



# Capability Profile

## Assistant Commissioner

<b>Shapes Strategic Thinking</b>	
<b>Capability</b>	<b>Behavioural indicators</b>
<b>Inspires a sense of purpose and direction</b>	<ul style="list-style-type: none"> <li>Champions the vision and communicates the way forward; encourages others' input to strategic plans.</li> <li>Contributes to the development of organisational strategies that are linked with government objectives and are focused on the future; shares this vision with others.</li> <li>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.</li> <li>Steers the vision through the organisation; communicates the parameters and expectations surrounding the strategy.</li> </ul>
<b>Focuses strategically</b>	<ul style="list-style-type: none"> <li>Positions advice to government in a broad context, with reference to stakeholder interests and the whole of government agenda.</li> <li>Focuses on the future and aligns business operations with corporate strategies and priorities.</li> <li>Considers multiple perspectives when contemplating the impact key issues may have on the organisation and wider community.</li> <li>Thinks conceptually about long-term opportunities and contemplates a wide range of strategic options in conjunction with emerging trends.</li> <li>Conceptualises the role of the organisation in society and considers community expectations.</li> <li>Promotes risk management as fundamental to planning processes, service delivery and achieving results.</li> </ul>
<b>Harnesses information and opportunities</b>	<ul style="list-style-type: none"> <li>Understands the cultural, social, historical and political factors affecting WA Police Force; uses this knowledge to tailor different approaches to issues.</li> <li>Identifies critical information gaps and ensures required information is obtained.</li> <li>Investigates and applies contemporary best practice approaches in both public and private organisations and other police jurisdictions, nationally and internationally.</li> <li>Recognises and is sensitive to changes in the internal and external environments; uses resulting information to position WA Police Force to capitalise on emerging opportunities and minimise threats.</li> <li>Draws on information and alternative viewpoints from a variety of sources; monitors information channels such as the media to understand new issues of importance to the government; explores new ideas with an open mind.</li> </ul>
<b>Shows judgement, intelligence and commonsense</b>	<ul style="list-style-type: none"> <li>Quickly identifies relationships between issues; synthesises complex information and discerns the key implications for the organisation in the context of government priorities.</li> <li>Anticipates problems and addresses them quickly; develops strategies and thinks through contingencies to manage risk.</li> <li>Weights up options and applies sound judgement to develop realistic solutions for WA Police Force.</li> <li>Generates and capitalises on innovative solutions to effectively resolve complex problems.</li> <li>Works effectively in situations of ambiguity and with issues that cannot be immediately resolved.</li> </ul>

Achieves Results	
Capability	Behavioural indicators
<b>Builds organisational capability and responsiveness</b>	<ul style="list-style-type: none"> <li>• Creates a flexible organisational environment that enables people to move between projects or business units to meet changing demands.</li> <li>• Attracts and recruits talent; engages in succession planning to nurture talent and contribute to organisational sustainability.</li> <li>• Monitors resourcing pressures and implements strategies to ensure the best results are obtained for the WA Police Force.</li> <li>• Challenges the status quo by looking for ways to improve effectiveness, harnesses the potential of technology and implements continuous improvement activities.</li> <li>• Facilitates information accessibility and sharing to create knowledge management strategies.</li> </ul>
<b>Marshals professional expertise</b>	<ul style="list-style-type: none"> <li>• Strikes a balance between using external expertise and internal knowledge and experience.</li> <li>• Supplements internal knowledge with technical expertise from external providers and other government organisations. Manages contracts judiciously.</li> <li>• Consults internal experts; uses their technical and professional knowledge and experience to improve organisational outcomes.</li> <li>• Contributes own expertise for the benefit of WA Police; encourages others to draw upon this knowledge.</li> </ul>
<b>Steers and implements change and deals with uncertainty</b>	<ul style="list-style-type: none"> <li>• Drives multiple change initiatives, oversees implementation and ensures that focus on end goals is maintained.</li> <li>• Adopts a planned approach to the management of programs and projects; develops organisational plans that define required outcomes.</li> <li>• Operates effectively in an environment of ongoing change; determines a course of action despite lack of clarity; maintains a flexible approach to achieve organisational objectives.</li> <li>• Shares appropriate information with stakeholders during times of change, anticipates likely objections and addresses them in a timely manner.</li> <li>• Identifies and mitigates risks associated with change and uncertainty.</li> </ul>
<b>Ensures closure and delivers on intended results</b>	<ul style="list-style-type: none"> <li>• Commits to targets and strives to achieve results; encourages others to do the same.</li> <li>• Identifies, and seeks to remove, barriers to achieving desired organisational outcomes.</li> <li>• Adopts a 'no surprises' policy; ensures that key stakeholders are kept appropriately informed of progress.</li> <li>• Fosters a quality focus across the organisation and accepts accountability for achieving agreed outcomes.</li> <li>• Reviews the progress of key programs and stays focused on achieving outcomes.</li> </ul>

<b>Builds Productive Working Relationships</b>	
<b>Capability</b>	<b>Behavioural indicators</b>
<b>Nurtures internal and external relationships</b>	<ul style="list-style-type: none"> <li>• Proactively builds cross-agency relationships; establishes cross-agency approaches to address issues.</li> <li>• Invests time to sustain and broaden networks; engages the support and allegiance of informal networks in formal situations.</li> <li>• 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.</li> <li>• Encourages key stakeholders to work together; recognises, and capitalises on, opportunities for mutual benefit.</li> <li>• Takes steps to ensure the provision of prompt, efficient and responsive client service personally, and through the activities of the WA Police Force.</li> </ul>
<b>Facilitates cooperation and partnerships</b>	<ul style="list-style-type: none"> <li>• Facilitates cooperation between organisations by sharing information; maintains a cross-government focus.</li> <li>• Anticipates conflict and uses appropriate strategies to resolve conflict when it arises.</li> <li>• Models effective team working behaviours; works collaboratively and cooperatively and rewards those behaviours in others.</li> <li>• Draws on the knowledge of key stakeholders within and outside the WA Police Force; seeks input from the Corporate Executive on contentious issues.</li> <li>• Consults broadly to obtain buy-in; shares information and facilitates the exchange of information by maintaining open communication channels.</li> </ul>
<b>Values individual differences and diversity</b>	<ul style="list-style-type: none"> <li>• Discerns the differing and preferred working styles of individuals and uses this information to enhance the operation of the WA Police Force.</li> <li>• Capitalises on the diversity present within the WA Police Force; harnesses different viewpoints.</li> <li>• Anticipates when different stakeholders may clash due to differing views, cultural perspectives or drivers; adopts strategies to address these.</li> <li>• Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions.</li> </ul>
<b>Guides, coaches and develops people</b>	<ul style="list-style-type: none"> <li>• Engages in activities to maintain optimism and enthusiasm; implements formal and informal team-building activities.</li> <li>• Assists people in managing their time and emotional response when under high levels of pressure.</li> <li>• Makes time for people despite competing priorities, particularly when people are challenged or during difficult times.</li> <li>• Identifies and nurtures talent; provides talented people with access to targeted and stretching development opportunities.</li> <li>• Delegates responsibility for work appropriately and provides people with opportunities to take ownership; provides people with the opportunity to build their capability.</li> <li>• Celebrates success; acknowledges and rewards achievements.</li> <li>• Provides clear, constructive and timely feedback (both positive and negative) in a manner that encourages learning and achieves any required resolution.</li> <li>• Sets performance standards and conducts regular reviews; identifies and constructively addresses under-performance.</li> </ul>

<b>Communicates With Influence</b>	
<b>Capability</b>	<b>Behavioural indicators</b>
<b>Communicates clearly</b>	<ul style="list-style-type: none"> <li>Engages the audience; uses anecdotes and analogies to illustrate key points and bring messages to life.</li> <li>Uses communication to motivate and inspire others to action.</li> <li>Presents key information effectively, outlines the implications and ensures key conclusions are conveyed and are evidence based; explains complex information using language appropriate for the audience.</li> <li>Presents messages with precision and confidence and selects the appropriate medium for maximum effect</li> <li>Structures messages clearly and succinctly, both orally and in writing.</li> </ul>
<b>Listens, understands and adapts to audience</b>	<ul style="list-style-type: none"> <li>Adjusts presentation style on the basis of subtle non-verbal cues.</li> <li>Maximises personal communication strengths and takes into account shortcomings.</li> <li>Focuses on gaining a clear understanding of others' comments by listening, asking clarifying questions and reflecting back.</li> <li>Anticipates the likely reaction of the audience to a message and adjusts approach to gain maximum impact.</li> <li>Tailors communication style and language according to the audience's level of knowledge, skill and experience.</li> </ul>
<b>Negotiates persuasively</b>	<ul style="list-style-type: none"> <li>Pitches messages in a way that facilitates the desired outcomes; uses techniques to illustrate the argument persuasively.</li> <li>Ensures that negotiations remain focused on the important issues.</li> <li>Acknowledges differences of opinion and addresses disagreements objectively.</li> <li>Offers a convincing rationale and makes a strong case without getting personal or aggressive.</li> <li>Identifies key stakeholders and seeks their support early in the negotiation.</li> <li>Analyses other people's agendas and identifies potential 'weak spots'; determines the extent of potential compromise for all parties.</li> <li>Positions case by clearly highlighting its merit, avoids overselling by acknowledging risks and potential disadvantages.</li> </ul>

<b>Exemplifies Personal Drive and Integrity</b>	
<b>Capability</b>	<b>Behavioural indicators</b>
<b>Demonstrates professionalism and probity</b>	<ul style="list-style-type: none"> <li>Aligns business processes with WA Police Force Values.</li> <li>Models behaviours that are honest, ethical and professional, in accordance with WA Police Force Values and Code of Conduct and ensures staff comply with these values; resists temptations of an unethical or unlawful nature and encourages others to model this behaviour; Addresses breaches of protocol and probity in an appropriate manner.</li> <li>Leads by example and maintains high standards of professionalism and impartiality; expects and encourages team and colleagues to apply the same high standards.</li> <li>Treats people fairly and equitably and is transparent in dealings with them.</li> <li>Makes decisions for the corporate good without favouritism or bias; places the aims of WA Police Force above personal ambitions.</li> <li>Understands and operates within legal and public policy constraints and limitations.</li> <li>Professionally represents WA Police Force in public forums; appropriately supports and promotes the WA Police Force agenda.</li> <li>Presents a united leadership voice; supports other leaders.</li> </ul>

<b>Engages with risk and shows personal courage</b>	<ul style="list-style-type: none"> <li>• Makes tough corporate decisions that are in the best interests of the WA Police Force and the government (even when these may not be popular).</li> <li>• Encourages and contributes to debate on own ideas and the ideas of others; stands own ground and supports others when appropriate.</li> <li>• Confronts difficult or controversial issues directly with others; is willing to make an unpopular stand and clearly voice own position.</li> <li>• Provides forthright and impartial advice in a constructive manner that facilitates the achievement of WA Police Force and government outcomes.</li> <li>• Takes ownership for decisions and accepts responsibility when things go wrong; learns from mistakes.</li> <li>• Seeks advice and guidance; admits to not always knowing the answer to a question.</li> </ul>
<b>Commits to action</b>	<ul style="list-style-type: none"> <li>• Takes the initiative and acts decisively to move things forward.</li> <li>• Shows drive, energy and initiative; gets involved and galvanises others to act to deliver key results for WA Police Force.</li> <li>• Initiates urgent action and is responsive when there are significant issues to address.</li> </ul>
<b>Displays resilience</b>	<ul style="list-style-type: none"> <li>• Maintains effective performance levels in highly charged or high-pressure situations.</li> <li>• Quickly recovers from setbacks and maintains momentum; sustains high levels of effort toward the achievement of outcomes.</li> <li>• Demonstrates tenacity and persists with initiatives that are of benefit to the WA Police Force and/or government.</li> <li>• Maintains an optimistic outlook and focuses on the positives in difficult situations.</li> <li>• Monitors own emotional reactions; remains calm and maintains focus when faced with criticism or pressure.</li> </ul>
<b>Demonstrates self awareness and a commitment to personal development</b>	<ul style="list-style-type: none"> <li>• Regularly reflects on the impact of own behaviour on others to identify opportunities to increase effectiveness; adjusts behaviour accordingly.</li> <li>• Focuses on own development; identifies new challenges to extend experience.</li> <li>• Confidently promotes areas of strength and acknowledges development needs.</li> <li>• Regularly seeks feedback on performance; translates negative feedback into actions for improvement.</li> <li>• Examines own behaviour and performance; identifies strengths and development needs.</li> </ul>