



Public sector Leadership Capability Profile: Level 7 to Class 4

Guidelines

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Published by the Public Sector Commission, June 2016.

This publication is available on the Public Sector Commission website at www.publicsector.wa.gov.au.

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Leadership development imperative

In 2003 the results of a study on the public sector workforce found that the public sector faced potentially critical staff and skills shortages over the next twenty years as large numbers of baby boomer generation employees retire.¹

Nowhere is this problem more acute than in the area of leadership. Already more than 80% of the existing SES cohort will reach retirement age within the next ten years. Around half are eligible to retire now. To compound the problem, the traditional feeder group to the SES, the Level 7-8 cohort, has a similar age profile.

Developing the public sector leaders of tomorrow has become an urgent priority. Because the entire labour market is expected to tighten, competition to attract quality employees to the public sector will be intense. We cannot expect to solve our leadership problems simply by recruiting leaders from outside the sector. In any case, it is important that public sector leaders understand the unique nature of public administration, embrace the core values of public service and share the service ethos which underpins the work of everyone in the public sector. These qualities cannot be bought in the market place. They must be nurtured and developed from within.

This Leadership Capability Profile (LCP) embodies those qualities, as well as the unique skills required by public sector leaders operating in a complex and constantly changing environment.

Already more than 80% of the existing SES cohort will reach retirement age within the next ten years.

Around half are eligible to retire now.

¹ 2003 *Population Ageing and the Western Australian Public Sector Workforce*, Centre for Labour Market Research.

Leadership capability profile

The Leadership Capability Profile is embedded into the culture of the WA Public Sector by:

- describing a distinctive developmental focus for each senior executive level and the SES feeder group
- strengthening the capacity of the sector to appropriately identify and develop managers with potential for appointment to leadership roles in Government.

The LCP provides a common language to support consistent whole-of-government leadership development, and is designed to help ensure that the public sector has the leadership skills and values to meet future challenges.

The LCP assists agencies and individuals to build and sustain leadership skills by giving a clear understanding of the leadership requirements from Level 7 to the top of the SES.

The LCP creates a common understanding of the leadership skills required for high performance in the WA Public Sector. It is built around five core competencies:

- shapes and manages strategy
- achieves results
- builds productive relationships
- exemplifies personal integrity and self-awareness
- communicates and influences effectively.

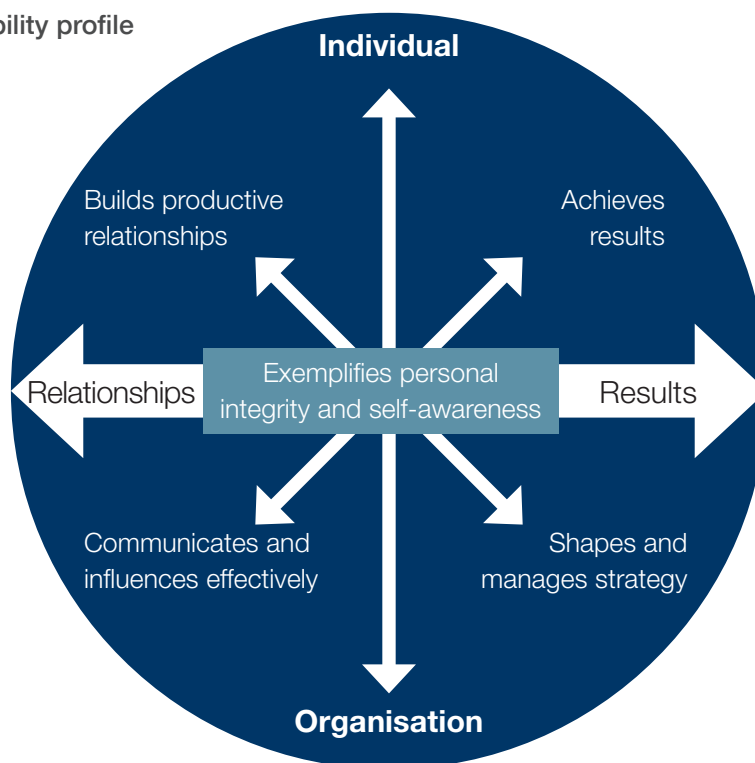
A Profile exists for each level from Level 7 to Class 4. The Profiles describe the skills and behaviours expected at a particular level, and complement agency specific skills and individual job requirements.

The LCP does not contain any mandatory requirements but is a tool to assist individuals to identify development needs and options.

The LCP is a cumulative model, with behaviours identified at one level becoming the 'floor level' for the levels above. There are complex, subtle differences across the levels. The most significant changes in skills across the levels are found in:

- shapes and manages strategy
- achieves results
- builds productive relationships.

Leadership capability profile



The LCP identifies and describes leadership skills and behaviours for each level from Level 7 to Class 4. It reflects the complex environment of the public sector and identifies the skills and behaviours for potential leaders at each stage of their career path.

The LCP:

- supports a whole-of-government perspective
- provides a foundation for development activities
- clarifies the skills and behaviours that are expected from Level 7 to Class 4
- guides development for individuals aspiring to leadership positions and those in transition to the next level or new role.
- assists Human Resource practitioners to coordinate leadership development opportunities, undertake workforce planning, develop succession management strategies and support individuals in career planning.

It is important to recognise that each agency is unique with particular structures, roles and contexts that may offer opportunity to exercise leadership skills at levels other than these. The LCP descriptions and behaviours are level specific rather than job specific. It may be applied differently by agencies depending on size and location. It is a cumulative model, with behaviours identified at one level becoming the 'floor level' for the levels above.

Individual and comparative profiles

This section deals specifically with the leadership skills and behaviours required for contemporary Public Sector leaders as they progress in their careers. It is a cumulative model meaning success at one level becomes the foundation, or starting point, of the next level.

Individual profiles

A profile is defined for each level from Level 7 to Class 3/4. They provide a complete view of skills expected at each level and complement agency-specific and individual job requirements. Leaders and HR specialists can use the profiles as guides to identify strengths and areas for development.

Comparative view

The comparative view scans across all levels from Level 7 to Class 3/4 and identifies where essential skills begin to change. This snapshot view provides a clear picture of new behaviours as well as behaviours with increased complexity.

Both the Individual and Comparative profiles are tools to assist with the identification of development needs and options.

3.1 Individual profiles

Level 7 profile

Shapes and manages strategy	Achieves results	Builds productive relationships
<p>Inspires a sense of purpose and direction</p> <p>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.</p> <p>Focuses strategically</p> <p>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.</p> <p>Harnesses information and opportunities</p> <p>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.</p> <p>Shows judgment, intelligence and common sense</p> <p>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.</p>	<p>Builds organisational skill and responsiveness</p> <p>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.</p> <p>Marshals professional expertise</p> <p>Values specialist expertise and capitalises on the expert knowledge and skills of others. Contributes own expertise to achieve outcomes for the business unit.</p> <p>Steers and implements change and deals with uncertainty</p> <p>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.</p> <p>Delivers intended results</p> <p>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.</p>	<p>Nurtures internal and external relationships</p> <p>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.</p> <p>Facilitates cooperation and partnerships</p> <p>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.</p> <p>Values individual differences and diversity</p> <p>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>Guides, coaches and develops people</p> <p>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.</p>

Exemplifies personal integrity and self-awareness

Demonstrates public service professionalism and probity

Adopts a principled approach and adheres to 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.

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.

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.

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.

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.

Communicates and influences effectively

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.

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.

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.

Skill descriptions and behavioural indicators

Level 7: Shapes and manages strategy		
Skill	Inspires a sense of purpose and direction	Focuses strategically
Description	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.	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.
Behavioural indicators	<ul style="list-style-type: none"> Communicates with others regarding the purpose of their work and the relationship between operational activities and organisational goals. Translates high-level goals and outcomes into appropriate tasks for others. Conveys expectations regarding outcomes and the timely achievement of objectives. 	<ul style="list-style-type: none"> Demonstrates an awareness of the implications of issues for own work and work area. Thinks about the future and considers the longer- term implications of own work. Understands the strategic objectives of the organisation and develops work plans accordingly.

Level 7: Achieves results		
Skill	Builds organisational skill and responsiveness	Marshals professional expertise
Description	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.	Values specialist expertise and capitalises on the expert knowledge and skills of others. Contributes own expertise to achieve outcomes for the business unit.
Behavioural indicators	<ul style="list-style-type: none"> Identifies and utilises key individuals who will contribute to deliver the best results. Evaluates projects to understand critical factors for success, and engages in activities to achieve continuous improvement. Responds flexibly to changing demands whilst maintaining sight of the end goal. 	<ul style="list-style-type: none"> Consults internal and external experts; public sector 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.

Harnesses information and opportunities	Shows judgement, intelligence and common sense
<p>Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints. Probes information and identifies any critical public sector. Maintains an awareness of the organisation, monitors the context in which the organisation operates and finds out about best practice approaches.</p>	<p>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.</p>
<ul style="list-style-type: none"> • Identifies critical information public sector 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; monitors the corporate priorities, business context and organisational culture. • 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"> • Systematically analyses information to identify relationships between factors. • Identifies problems and assesses their significance; takes appropriate action to resolve them. • Checks and clarifies information and avoids unwarranted assumptions; draws accurate conclusions and presents logical arguments. • 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.

Steers and implements change and deals with uncertainty	Delivers intended results
<p>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.</p>	<p>Sees projects through to completion. Monitors project progress and adjusts plans as required. Commits to achieving quality outcomes and ensures documentation procedures are maintained. Seeks feedback from stakeholders to gauge satisfaction.</p>
<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"> • 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 against plans; manages priorities and agrees adjustments to milestones as required.

Level 7: Builds productive relationships

Skill	Nurtures internal and external relationships		Facilitates cooperation and partnerships	
Description	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.		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.	
Behavioural indicators	<ul style="list-style-type: none"> • Develops and maintains a network with others internally and externally. • Builds and sustains relationships; liaises with a range of stakeholders including other teams, peers and colleagues across the organisation, and in other organisations. • Offers reciprocal assistance in achieving mutually beneficial outcomes. • Anticipates the needs of clients and provides courteous, prompt and professional service to them. 		<ul style="list-style-type: none"> • Operates as an effective member of the team; works collaboratively and cooperatively; draws on team strengths. • Involves others and encourages their input; recognises the contributions made by other people. • Consults and shares information with own team and upwards; ensures people are kept informed of progress and issues. 	

Level 7: Communicates and influences effectively

Skill	Communicates clearly	
Description	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.	
Behavioural indicators	<ul style="list-style-type: none"> • 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 messages clearly and succinctly, both orally and in writing. 	

Values individual differences and diversity	Guides, coaches and develops people
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.	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 underperformance promptly.
<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. • Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions. 	<ul style="list-style-type: none"> • Makes time for people despite competing priorities; provides guidance and offers full support when required. • Encourages staff to engage in development opportunities; identifies knowledge public sector and works with them to determine appropriate development activities. • Delegates tasks effectively; provides clear direction and articulates parameters. • Congratulates people on 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.

Listens, understands and adapts to audience	Negotiates persuasively
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.	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.
<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. • Understands and addresses the key concerns of the audience. • Tailors communication style and language according to the audience's level of knowledge, skill and experience. 	<ul style="list-style-type: none"> • Presents persuasive counter-arguments. • 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. • Commences negotiations with a clear understanding of the organisation's objectives and desired outcomes.

Level 7: Exemplifies personal integrity and self-awareness

Skill	Demonstrates public service professionalism and probity	Engages with risk and shows personal courage
Description	<p>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.</p>	<p>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.</p>
Behavioural indicators	<ul style="list-style-type: none"> • Adheres to public sector 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 ground and defends own views 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 managers when uncertain.

Commits to action	Displays resilience	Demonstrates self awareness and a commitment to personal development
<p>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>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.</p>	<p>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.</p>
<ul style="list-style-type: none"> • Takes the initiative; progresses work, and engages in additional tasks as required. • Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives. • Recognises and seeks to resolve issues impacting on the achievement of desired outcomes. 	<ul style="list-style-type: none"> • Maintains effective performance levels in highly charged or high-pressure situations. • Demonstrates persistence and works hard to achieve objectives. • Maintains an optimistic outlook and focuses on the positives in difficult situations. • Stays controlled when under pressure; does not react personally to criticism. 	<ul style="list-style-type: none"> • Reflects on own behaviours and work style and considers how they impact on others and on job performance. • Demonstrates commitment to self- development and capitalises on opportunities to extend skills and knowledge; accepts challenging new opportunities. • Communicates areas of strength, and acknowledges development needs. • Seeks feedback on behaviour and work performance and is responsive to guidance. • Spends time critically analysing own performance and identifies strengths as well as development needs.

Level 8 profile

Shapes and manages strategy	Achieves results	Builds productive relationships
<p>Inspires a sense of purpose and direction</p> <p>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>Focuses strategically</p> <p>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>Builds organisational skill and responsiveness</p> <p>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>Marshals professional expertise</p> <p>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>Nurtures internal and external relationships</p> <p>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>Facilitates cooperation and partnerships</p> <p>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>Values individual differences and diversity</p> <p>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.</p>
<p>Harnesses information and opportunities</p> <p>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.</p>	<p>Steers and implements change and deals with uncertainty</p> <p>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.</p>	<p>Guides, coaches and develops people</p> <p>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>Shows judgment, intelligence and common sense</p> <p>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>Delivers intended results</p> <p>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.</p>	

Exemplifies personal integrity and self-awareness

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.

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.

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.

Displays resilience

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.

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.

Communicates and influences effectively

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.

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.

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. Encourages debate and identifies common ground to facilitate agreement and acceptance of mutually beneficial solutions.

Note: Shaded areas represent critical transition points.

Skill descriptions and behavioural indicators

Level 8: Shapes and manages strategy		
Skill	Inspires a sense of purpose and direction	Focuses strategically
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 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.
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 whole of government agenda.

Level 8: Achieves results		
Skill	Builds organisational skill and responsiveness	Marshals professional expertise
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.
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; uses 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.

Harnesses information and opportunities	Shows judgement, intelligence and common sense
<p>Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints. Probes information and identifies any critical public sector. 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>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>
<ul style="list-style-type: none"> • Identifies critical information public sector 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 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. 	<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.

Steers and implements change and deals with uncertainty	Delivers intended results
<p>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.</p>	<p>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>
<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.

Level 8: Builds productive relationships

Skill	Nurtures internal and external relationships		Facilitates cooperation and partnerships	
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.	
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 and provides courteous, prompt and professional service to them. 		<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, 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 	

Level 8: Communicates and influences effectively

Skill	Communicates clearly			
Description	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.			
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 messages clearly and succinctly, both orally and in writing. 			

Values individual differences and diversity	Guides, coaches and develops people
<p>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.</p>	<p>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.</p>
<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. • Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions. 	<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. • 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.

Listens, understands and adapts to audience	Negotiates persuasively
<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>
<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. 	<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.

Level 8: Exemplifies personal integrity and self-awareness

Skill	Demonstrates public service professionalism and probity	Engages with risk and shows personal courage
Description	<p>Adopts a principled approach and adheres to 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.</p>	<p>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>
Behavioural indicators	<ul style="list-style-type: none"> • Adheres to public sector 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 colleagues and managers when uncertain.

Commits to action	Displays resilience	Demonstrates self awareness and a commitment to personal development
<p>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>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.</p>	<p>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>
<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. • Recognises 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 pressure. 	<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. • Spends time critically analysing own performance and identifies strengths as well as development needs.

Level 9 profile

Shapes and manages strategy	Achieves results	Builds productive relationships
<p>Inspires a sense of purpose and direction</p> <p>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.</p>	<p>Builds organisational skill and responsiveness</p> <p>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.</p>	<p>Nurtures internal and external relationships</p> <p>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.</p>
<p>Focuses strategically</p> <p>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.</p>	<p>Marshals professional expertise</p> <p>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.</p>	<p>Facilitates cooperation and partnerships</p> <p>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.</p>
<p>Harnesses information and opportunities</p> <p>Draws on information and alternative 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.</p>	<p>Steers and implements change and deals with uncertainty</p> <p>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.</p>	<p>Values individual differences and diversity</p> <p>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.</p>
<p>Shows judgment, intelligence and common sense</p> <p>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.</p>	<p>Delivers intended results</p> <p>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.</p>	<p>Guides, coaches and develops people</p> <p>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 time of high pressure and engages in activities to maintain morale.</p>

Exemplifies personal integrity and self-awareness

Demonstrates public service professionalism and probity

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.

Engages with risk and shows personal courage

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.

Commits to action

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.

Displays resilience

Persists with, 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.

Demonstrates self awareness and a commitment to personal development

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.

Communicates and influences effectively

Communicates clearly

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.

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 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. 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.

Note: Shaded areas represent critical transition points.

Skill descriptions and behavioural indicators

Level 9: Shapes and manages strategy		
Skill	Inspires a sense of purpose and direction	Focuses strategically
Description	<p>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.</p>	<p>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.</p>
Behavioural indicators	<ul style="list-style-type: none"> Engages others in the organisation's vision and encourages comment; articulates the need for action. Establishes the strategic goals for the business unit; communicates links between government policy, organisational goals and the work of the unit. Builds a shared sense of purpose and direction by demonstrating how elements of the strategy fit together. Promotes the vision and strategy by communicating expectations and describing likely outcomes and benefits 	<ul style="list-style-type: none"> Focuses on the future and pursues strategic alignment of actions within the business unit. Considers multiple perspectives when contemplating the impact key issues may have on the business unit. Thinks about the future; develops plans that balance potential future needs with immediate requirements. Understands the organisation's direction and how the work of own business area fits onto the organisation, wider community and whole of government agenda.

Harnesses information and opportunities	Shows judgement, intelligence and common sense
<p>Draws on information and alternative 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. Uses knowledge of the organisation to provide a context for others.</p>	<p>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.</p>
<ul style="list-style-type: none"> • Understands the cultural, social, historical and political factors affecting the organisation; uses this information to provide a context for other people. • Identifies critical information public sector, and ensures required information is obtained. • Investigates and applies contemporary best practice approaches from both public and private organisations, nationally and internationally. • Scans the internal and external environments; uses resulting information to adjust approach, identify threats and seize emerging opportunities for the organisation. • Draws on information and alternative viewpoints from a variety of sources; monitors information channels such as the media, the Internet and Hansard to understand new issues of importance to the government. Explores new ideas with an open mind. 	<ul style="list-style-type: none"> • Quickly identifies relationships between issues, synthesises complex information and discerns the key implications for the organisation in the context of government priorities. • Anticipates problems and takes steps to minimise or prevent them; identifies and manages risk. • Makes clear, well-reasoned and timely decisions; balances intuition and intellect to form effective judgements. • Applies lateral and creative thinking to generate ideas and solutions. • Works effectively in situations of ambiguity and with issues that cannot be immediately resolved.

Level 9: Achieves results

Skill	Builds organisational skill and responsiveness		Marshals professional expertise
Description	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.		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.
Behavioural indicators	<ul style="list-style-type: none"> • Creates a flexible environment within the business unit that enables people to move between projects to meet changing demands. • Builds effective teams with complementary skills; attracts and recruits talent and engages in succession planning. • Deploys resources astutely; considers resource requirements, resource public sector and the skill of individuals to ensure the best result. • Challenges the status quo by looking for ways to improve effectiveness; harnesses the potential of technology and implements continuous improvement activities. • Responds flexibly and manages resources to meet changing demands in the environment. 		<ul style="list-style-type: none"> • Strikes a balance between using external expertise and internal knowledge and experience. • Supplements internal knowledge with technical expertise from external providers and other government organisations. Manages contracts judiciously. • Consults internal experts; public sector into their technical and professional knowledge and experience to improve organisational outcomes. • Contributes own expertise for the benefit of the organisation; encourages others to draw upon this knowledge.

Level 9: Communicates and influences effectively

Skill	Communicates clearly	
Description	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.	
Behavioural indicators	<ul style="list-style-type: none"> • Presents key information effectively, outlines the implications and ensures key conclusions are conveyed. • 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 	

Steers and implements change and deals with uncertainty	Delivers intended results
<p>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.</p>	<p>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.</p>
<ul style="list-style-type: none"> • Adopts a planned approach to the management of programs; develops high-level plans that define required outcomes. • Operates effectively in an environment of ongoing change; maintains a flexible approach to achieve objectives. • Shares appropriate information with stakeholders during times of change; anticipates likely objections and addresses them in a timely manner. 	<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 project completion; proactively escalates issues that have not been controlled to ensure work remains on track. • Reports achievements to key stakeholders, engages them in program outcomes and seeks feedback; acts to ensure work is delivered to a high standard. • Strives for high-quality outputs throughout the business unit and accepts accountability for achieving agreed outcomes. • Establishes systems to monitor progress against objectives and ensures that projects comply with regulatory requirements.

Listens, understands and adapts to audience	Negotiates persuasively
<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 prepares a response to address the audience's concerns. 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. 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. Engages the support of credible others. Focuses on the desired objectives and ensures negotiations remain on track.</p>
<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 the audience's response and is prepared to address their concerns and objections. • Tailors communication style and language according to the audience's level of knowledge, skill and experience. 	<ul style="list-style-type: none"> • Ensures that negotiations remain focused on the important issues. • Acknowledges differences of opinion and addresses disagreements objectively. • Offers a convincing rationale and makes a strong case, without getting personal or aggressive. • Engages credible others in supporting the position. • Anticipates other people's likely expectations and concerns; determines the extent of potential compromise for all parties. • Positions case in a balanced manner, avoids overselling by acknowledging risks and potential disadvantages.

Level 9: Builds productive relationships

Skill	Nurtures internal and external relationships	Facilitates cooperation and partnerships
Description	<p>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.</p>	<p>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.</p>
Behavioural indicators	<ul style="list-style-type: none"> • Invests time to sustain and broaden networks; follows up and maintains regular contact. • Builds a diverse range of relationships with key people in other organisations, such as the Minister's office, the private sector, industry groups and other relevant stakeholder groups. • Finds shared agendas and uses these to bring people together to develop mutually beneficial outcomes. • Takes steps to ensure the provision of prompt, efficient and responsive client service personally, and through the activities of the business unit. 	<ul style="list-style-type: none"> • Facilitates cooperation between organisations by sharing information; maintains a cross- government focus. • Resolves conflict using appropriate strategies; finds solutions that manage the sensitivities involved. • 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; seeks input and facilitates joint ownership. • Consults and promotes open discussion; shares information with key stakeholders internally and externally; facilitates reciprocal sharing of information to build knowledge.

Values individual differences and diversity	Guides, coaches and develops people
<p>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.</p>	<p>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 time of high pressure and engages in activities to maintain morale.</p>
<ul style="list-style-type: none"> • Discerns the differing and preferred working styles of individuals and uses this information to enhance the operation of the business unit. • Recognises that others have different views and experience; encourages input, listens and takes action to harness the varied input for the benefit of the business unit. • Tries to see things from the other person's perspective, anticipates their reactions 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. 	<ul style="list-style-type: none"> • Engages in activities to maintain optimism and enthusiasm; implements formal and informal team-building activities. • Assists people in managing their time and emotional response when under high levels of pressure. • Makes time for people despite competing priorities, particularly when people are challenged or during difficult times. • Acts as a coach and works with people to facilitate continuous learning; sets stretching development tasks linked to individual performance and potential. • Delegates responsibility for work to others with broad parameters; motivates others to take ownership. • Congratulates people on 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. • Sets performance standards and conducts regular reviews; identifies and constructively addresses under-performance.

Level 9: Exemplifies personal integrity and self-awareness

Skill	Demonstrates public service professionalism and probity	Engages with risk and shows personal courage
Description	<p>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.</p>	<p>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.</p>
Behavioural indicators	<ul style="list-style-type: none"> • Leads by example and maintains high standards of professionalism and impartiality; expects and encourages team and colleagues to apply the same high standards. • Adheres to public sector 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. • Represents the organisation in public forums; appropriately supports and promotes the organisation’s agenda. • Presents a united leadership voice; supports other leaders. 	<ul style="list-style-type: none"> • Makes tough corporate decisions that are in the best interests of the government (even when these may not be popular). • Encourages and contributes to debate on own ideas and the ideas of others; stands own ground and supports others when appropriate. • Confronts difficult or controversial issues directly; is willing to make an unpopular stand and clearly voice own position. • Provides forthright and impartial advice in a constructive manner that facilitates the achievement of government outcomes. • Takes ownership for decisions and accepts responsibility when things go wrong; learns from mistakes. • Seeks advice and guidance; admits to not always knowing the answer to a question.

Commits to action	Displays resilience	Demonstrates self awareness and a commitment to personal development
<p>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.</p>	<p>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.</p>	<p>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.</p>
<ul style="list-style-type: none"> • Takes the initiative and acts decisively to move things forward. • Shows drive, energy and initiative; gets involved and galvanises others to act to deliver key results for the organisation. • Initiates urgent action and is responsive when there are issues impacting on the achievement of 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 tenacity and persists with initiatives that are of benefit to the organisation and/or government. • Maintains an optimistic outlook and focuses on the positives in difficult situations. • Monitors own emotional reactions, remains calm and maintains focus when faced with criticism or pressure. 	<ul style="list-style-type: none"> • Regularly examines own behaviour and the impact on others; identifies learning opportunities. • Demonstrates commitment to self- development, proactively identifies development opportunities and seeks to extend skills and experience. • Confidently promotes areas of strength and acknowledges development needs. • Regularly seeks feedback on performance; translates negative feedback into actions for improvement. • Examines own behaviour with reference to performance; identifies areas of strength and limitation.

Class 1/2 profile

Shapes and manages strategy	Achieves results	Builds productive relationships
<p>Inspires a sense of purpose and direction</p> <p>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.</p> <p>Focuses strategically</p> <p>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.</p> <p>Harnesses information and opportunities</p> <p>Draws on information and alternative 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.</p> <p>Shows judgment, intelligence and common sense</p> <p>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.</p>	<p>Builds organisational skill and responsiveness</p> <p>Focuses on activities that support organisational sustainability. Nurtures talent and engages in succession planning. Facilitates information accessibility and sharing. Looks for 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.</p> <p>Marshals professional expertise</p> <p>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.</p> <p>Steers and implements change and deals with uncertainty</p> <p>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.</p> <p>Delivers intended results</p> <p>Drives a culture of achievement, and fosters a quality focus in the organisation. Ensures 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.</p>	<p>Nurtures internal and external relationships</p> <p>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.</p> <p>Facilitates cooperation and partnerships</p> <p>Consults broadly to obtain buy-in. Draws on the knowledge of key stakeholders within and outside the organisation and facilitates cooperation by sharing information.</p> <p>Promotes information exchange by maintaining open communication channels. Personally manifests strong interpersonal relations and rewards cooperative and collaborative behaviour. Anticipates and resolves conflict.</p> <p>Values individual differences and diversity</p> <p>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.</p> <p>Guides, coaches and develops people</p> <p>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.</p>

Exemplifies personal integrity and self-awareness

Demonstrates public service professionalism and probity

Adheres to and promotes the public sector values and 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. 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.

Commits to action

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.

Displays resilience

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.

Demonstrates self awareness and a commitment to personal development

Has 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.

Communicates and influences effectively

Communicates clearly

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.

Listens, understands and adapts to audience

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.

Negotiates persuasively

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.

Note: Shaded areas represent critical transition points.

Skill descriptions and behavioural indicators

Class 1/2: Shapes and manages strategy		
Skill	Inspires a sense of purpose and direction	Focuses strategically
Description	<p>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.</p>	<p>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.</p>
Behavioural indicators	<ul style="list-style-type: none"> • Champions the vision and communicates the way forward; encourages others’ input to strategic plans. • Contributes to the development of organisational strategies that are linked with government objectives and are focused on the future; shares this vision with others. • Builds a shared sense of purpose and direction by explaining the vision-why it has been developed and how elements of the strategy fit together. • Steers the vision through the organisation; communicates the parameters and expectations surrounding the strategy. 	<ul style="list-style-type: none"> • Positions advice to government in a broad context, with reference to stakeholder interests and the whole of government agenda. • Focuses on the future and aligns business operations with corporate strategies and priorities. • Considers multiple perspectives when contemplating the impact key issues may have on the organisation and wider community. • Thinks conceptually about long-term opportunities and contemplates a wide range of strategic options in conjunction with emerging trends. • Conceptualises the role of the organisation in society and considers community expectations.

Harnesses information and opportunities	Shows judgement, intelligence and common sense
<p>Draws on information and alternative 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. Uses knowledge of the organisation to tailor approaches to different issues.</p>	<p>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.</p>
<ul style="list-style-type: none"> • Understands the cultural, social, historical and political factors affecting the organisation; uses this knowledge to tailor different approaches to issues. • Identifies critical information public sector and ensures required information is obtained. • Investigates and applies contemporary best practice approaches in both public and private organisations, nationally and internationally. • Recognises and is sensitive to changes in the internal and external environments; uses resulting information to position the organisation to capitalise on emerging opportunities and minimise threats. • Draws on information and alternative viewpoints from a variety of sources; monitors information channels such as the media, the Internet and Hansard to understand new issues of importance to the government. Explores new ideas with an open mind. 	<ul style="list-style-type: none"> • Quickly identifies relationships between issues, synthesises complex information and discerns the key implications for the organisation in the context of government priorities. • Anticipates problems and addresses them quickly; develops strategies and thinks through contingencies to manage risk. • Weighs up options and applies sound judgement to develop realistic solutions for the organisation. • Generates and capitalises on innovative solutions to effectively resolve complex problems. • Works effectively in situations of ambiguity and with issues that cannot be immediately resolved.

Class 1/2: Achieves results

Skill	Builds organisational skill and responsiveness	Marshals professional expertise
Description	<p>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</p>	<p>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.</p>
Behavioural indicators	<ul style="list-style-type: none"> • Creates a flexible organisational environment that enables people to move between projects to meet changing demands. • Attracts and recruits talent; engages in succession planning to nurture talent and contribute to organisational sustainability. • Monitors resourcing pressures and implements strategies to ensure the best results are obtained for the organisation. • Challenges the status quo by looking for ways to improve effectiveness, harnesses the potential of technology and implements continuous improvement activities. • Facilitates information accessibility and sharing to create knowledge management strategies. 	<ul style="list-style-type: none"> • Strikes a balance between using external expertise and internal knowledge and experience. • Supplements internal knowledge with technical expertise from external providers and other government organisations. Manages contracts judiciously. • Consults internal experts; uses their technical and professional knowledge and experience to improve organisational outcomes. • Contributes own expertise for the benefit of the organisation; encourages others to draw upon this knowledge.

Steers and implements change and deals with uncertainty	Delivers intended results
<p>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.</p>	<p>Drives a culture of achievement, and fosters a quality focus in the organisation. Ensures 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.</p>
<ul style="list-style-type: none"> • Drives multiple change initiatives, oversees implementation and ensures that focus on end goals is maintained. • Adopts a planned approach to the management of programs; develops organisational plans that define required outcomes. • Operates effectively in an environment of ongoing change; maintains a flexible approach to achieve organisational objectives. • Shares appropriate information with stakeholders during times of change, anticipates likely objections and addresses them in a timely manner. 	<ul style="list-style-type: none"> • Commits to targets and strives to achieve results; encourages others to do the same. • Identifies, and seeks to remove, barriers to achieving desired organisational outcomes. • Adopts a 'no surprises' policy; ensures that key stakeholders are kept appropriately informed of progress. • Fosters a quality focus across the organisation and accepts accountability for achieving agreed outcomes. • Reviews the progress of key programs and stays focused on achieving outcomes.

Class 1/2: Builds productive relationships

Skill	Nurtures internal and external relationships	Facilitates cooperation and partnerships
Description	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.	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.
Behavioural indicators	<ul style="list-style-type: none"> • Proactively builds cross-agency relationships; establishes cross- agency approaches to address issues. • Invests time to sustain and broaden networks; engages the support and allegiance of informal networks in formal situations. • Builds and sustains a diverse range of relationships with key people in other organisations such as the Minister’s office, the private sector, industry groups and other relevant stakeholder groups. • Encourages key stakeholders to work together; recognises, and capitalises on, opportunities for mutual benefit. • Takes steps to ensure the provision of prompt, efficient and responsive client service personally, and through the activities of the organisation. 	<ul style="list-style-type: none"> • Facilitates cooperation between organisations by sharing information; maintains a cross- government focus. • Anticipates conflict and uses appropriate strategies to resolve conflict when it arises. • Models effective team working behaviours; works collaboratively and cooperatively and rewards those behaviours in others. • Draws on the knowledge of key stakeholders within and outside the organisation; seeks input from the Director General or CEO on contentious issues. • Consults broadly to obtain buy-in; shares information and facilitates the exchange of information by maintaining open communication channels.

Values individual differences and diversity	Guides, coaches and develops people
<p>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.</p>	<p>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.</p>
<ul style="list-style-type: none"> • Discerns the differing and preferred working styles of individuals and uses this information to enhance the operation of the organisation. • Capitalises on the diversity present in the organisation; harnesses different viewpoints. • Anticipates when different stakeholders may clash due to differing views, cultural perspectives or drivers; adopts strategies to address these. • Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions. 	<ul style="list-style-type: none"> • Engages in activities to maintain optimism and enthusiasm; implements formal and informal team-building activities. • Assists people in managing their time and emotional response when under high levels of pressure. • Makes time for people despite competing priorities, particularly when people are challenged or during difficult times. • Identifies and nurtures talent; provides talented people with access to targeted and stretching development opportunities. • Delegates responsibility for work appropriately and provides people with opportunities to take ownership; provides people with the opportunity to build their skill. • Celebrates success; acknowledges and rewards achievements. • Provides clear, constructive and timely feedback (both positive and negative) in a manner that encourages learning and achieves any required resolution. • Sets performance standards and conducts regular reviews; identifies and constructively addresses under-performance.

Class 1/2: Exemplifies personal integrity and self-awareness

Skill	Demonstrates public service professionalism and probity	Engages with risk and shows personal courage
Description	<p>Adheres to and promotes the public sector values and 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.</p>	<p>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.</p>
Behavioural indicators	<ul style="list-style-type: none"> • Aligns business processes with the public sector values. • Leads by example and maintains high standards of professionalism and impartiality; expects and encourages team and colleagues to apply the same high standards. • Adheres to public sector values and Code of Conduct and consistently behaves in an honest, ethical and professional way; addresses breaches of protocol and probity in an appropriate manner. • 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. • Represents the organisation in public forums; appropriately supports and promotes the organisation’s agenda. • Presents a united leadership voice; supports other leaders. 	<ul style="list-style-type: none"> • Makes tough corporate decisions that are in the best interests of the government (even when these may not be popular). • Encourages and contributes to debate on own ideas and the ideas of others; stands own ground and supports others when appropriate. • Confronts difficult or controversial issues directly with others; is willing to make an unpopular stand and clearly voice own position. • Provides forthright and impartial advice in a constructive manner that facilitates the achievement of government outcomes. • Takes ownership for decisions and accepts responsibility when things go wrong; learns from mistakes. • Seeks advice and guidance; admits to not always knowing the answer to a question.

Commits to action	Displays resilience	Demonstrates self awareness and a commitment to personal development
<p>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.</p>	<p>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.</p>	<p>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.</p>
<ul style="list-style-type: none"> • Takes the initiative and acts decisively to move things forward. • Shows drive, energy and initiative; gets involved and galvanises others to act to deliver key results for the organisation. • Initiates urgent action and is responsive when there are significant issues to address. 	<ul style="list-style-type: none"> • Quickly recovers from setbacks and maintains momentum; sustains high levels of effort toward the achievement of outcomes. • Demonstrates tenacity and persists with initiatives that are of benefit to the organisation and/or government. • Maintains an optimistic outlook and focuses on the positives in difficult situations. • Monitors own emotional reactions, remains calm and maintains focus when faced with criticism or pressure. 	<ul style="list-style-type: none"> • Regularly reflects on the impact of own behaviour on others to identify opportunities to increase effectiveness; adjusts behaviour accordingly. • Focuses on own development; identifies new challenges to extend experience. • Confidently promotes areas of strength and knowledge within limits of own expertise. • Regularly seeks feedback on performance; translates negative feedback into actions for improvement. • Examines own behaviour and performance; identifies strengths and development needs.

Level 1/2: Communicates and influences effectively

Skill	Communicates clearly
Description	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.
Behavioural indicators	<ul style="list-style-type: none"> • Engages the audience; uses anecdotes and analogies to illustrate key points and bring messages to life. • Presents key information effectively; outlines the implications and ensures key conclusions are conveyed. • Limits the use of jargon and abbreviations; explains complex information using language appropriate for the audience. • Presents messages with precision and confidence and selects the appropriate medium for maximum effect. • Structures messages clearly and succinctly, both orally and in writing.

Listens, understands and adapts to audience	Negotiates persuasively
<p>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.</p>	<p>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 seeks their support. Focuses on the desired objectives and ensures negotiations remain on track.</p>
<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 the likely reaction of the audience to a message and adjusts approach to gain maximum impact. • Tailors communication style and language according to the audience's level of knowledge, skill and experience. 	<ul style="list-style-type: none"> • Pitches messages in a way that facilitates the desired outcomes; uses techniques to illustrate the argument persuasively. • Ensures that negotiations remain focused on the important issues. • Acknowledges differences of opinion and addresses disagreements objectively. • Offers a convincing rationale and makes a strong case without getting personal or aggressive. • Identifies key stakeholders and seeks their support early in the negotiation. • Analyses other people's agendas and identifies potential 'weak spots'; determines the extent of potential compromise for all parties. • Positions case by clearly highlighting its merit, avoids overselling by acknowledging risks and potential disadvantages.

Class 3/4 profile

Shapes and manages strategy	Achieves results	Builds productive relationships
<p>Inspires a sense of purpose and direction</p> <p>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.</p> <p>Focuses strategically</p> <p>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.</p> <p>Harnesses information and opportunities</p> <p>Draws on information and alternative 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.</p> <p>Shows judgment, intelligence and common sense</p> <p>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.</p>	<p>Builds organisational skill and responsiveness</p> <p>Focuses on activities that support organisational sustainability. Nurtures talent and engages in succession planning. Facilitates information accessibility and sharing. Seeks operational efficiency and 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.</p> <p>Marshals professional expertise</p> <p>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.</p> <p>Steers and implements change and deals with uncertainty</p> <p>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.</p> <p>Delivers intended results</p> <p>Drives a culture of achievement, and fosters a quality focus in the organisation. Ensures 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.</p>	<p>Nurtures internal and external relationships</p> <p>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.</p> <p>Facilitates cooperation and partnerships</p> <p>Consults broadly to obtain buy-in, 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.</p> <p>Values individual differences and diversity</p> <p>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.</p> <p>Guides, coaches and develops people</p> <p>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 time of high pressure. Celebrates success and engages in activities to maintain morale</p>

Exemplifies personal integrity and self-awareness

Demonstrates public service professionalism and probity

Adheres to and promotes the public sector values and 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

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

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 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

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.

Communicates and influences effectively

Communicates clearly

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 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. 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.

Note: Shaded areas represent critical transition points.

Skill descriptions and behavioural indicators

Class 3/4: Shapes and manages strategy		
Skill	Inspires a sense of purpose and direction	Focuses strategically
Description	<p>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.</p>	<p>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.</p>
Behavioural indicators	<ul style="list-style-type: none"> • Champions the vision and communicates the way forward; encourages others’ input to strategic plans. • Contributes to the development of organisational strategies that are linked with government objectives and are focused on the future; cascades this vision through the organisation. • Builds a sense of shared purpose and direction by actively promoting the vision and creating alignment between organisational units and strategy. • Steers the vision through the organisation; communicates the parameters and expectations surrounding the strategy. 	<ul style="list-style-type: none"> • Applies a broad view that balances organisational requirements with desired whole of government outcomes. • Positions advice to government in a broad context, with reference to stakeholder interests and the whole of government agenda. • Focuses on the future and seeks to improve the organisation’s ongoing capacity to deliver outcomes for society. • Considers multiple perspectives when contemplating the impact of key issues and develops solutions with consideration of their long- term viability for the organisation and community. • Thinks conceptually about long-term opportunities and contemplates a wide range of strategic options in conjunction with emerging trends. • Conceptualises the role of the organisation in society and considers community expectations.

Harnesses information and opportunities	Shows judgement, intelligence and common sense
<p>Draws on information and alternative 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.</p> <p>Addresses any critical information public sector. 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.</p>	<p>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.</p>
<ul style="list-style-type: none"> • Recognises the opportunities available through whole of government and seeks to realise them. • Understands the cultural, social, historical and political factors affecting the organisation; uses this knowledge to tailor different approaches to issues. • Identifies critical information public sector, and ensures required information is obtained. • Investigates and applies contemporary best practice approaches in both public and private organisations, nationally and internationally. • Recognises and is sensitive to changes in the internal and external environments; uses resulting information to position the organisation to capitalise on emerging opportunities and minimise threats. • Draws on information and alternative viewpoints from a variety of sources; monitors information channels such as the media, the Internet and Hansard to understand new issues of importance to the government. Explores new ideas with an open mind. 	<ul style="list-style-type: none"> • Engages in high-level critical thinking to identify the links and connections between complex issues; discerns the key implications for the organisation. • Anticipates problems and addresses them quickly, develops strategies and thinks through contingencies to manage long-term and strategic risks. • Weighs up options and applies sound judgement to develop realistic solutions for the organisation. • Generates innovative solutions to effectively resolve complex problems that may not have been experienced previously. • Works effectively in situations of ambiguity and with issues that cannot be immediately resolved.

Class 3/4: Achieves results

Skill	Builds organisational skill and responsiveness	Marshals professional expertise
Description	<p>Focuses on activities that support organisational sustainability. Nurtures talent and engages in succession planning. Facilitates information accessibility and sharing. Seeks operational efficiency and streamlines and adapts processes. Looks for 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.</p>	<p>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.</p>
Behavioural indicators	<ul style="list-style-type: none"> • Implements strategies to achieve operational efficiencies; integrates and streamlines processes to maximise effectiveness. • Attracts and recruits talent; engages in succession planning to nurture talent and contribute to organisational sustainability. • Engages in flexible resource management; looks beyond the organisation's boundaries to identify optimum resourcing combinations. • Challenges the status quo by looking for ways to improve effectiveness; harnesses the potential of technology and implements continuous improvement activities. • Facilitates information accessibility and sharing to create knowledge management strategies. 	<ul style="list-style-type: none"> • Strikes a balance between utilising external expertise and internal knowledge and experience. • Supplements internal knowledge with technical expertise from external providers and other government organisations. Manages contracts judiciously. • Consults internal experts; uses their technical and professional knowledge and experience to improve organisational outcomes. • Contributes own expertise for the benefit of the organisation; encourages others to draw upon this knowledge.

Steers and implements change and deals with uncertainty	Delivers intended results
<p>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.</p>	<p>Drives a culture of achievement and fosters a quality focus in the organisation. Ensures 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.</p>
<ul style="list-style-type: none"> • Coordinates projects across multiple organisations. • Drives the change agenda and creates an organisation that can shift focus quickly. • Adopts a planned approach to the management of programs; develops organisational plans that define required outcomes. • Accepts and embraces the ongoing nature of change; maintains a flexible approach to achieve organisational objectives. • Identifies key stakeholders and seeks their commitment to change; shares relevant information to facilitate an effective change process. 	<ul style="list-style-type: none"> • Commits to targets and strives to achieve results; encourages others to do the same. • Identifies and seeks to remove barriers to achieving desired organisational outcomes. • Adopts a 'no surprises' policy; ensures that key stakeholders are kept appropriately informed of progress. • Fosters a quality focus across the organisation and accepts accountability for achieving agreed outcomes. • Reviews the progress of key programs and stays focused on achieving outcomes.

Class 3/4: Builds productive relationships

Skill	Nurtures internal and external relationships	Facilitates cooperation and partnerships
Description	<p>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.</p>	<p>Consults broadly to obtain buy-in, 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.</p>
Behavioural indicators	<ul style="list-style-type: none"> • Proactively builds cross-agency relationships; establishes cross- agency approaches to address issues. • Establishes and sustains relationships that deliver an intelligence network. • Builds effective working relationships with Ministers; seeks to understand their needs and expectations. • Encourages key stakeholders to work together; recognises, and capitalises on, opportunities for mutual benefit. • Takes steps to ensure the provision of prompt, efficient and responsive client service personally, and through the activities of the organisation. 	<ul style="list-style-type: none"> • Communicates the importance of consulting with key stakeholders; recognises when input is required. • Overcomes organisational silos; facilitates cooperation between organisations by sharing information. • Anticipates conflict and uses appropriate strategies to resolve conflict when it arises; bridges differences in understanding between key stakeholders. • Models effective team working behaviours; works collaboratively and cooperatively and rewards those behaviours in others. • Engages the Minister's office on key issues; facilitates others' relationships with the Minister. • Consults broadly to obtain buy-in; shares information and facilitates the exchange of information by maintaining open communication channels.

Values individual differences and diversity	Guides, coaches and develops people
<p>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.</p>	<p>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 time of high pressure. Celebrates success and engages in activities to maintain morale.</p>
<ul style="list-style-type: none"> • Acts as a positive role model by proactively communicating the value and importance of capitalising on diversity for the organisation. • Discerns the differing and preferred working styles of individuals and uses this information to enhance the operation of the organisation. • Capitalises on the diversity present in the organisation; harnesses different viewpoints. • Anticipates when different stakeholders may clash due to differing views, cultural perspectives or drivers; adopts strategies to address these. • Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions. 	<ul style="list-style-type: none"> • Engages in activities to maintain optimism and enthusiasm; implements formal and informal team-building activities. • Assists people in managing their time and emotional response when under high levels of pressure. • Makes time for people despite competing priorities, particularly when people are challenged or during difficult times. • Identifies and nurtures talent; provides talented people with access to targeted and stretching development opportunities. • Delegates responsibility for work appropriately and provides people with opportunities to take ownership; provides people with the opportunity to build their skill. • Celebrates success; acknowledges and rewards achievements. • Provides clear, constructive and timely feedback (both positive and negative) in a manner that encourages learning and achieves any required resolution. • Sets performance standards and conducts regular reviews; identifies and constructively addresses under-performance.

Class 3/4: Exemplifies personal integrity and self-awareness

Skill	Demonstrates public service professionalism and probity	Engages with risk and shows personal courage
Description	<p>Adheres to and promotes public sector values and 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.</p>	<p>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.</p>
Behavioural indicators	<ul style="list-style-type: none"> • Aligns business processes with the public sector values. • Leads by example and maintains high standards of professionalism and impartiality; expects and encourages team and colleagues to apply the same high standards. • Adheres to public sector values and Code of Conduct and consistently behaves in an honest, ethical and professional way; addresses breaches of protocol and probity in an appropriate manner. • 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. • Represents the organisation in public forums; appropriately supports and promotes the organisation's agenda. • Presents a united leadership voice; supports other leaders. 	<ul style="list-style-type: none"> • Acts as a role model for leadership courage by adopting a principled stance on important issues. • Makes tough corporate decisions that are in the best interests of the government (even when these may not be popular). • Encourages and contributes to debate on own ideas and the ideas of others, stands own ground and supports others when appropriate. • Confronts difficult issues and challenges the position of others, including the Minister when appropriate; engages in constructive debate to address the issues. • Provides forthright and impartial advice in a constructive manner that facilitates the achievement of government outcomes. • Takes ownership for decisions and accepts responsibility when things go wrong; learns from mistakes. • Seeks advice and guidance; admits to not always knowing the answer to a question.

Commits to action	Displays resilience	Demonstrates self awareness and a commitment to personal development
<p>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.</p>	<p>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.</p>	<p>Has 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.</p>
<ul style="list-style-type: none"> • Strives to achieve targets and maintains focus on long-term outcomes, does not give up and modifies approach to achieve targets for the organisation. • Is prepared to commit to a decision without all of the information; takes responsibility for issues that are escalated. • Shows drive, energy and initiative; gets involved and galvanises others to act to deliver key results for the organisation. • Maintains control and initiates urgent action and is responsive when there are significant issues to address. 	<ul style="list-style-type: none"> • Quickly recovers from setbacks and maintains momentum; sustains high levels of effort toward the achievement of outcomes. • Demonstrates tenacity and persists with initiatives; copes with extreme and changing demands from numerous stakeholders and maintains focus on objectives. • Maintains an optimistic outlook and focuses on the positives in difficult situations. • Stays in control of emotions and does not react negatively to stress or pressure; remains relaxed, composed and focused during a crisis. 	<ul style="list-style-type: none"> • Capitalises on the varying strengths of individuals, identifies areas in which own strengths/weaknesses complement those of colleagues, and adjusts behaviours to capitalise on these. • Strives for continual learning; identifies new challenges to extend experience. • Acts as a role model to create an environment where individuals openly discuss their strengths and development needs. • Regularly seeks feedback on performance; translates negative feedback into actions for improvement. • Displays self-insight and is highly aware of own strengths and limitations.

Level 3/4 Communicates and influences effectively

Skill	Communicates clearly
Description	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.
Behavioural indicators	<ul style="list-style-type: none">• Engages the audience; uses anecdotes and analogies to illustrate key points and bring messages to life.• States the facts clearly; outlines the implications and ensures key conclusions are conveyed.• 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	Negotiates persuasively
<p>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.</p>	<p>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.</p>
<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 the likely reaction of the audience to a message and adjusts approach to gain maximum impact. • Tailors communication style and language according to the audience's level of knowledge, skill and experience. 	<ul style="list-style-type: none"> • Pitches messages in a way that facilitates the desired outcomes; uses techniques to illustrate the argument persuasively. • Senses when negotiations are stalling, and takes proactive action to ensure effective resolution. • Acknowledges differences of opinion and addresses disagreements objectively. • Offers a convincing rationale and makes a strong case without getting personal or aggressive. • Identifies key stakeholders and seeks their support early in the negotiation. • Analyses other people's agendas and identifies potential 'weak spots'; determines the extent of potential compromise for all parties. • Positions case by clearly highlighting its merit, avoids overselling by acknowledging risks and potential disadvantages.

3.2 Comparative profiles Shapes and manages strategy

	Level 7	Level 8
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.
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.
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.
Shows judgment, 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.

Level 9	Class 1/2	Class 3/4
<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>	<p>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.</p>

Note: Bold reflects new behaviour and teal reflect more complex behaviour.

Achieves results

	Level 7	Level 8
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.
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.
Steers and implements change and deals with uncertainty	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.	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.
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.

Level 9	Class 1/2	Class 3/4
<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>	<p>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.</p>

Note: Bold reflects new behaviour and teal reflect more complex behaviour.

Builds productive relationships

	Level 7	Level 8
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.
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.
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.
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.

Level 9	Class 1/2	Class 3/4
<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>	<p>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.</p>

Note: Bold reflects new behaviour and teal reflect more complex behaviour.

Exemplifies personal integrity and self-awareness

	Level 7	Level 8
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.
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.
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.
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.
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.

Level 9	Class 1/2	Class 3/4
<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>	<p>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.</p>

Note: Bold reflects new behaviour and teal reflect more complex behaviour.

Communicates and influences effectively

	Level 7	Level 8
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.
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.
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.

Level 9	Class 1/2	Class 3/4
<p>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.</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 reaction and prepares a response to address the audience's concerns. 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. 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.</p>	<p>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.</p> <p>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.</p> <p>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.</p>	<p>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.</p> <p>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.</p> <p>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.</p>

Note: Bold reflects new behaviour and teal reflect more complex behaviour.



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