

3.2 Comparative profiles

Shapes and manages strategy

	Level 7	Level 8	Level 9	Class 1/2	Class 3/4
Inspires a sense of purpose and direction	Provides direction to others regarding the purpose and importance of their work. Illustrates the relationship between operational tasks and organisational goals. Sets work tasks that align with the strategic objectives and communicates expected outcomes.	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.	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.	Champions the organisation's vision and goals and promotes a shared commitment to the strategic direction. Helps create organisational strategies that are aligned with government objectives and likely future requirements. Encourages others' input and communicates expected outcomes from organisational strategies.	Champions the organisation's vision and goals and unifies business units with the strategic direction. Helps create organisational strategies that are aligned with government objectives and likely future requirements. Encourages others' input and communicates expected outcomes from organisational strategies.
Focuses strategically	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.	Understands the organisation's objectives and links between the business unit, organisation and whole of government agenda. Considers the ramifications of a wide range of issues, anticipates priorities and develops long-term plans for own work area.	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.	Understands the organisation's role within society and considers multiple perspectives when assessing the ramifications of key issues on the organisation and community. Provides advice to government that reflects analysis of a broad range of issues and the whole of government agenda. Considers emerging trends, identifies long-term opportunities and aligns organisational operations with strategic priorities.	Understands the organisation's current and potential future role within society. Considers multiple perspectives when assessing the ramifications of key issues and develops solutions with long-term viability for the organisation and society. Provides advice to government that reflects analysis of a broad range of issues. Considers emerging trends, identifies long-term opportunities and balances organisational requirements with desired whole of government outcomes.
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 public sector issues. Maintains an awareness of the organisation, monitors the context in which the organisation operates and finds out about best practice approaches.	Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints. Probes information and identifies any critical public sector issues. Maintains an awareness of the organisation, looks for recent developments that may impact on own business area and finds out about best practice approaches.	Draws on information and alternate 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 public sector issues. Uses knowledge of the organisation to provide a context for others.	Draws on information and alternate viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. Positions the organisation to seize opportunities and minimise threats. Addresses any critical information public sector issues. Uses knowledge of the organisation to tailor approaches to different issues.	Draws on information and alternate viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. Positions the organisation to seize opportunities and minimise threats. Addresses any critical information public sector issues. Uses knowledge of the organisation to tailor approaches to different issues. Recognises the opportunities offered through whole of government approaches and seeks to realise them.
Shows judgement, intelligence and common sense	Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Breaks through problems and weighs up the options to identify solutions. Explores possibilities and innovative alternatives.	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.	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.	Applies intellect and knowledge to weigh up information and identify critical factors and issues. Demonstrates effective judgement to weigh up options and develop realistic solutions. Anticipates risks, addresses them quickly and helps others to recognise them. Capitalises on innovative alternatives to resolve complex problems.	Engages in high-level critical thinking to identify links and discern the critical issues. Identifies the implications for the organisation and applies effective judgement to develop solutions. Anticipates long-term and strategic risks, addresses them quickly and helps others to recognise them. Capitalises on innovative alternatives to resolve complex problems.

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Achieves results

	Level 7	Level 8	Level 9	Class 1/2	Class 3/4
Builds organisational skill and responsiveness	Reviews project performance and focuses on identifying opportunities for continuous improvement. Identifies key talent to support performance. Remains flexible and responsive to changes in requirements.	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.	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.	Focuses on activities that support organisational sustainability. Nurtures talent and engages in succession planning. Facilitates information accessibility and sharing. Investigates ways to improve effectiveness by harnessing technology and implementing continuous improvement activities. Monitors and manages resourcing pressures for optimum outcomes. Creates a flexible environment that enables others to meet changing demands.	Focuses on activities that support organisational sustainability. Nurtures talent and engages in succession planning. Facilitates information accessibility and sharing. Seeks operational efficiency, streamlines and adapts processes. Investigates ways to improve effectiveness by harnessing technology and implementing continuous improvement activities. Engages in flexible resource management and looks beyond the organisation's boundaries to achieve the optimum resourcing combination.
Marshals professional expertise	Values specialist expertise and capitalises on the expert knowledge and skills of others. Contributes own expertise to achieve outcomes for the business unit.	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.	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.	Integrates professional expertise into the organisation to improve overall performance and delivery of organisational outcomes. Manages contracts judiciously. Actively ensures relevant professional input from others is obtained and shares own experience.	Integrates professional expertise into the organisation to improve overall performance and delivery of organisational outcomes. Manages contracts judiciously. Actively ensures relevant professional input from others is obtained and shares own experience.
Steers and implements change and deals with uncertainty	Establishes clear plans and time frames 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.	Establishes clear plans and time frames 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.	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.	Oversees the implementation of multiple change initiatives with a focus on the desired outcomes. Defines high-level objectives and ensures translation into practical 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 the change agenda, defines high-level objectives and ensures translation into practical implementation strategies. Coordinates projects across multiple agencies. Recognises the constant nature of change and maintains flexibility. Secures stakeholder commitment to change and maintains open communication channels during the change process.
Delivers intended results	Sees projects through to completion. Monitors project progress and adjusts plans as required. Commits to achieving quality outcomes and ensures documented procedures are maintained. Seeks feedback from stakeholders to gauge satisfaction.	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 documented procedures are maintained. Seeks feedback from stakeholders to gauge satisfaction.	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.	Drives a culture of achievement, and fosters a quality focus in the organisation. Ensures that ideas and intended actions become reality and that planned projects result in expected outputs. Enables the achievement of outcomes by identifying and removing potential barriers to success. Keeps stakeholders informed of progress and any issues that arise.	Drives a culture of achievement, and fosters a quality focus in the organisation. Ensures that ideas and intended actions become reality and that planned projects result in expected outputs. Enables the achievement of outcomes by identifying and removing potential barriers to success. Keeps stakeholders informed of progress and any issues that arise.

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Builds productive relationships

	Level 7	Level 8	Level 9	Class 1/2	Class 3/4
Nurtures internal and external relationships	Builds and sustains relationships with a network of key people internally and externally. Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to internal and external client needs.	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.	Builds and sustains relationships within the organisation, with the Minister's office, across the Public Sector 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.	Builds and sustains relationships within the organisation, with the Minister's office, across the Public Sector and with a diverse range of external stakeholders. Encourages stakeholders to work together, and establishes cross agency approaches to address issues. Shows a commitment to client service through own actions and those of the organisation.	Builds and sustains relationships that provide a rich intelligence network. Establishes an effective working relationship with the Minister. Encourages stakeholders to work together, and establishes cross- agency approaches to address issues. Shows a commitment to client service through own actions and those of the organisation.
Facilitates cooperation and partnerships	Involves people, encourages them and recognises their contribution. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.	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.	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.	Consults broadly to obtain buy-in. Draws on the knowledge of key stakeholders within and outside the organisation and facilitates cooperation by sharing information. Promotes information exchange by maintaining open communication channels. Personally manifests strong interpersonal relations and rewards cooperative and collaborative behaviour. Anticipates and resolves conflict.	Consults broadly to obtain buy-in and recognises when input is required. Communicates the importance of consultation with stakeholders to others. Overcomes organisational silos by facilitating cooperation between organisations. Engages the Minister's Office on key issues. Personally manifests strong interpersonal relations and rewards cooperative and collaborative behaviour. Anticipates and resolves conflict.
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.	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.	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.	Capitalises on the positive benefits that can be gained from diversity and harnesses different viewpoints. Uses understanding of differences to anticipate reactions and enhance the operation of the organisation. Recognises the different working styles of individuals, anticipates reactions and tries to see things from different perspectives.	Communicates the value of harnessing diversity for the organisation. Capitalises on the positive benefits that can be gained from diversity and harnesses different viewpoints. Uses understanding of differences to anticipate reactions and enhance the operation of the organisation. Recognises the different working styles of individuals, anticipates reactions and tries to see things from different perspectives.
Guides, coaches and develops people	Identifies learning opportunities for others 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, objective feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly.	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.	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 times of high pressure and engages in activities to maintain morale.	Identifies and develops talent. 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 times of high pressure. Celebrates success and engages in activities to maintain morale.	Identifies and develops talent. 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 times of high pressure. Celebrates success and engages in activities to maintain morale.

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Exemplifies personal integrity and self-awareness

	Level 7	Level 8	Level 9	Class 1/2	Class 3/4
Demonstrates public service professionalism and probity	Adopts a principled approach and adheres to the public sector 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.	Adopts a principled approach and adheres to the public sector 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.	Adheres to and promotes the public sector 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.	Adheres to and promotes the public sector values, the Code of Conduct and aligns business processes accordingly. Addresses breaches of protocol and probity. 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.	Adheres to and promotes the public sector values, the Code of Conduct and aligns business processes accordingly. Addresses breaches of protocol and probity. 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.
Engages with risk and shows personal courage	Provides impartial and forthright advice. Challenges important issues constructively, and stands by own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.	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.	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.	Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. Clearly voices own opinion and challenges 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.	Acts as a role model for leadership courage by consistently raising critical and difficult issues. Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. Accepts accountability for mistakes made in the organisation and ensures corrective action is taken. Seeks guidance and advice when required.
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.	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.	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.	Commits to achieving key outcomes for the organisation and uses personal drive, focus and energy to enthuse others. Galvanises others to act. Acts decisively and initiates urgent action to overcome difficult problems.	Acts decisively to ensure strategies are implemented and issues are addressed. Demonstrates personal drive, focus and energy. Galvanises others to act. Commits to getting the job done. Maintains control and initiates urgent action to resolve issues when required.
Displays resilience	Persists and focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a controlled manner. Continues to move forward despite criticism or setbacks.	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.	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.	Persists and focuses on achieving organisational objectives even in difficult circumstances. Monitors own emotional reactions and responds to pressure in a controlled manner. Overcomes obstacles and rapidly recovers from setbacks. Displays a positive outlook in difficult situations.	Persists and focuses on achieving organisational objectives throughout periods of extreme pressure. Monitors own emotional reactions and responds to pressure in a controlled manner. Retains focus on the end goal and overcomes significant barriers and obstacles. Rapidly recovers from setbacks. Displays a positive outlook in difficult situations.
Demonstrates self-awareness and a commitment to personal development	Self-evaluates performance and seeks feedback from others. Communicates and acts on strengths and development needs. Reflects on own behaviour and recognises the impact on others. Shows strong commitment to learning and self-development, and accepts challenging new opportunities.	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.	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.	Demonstrates a high level of self-awareness and acknowledges areas of both strength and limitation. Confidently promotes areas of strength and proactively identifies learning opportunities to extend skills and experience. Reflects on the impact of own behaviour on others and is responsive in adjusting behaviour.	Demonstrates a high level of self-awareness and acts as a role model by openly communicating strengths and development needs. Uses self-insight to identify areas in which own skills complement other people's. Is open to feedback and is responsive in adjusting behaviour. Strives for continual learning.

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Communicates and influences effectively

	Level 7	Level 8	Level 9	Class 1/2	Class 3/4
Communicates clearly	Confidently presents messages in a clear, concise and articulate manner. Focuses on key points and uses appropriate, unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.	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.	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.	Confidently presents messages in a clear, concise and articulate manner. Focuses on key points for the audience and states the facts. Structures message for brevity and presents message with precision and confidence , harnessing the most appropriate methods of communication. Creates meaning for the audience by using analogies and stories to illustrate key points .	Confidently presents messages in a clear and articulate manner. Focuses on key points for the audience and selects the most appropriate medium for conveying information. States the facts and uses straightforward language to aid transparency . Creates meaning for the audience by using analogies and stories to illustrate key points.
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. Checks own understanding of others' comments and does not allow misunderstandings to linger.	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.	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 reaction and prepares a response to address the audience's concerns . Checks own understanding of others' comments and does not allow misunderstandings to linger.	Seeks to understand the audience and adapts communication style and message to meet their needs. Listens carefully to others and ensures 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.	Seeks to understand the audience and reads their non-verbal cues. Adapts communication style and message to meet their needs. Listens carefully to others and ensures 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.
Negotiates persuasively	Approaches negotiations with a strong grasp of the key issues, having prepared in advance. Understands the desired objectives and associated strengths and weaknesses. Anticipates the position of the other party, and frames arguments accordingly. Encourages the support of relevant stakeholders. Strives to achieve an outcome that delivers benefits for both parties.	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.	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. Encourages the support of relevant stakeholders. Focuses on the desired objectives and ensures negotiations remain on track .	Approaches negotiations with a strong grasp of the key issues. Presents a convincing and balanced rationale. Focuses on the way in which the message is delivered, and uses techniques to illustrate the argument persuasively . 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. Identifies key stakeholders and engages their support . Focuses on the desired objectives and ensures negotiations remain on track.	Approaches negotiations with a strong grasp of the key issues. Presents a convincing and balanced rationale. Focuses on the way in which the message is delivered, and uses techniques to illustrate the argument persuasively. 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. Identifies key stakeholders and engages their support . Focuses on the desired objectives and ensures negotiations remain on track.

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