

Capability Profile: Levels 1-6

Capability Profile Levels 1 – 6: Summary Sheet

Capability	Description	Level 1/2	Level 3	Level 4	Level 5	Level 6
Shapes and Manages Strategy	<ul style="list-style-type: none"> • Supports shared purpose and direction • Thinks strategically • Harnesses information and opportunities • Shows judgement, intelligence and common sense 	<ul style="list-style-type: none"> • Understands business values and objectives and can explain how they are relevant to their work • Works under direct supervision to meet timelines and priorities 	<ul style="list-style-type: none"> • Follows direction provided by supervisor • Understands reasons for decisions and can explain how they are relevant to their work • Informs supervisor of potential issues • Knows where to find information and uses common sense to research, analyse and make evidence-based recommendations 	<ul style="list-style-type: none"> • Understands reasons for decisions and how they are to their work • Understands the work environment, identifies issues that may impact own achievement and contributes to team planning • Draws on information from a range of sources, uses common sense to analyse what information is important • Anticipates issues that could impact on tasks, identifies risks and uncertainties in procedures and tasks 	<ul style="list-style-type: none"> • Understands and communicates the reasons for decisions to others • Understands strategic objectives, trends and factors that may influence work plans and goals • Draws on information from a range of sources, uses judgement to analyse, works within agreed guidelines to make decisions, incorporates outcomes into work plans 	<ul style="list-style-type: none"> • Communicates reasons for decisions and clarifies expectations of key deliverables • Understands strategic objectives, trends and factors that may influence work plans and goals • Scans environment to monitor priorities and keeps self and others informed on work issues • Thinks laterally, is innovative, identifies and implements improved work practices
Achieves Results	<ul style="list-style-type: none"> • Identifies and uses resources wisely • Applies and builds professional expertise • Responds positively to change • Takes responsibility for managing projects to achieve results 	<ul style="list-style-type: none"> • Reschedules and reorganises work to reflect changes in priority • Applies and develops capabilities to meet performance expectations, demonstrates knowledge of new programs, products or services relevant to the position • Maintains accurate records and files • Sees tasks through to completion 	<ul style="list-style-type: none"> • Reschedules and reorganises work to reflect changes in priority • Applies and develops capabilities to meet performance expectations, demonstrates knowledge of new programs, products or services relevant to the position • Maintains accurate records and files • Sees tasks through to completion 	<ul style="list-style-type: none"> • Monitors progress against performance expectations to ensure deadlines are met, communicates outcomes to supervisor • Applies and develops capabilities to meet performance expectations, demonstrates knowledge of new programs, products or services relevant to the position • Works to agreed priorities, outcomes, resources and is responsive to changes in requirements 	<ul style="list-style-type: none"> • Evaluates project performance, identifies need for change and initiates change when required • Applies and develops capabilities to meet performance expectations, contributes own expertise to work unit • Demonstrates flexibility and copes with day-to-day changes in priorities • Focuses on quality, adheres to procedures and appropriate information management systems for currency and sees project to completion 	<ul style="list-style-type: none"> • Evaluates project performance, identifies need for change and initiates change when required • Applies and develops capabilities to meet performance expectations, contributes own expertise to work unit • Deals positively with uncertainty and copes in a changing environment, determines action despite lack of clarity • Focuses on quality, adheres to procedures and appropriate information management systems for currency and sees project to completion
Builds Productive Relationships	<ul style="list-style-type: none"> • Nurtures internal and external relationships • Listens to, understands and recognises the needs of others • Values individual differences and diversity • Shares learning and supports others 	<ul style="list-style-type: none"> • Responds under direction to changes in client needs and expectations, manages progress and keeps clients informed, provides prompt and courteous service • Recognises the value of individual differences and understands that others may work in different ways 	<ul style="list-style-type: none"> • Responds under direction to changes in client needs and expectations, manages progress and keeps clients informed, provides prompt and courteous service • Recognises the value of individual differences and understands that others may work in different ways • Understands and acts on constructive feedback 	<ul style="list-style-type: none"> • Builds and maintains relationships with team members, other teams, colleagues and clients • Shares information with own team, seeks input from others, contributes to team discussions and ensures others are kept informed • Maintains awareness of personalities, motivations and diverse qualities, treats people with respect and courtesy • Acts on constructive feedback 	<ul style="list-style-type: none"> • Builds and maintains relationships with stakeholders, team members, other teams, colleagues and clients • Consults and shares information with team and seeks input from others, ensures others are kept informed • Recognises different views, explores contributions and encourages diverse views • Works with staff to identify development areas, encourages development activities, actively requests coaching from supervisor, identifies learning for self and shares this with others 	<ul style="list-style-type: none"> • Builds and maintains relationships with stakeholders, team members, other teams, colleagues and clients • Actively listens to staff, colleagues, clients and stakeholders, involves and recognises others' contributions • Recognises different views, explores contributions and encourages diverse views • Works with staff to identify development areas, encourages development activities, proactively requests coaching from supervisor, identifies learning for self and shares this with others

Capability Profile: Levels 1-6

Capability Profile Levels 1 – 6: Summary Sheet (continued)

Capability	Description	Level 1/2	Level 3	Level 4	Level 5	Level 6
Exemplifies Personal Integrity and Self-Awareness	<ul style="list-style-type: none"> • Demonstrates public service professionalism and probity • Engages with risk and shows personal courage • Commits to action • Promotes and adopts a positive and balanced approach to work • Demonstrates self-awareness and a commitment to personal development 	<ul style="list-style-type: none"> • Adheres to the Code of Conduct and behaves in an honest, professional and ethical way • Provides accurate information, checks and confirms accuracy prior to release • Gets on with the job and applies self to meet objectives, follows up to ensure work is finalised • Stays calm under pressure, does not react personally to criticism • Agrees on performance levels with supervisor, seeks supervisor feedback and responds to guidance 	<ul style="list-style-type: none"> • Code of Conduct and behaves in an honest, professional and ethical way • Provides accurate information, checks and confirms accuracy prior to release • Gets on with the job and applies self to meet objectives, follows up to ensure work is finalised • Stays calm under pressure, does not react personally to criticism • Agrees on performance levels with supervisor, seeks supervisor feedback and responds to guidance 	<ul style="list-style-type: none"> • Adheres to the Code of Conduct and behaves in an honest, professional and ethical way • Provides accurate information, checks and confirms accuracy prior to release • Takes responsibility for completion of work and seeks guidance when required, takes initiative to progress work when required • Maintains effective performance in challenging situations • Seeks self development opportunities, willing to learn new approaches, acquire new capabilities and knowledge 	<ul style="list-style-type: none"> • Adheres to the Code of Conduct and behaves in an honest, professional and ethical way • Listens when own ideas are challenged, takes responsibility for mistakes and learns from them • Takes responsibility for completion of work within time frames, takes initiative to progress work when required • Maintains a positive outlook and maintains a balanced working environment • Reflects on own behaviours and work style and understands the impact on others and on performance 	<ul style="list-style-type: none"> • Adheres to the Code of Conduct and behaves in an honest, professional and ethical way • Constructively challenges issues, discusses alternatives to progress issue • Applies self with energy and drive and commits to meeting the objectives, follows up to finalise work • Maintains a positive outlook and maintains a balanced working environment • Reflects on own behaviours and work style and understands the impact on others and on performance
Communicates and Influences Effectively	<ul style="list-style-type: none"> • Communicates clearly • Listens, understands and adapts to audience • Negotiates confidently 	<ul style="list-style-type: none"> • Limits the use of jargon, explains information using language appropriate to the client • Listens and asks questions to ensure understanding, checks own communication has been understood • Discusses issues thoughtfully without getting aggressive 	<ul style="list-style-type: none"> • Limits the use of jargon, explains information using language appropriate to the client • Listens and asks questions to ensure understanding, checks own communication has been understood • Discusses issues thoughtfully without getting aggressive 	<ul style="list-style-type: none"> • Structures messages clearly and succinctly, orally and in writing • Focuses on gaining a clear understanding of other's comments by listening and questioning for clarity, checks own views have been understood • Listens to differing ideas to develop an understanding of the issues 	<ul style="list-style-type: none"> • Presents messages confidently and selects the appropriate medium for conveying information to the audience's level of knowledge, skill and experience • Listens to differing ideas to develop an understanding of the issues, presents persuasive counter-arguments 	<ul style="list-style-type: none"> • Presents messages confidently and selects the appropriate medium for conveying information to the audience's level of knowledge, skill and experience • Listens to differing ideas to develop an understanding of the issues, presents persuasive counter-arguments