



Capability Profile

Superintendent

Shapes Strategic Thinking	
Capability	Behavioural indicators
Inspires a sense of purpose and direction	<ul style="list-style-type: none"> Encourages others to provide input and comment on the strategic direction of the District/Division. Communicates with others regarding the purpose of their work and the relationship between District/Division objectives and WA Police Force goals. Builds a shared sense of purpose and direction; translates corporate vision and strategic goals into shorter-term goals and objectives. Frames objectives in a meaningful way and communicates expectations of their achievement.
Focuses strategically	<ul style="list-style-type: none"> Considers a wide range of issues, their implications and ramifications for the District/Division. Thinks about the future; develops long-term plans and anticipates likely priorities. Understands WA Police Force's direction and how the work of own business area fits into the organisation, wider community and whole of government agenda. Promotes risk management as fundamental to planning processes, service delivery and achieving results.
Harnesses information and opportunities	<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 and other police jurisdictions. Scans the internal and external 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.
Shows judgement, intelligence and commonsense	<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 risks. 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 the key problems identified.

Achieves Results	
Capability	Behavioural indicators
Builds organisational capability and responsiveness	<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 WA Police Force. Evaluates projects, performance 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.
Marshals professional expertise	<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; uses their technical and professional knowledge and experience to improve work outcomes. Contributes own expertise for the benefit of the District/Division; encourages others to draw upon this knowledge.
Steers and implements change and	<ul style="list-style-type: none"> Constructs project and action plans that have clear and appropriate goals, timeframes and budgets; anticipates change and builds contingencies into plans.

deals with uncertainty	<ul style="list-style-type: none"> • 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. • Identifies and mitigates risks associated with change and uncertainty.
Ensures closure and delivers on intended results	<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; ensures 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 and performance against plans; manages priorities and agrees adjustments to milestones as required.

Builds Productive Working Relationships	
Capability	Behavioural indicators
Nurtures internal and external relationships	<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 within WA Police Force, across the organisation and in other organisations. • Recognises shared agendas; offers reciprocal assistance in achieving mutually beneficial outcomes. • Anticipates the needs of clients and provides courteous, prompt and professional service to them.
Facilitates cooperation and partnerships	<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 and 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.
Values individual differences and diversity	<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; appreciates the viewpoints of others; explores their contributions and capitalises on the differing perspectives. • Tries to see things from the other person's perspective; anticipates the reactions of others and adopts strategies to address them. • Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions.
Guides, coaches and develops people	<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 achievements and gives timely recognition for good performance. • Frequently 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 with skill, courage and tenacity; identifies causes of underperformance and agrees on improvement targets.

Communicates With Influence	
Capability	Behavioural indicators
Communicates clearly	<ul style="list-style-type: none"> • Translates information for others and focuses on clearly communicating key points.

	<ul style="list-style-type: none"> • 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.
Listens, understands and adapts to audience	<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 others' reactions and is prepared to respond. • Tailors communication style and language according to the audience's level of knowledge, skill and experience.
Negotiates persuasively	<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 and presents the rationale with solid supporting evidence. • Positions case in a balanced manner, avoids overselling by acknowledging risks and potential disadvantages.

Exemplifies Personal Drive and Integrity	
Capability	Behavioural indicators
Demonstrates professionalism and probity	<ul style="list-style-type: none"> • 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. • 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 WA Police Force above personal ambitions. • Understands and operates within legal and public policy constraints and limitations; encourages a strong knowledge of the legislative, policy and regulatory framework within WA Police Force and ensures team compliance within the District/Division. • Operates in a professional manner when representing WA Police Force in public and internal forums.
Engages with risk and shows personal courage	<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 colleagues and senior members when uncertain.
Commits to action	<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 the objectives. • Recognises and seeks to resolve issues impacting on the achievement of desired outcomes.
Displays resilience	<ul style="list-style-type: none"> • Maintains effective performance levels in highly charged or high-pressure situations. • 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 pressure.
Demonstrates self awareness and a	<ul style="list-style-type: none"> • Reflects on own behaviours and work style and considers how they impact others and on job performance. • Demonstrates commitment to self development, steps out of own comfort zone and embraces

commitment to personal development	challenging opportunities for growth. <ul style="list-style-type: none">• Confidently communicates areas of strength and acknowledges development needs.• Seeks feedback regarding performance; acts on feedback to achieve continual improvement.• Spends time critically analysing own performance and identifies strengths as well as development needs.
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