externally.</li> <li>• Builds and sustains relationships; liaises with a range of stakeholders including other teams, peers and colleagues within the WA Police Force, across the organisation and in other organisations.</li> <li>• Offers reciprocal assistance in achieving mutually beneficial outcomes.</li> <li>• Anticipates the needs of clients and provides courteous, prompt and professional service to them.</li> </ul>
<b>Facilitates cooperation and partnerships</b>	<ul style="list-style-type: none"> <li>• Operates as an effective member of the team; works collaboratively and cooperatively; draws on team strengths.</li> <li>• Involves others and encourages their input; recognises the contributions and achievements made by other people.</li> <li>• Consults and shares information with own team and upwards; ensures people are kept informed of progress and issues.</li> </ul>
<b>Values individual differences and diversity</b>	<ul style="list-style-type: none"> <li>• Discerns the differing and preferred working styles of individuals and factors this into the management of people and tasks.</li> <li>• Recognises that others have different views and experience; appreciates the viewpoints of others; explores their contributions and capitalises on the differing perspectives.</li> <li>• Tries to see things from the other person's perspective.</li> <li>• Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions.</li> </ul>
<b>Guides, coaches and develops people</b>	<ul style="list-style-type: none"> <li>• Makes time for people despite competing priorities; provides guidance and offers full support when required.</li> <li>• Encourages staff to engage in development opportunities; identifies knowledge public sector and works with them to determine appropriate development activities.</li> <li>• Delegates tasks effectively; provides clear direction and articulates parameters.</li> <li>• Congratulates people on achievements and gives timely recognition for good performance.</li> <li>• Provides clear, constructive and timely feedback (both positive and negative) in a manner that encourages learning and achieves any required resolution.</li> <li>• Agrees on performance standards and conducts regular reviews; addresses under-performance promptly with skill, courage and tenacity; identifies causes of underperformance and agrees on improvement targets.</li> </ul>

## Communicates With Influence

Capability	Behavioural indicators
<b>Communicates clearly</b>	<ul style="list-style-type: none"> <li>• Focuses on clearly communicating key points.</li> <li>• Limits the use of jargon and abbreviations; explains complex information using language appropriate for the audience.</li> <li>• Presents messages confidently and selects the appropriate medium for maximum effect.</li> <li>• Structures messages clearly and succinctly, both orally and in writing.</li> </ul>
<b>Listens, understands and adapts to audience</b>	<ul style="list-style-type: none"> <li>• Adjusts presentation style on the basis of subtle non-verbal cues.</li> <li>• Maximises personal communication strengths and takes into account shortcomings.</li> <li>• Focuses on gaining a clear understanding of others' comments by listening, asking clarifying questions and reflecting back.</li> <li>• Understands and addresses the key concerns of the audience.</li> <li>• Tailors communication style and language according to the audience's level of knowledge, skill and experience.</li> </ul>
<b>Negotiates persuasively</b>	<ul style="list-style-type: none"> <li>• Presents persuasive counter-arguments</li> </ul>

	<ul style="list-style-type: none"> <li>• Puts forward a case firmly, without getting personal or aggressive.</li> <li>• Encourages relevant stakeholders in supporting the position; anticipates the stance of other parties in advance and positions own case accordingly.</li> <li>• Commences negotiations with a clear understanding of objectives, strategies and issues to effectively negotiate desired outcomes.</li> </ul>
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<b>Exemplifies Personal Drive and Integrity</b>	
<b>Capability</b>	<b>Behavioural indicators</b>
<b>Demonstrates professionalism and probity</b>	<ul style="list-style-type: none"> <li>• Models behaviours that are honest, ethical and professional, in accordance with WA Police Force Values and Code of Conduct and ensures staff comply with these values; resists temptations of an unethical or unlawful nature and encourages others to model this behaviour.</li> <li>• Treats people fairly and equitably and is transparent in dealings with them.</li> <li>• Makes decisions for the corporate good without favouritism or bias; places the aims of WA Police Force above personal ambitions.</li> <li>• Understands and operates within legal and public policy constraints and limitations; encourages a strong knowledge of the legislative, policy and regulatory framework within the WA Police Force and ensures team compliance within the business area.</li> <li>• Operates in a professional manner when representing the WA Police Force in public and internal forums.</li> </ul>
<b>Engages with risk and shows personal courage</b>	<ul style="list-style-type: none"> <li>• Listens when own ideas are challenged; stands own ground and defends own views when appropriate.</li> <li>• Challenges issues and raises objections constructively; discusses alternatives to find a way forward.</li> <li>• Provides impartial and forthright advice.</li> <li>• Takes responsibility for mistakes and learns from them; acknowledges when in the wrong.</li> <li>• Seeks advice and assistance from colleagues and senior members when uncertain.</li> </ul>
<b>Commits to action</b>	<ul style="list-style-type: none"> <li>• Takes the initiative, progresses work, and engages in additional tasks as required.</li> <li>• Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives.</li> <li>• Recognises and seeks to resolve issues impacting on the achievement of desired outcomes.</li> </ul>
<b>Displays resilience</b>	<ul style="list-style-type: none"> <li>• Maintains effective performance levels in highly charged or high-pressure situations.</li> <li>• Demonstrates persistence and works hard to achieve objectives.</li> <li>• Maintains an optimistic outlook and focuses on the positives in difficult situations.</li> <li>• Stays controlled when under pressure; does not react personally to criticism.</li> </ul>
<b>Demonstrates self awareness and a commitment to personal development</b>	<ul style="list-style-type: none"> <li>• Reflects on own behaviours and work style and considers how they impact on others and on job performance.</li> <li>• Demonstrates commitment to self development and capitalises on opportunities to extend skills and knowledge; accepts challenging new opportunities.</li> <li>• Seeks feedback on behaviour and work performance and is responsive to guidance.</li> <li>• Spends time critically analysing own performance and identifies strengths as well as development needs; communicates areas of strength, and acknowledges development needs.</li> </ul>