

Shapes Strategic Thinking

Inspires a sense of purpose and direction

- Communicates with others regarding the purpose of their work and the relationship between operational activities and WA Police Force goals.
- Translates high-level goals and outcomes into appropriate tasks for others.
- Conveys expectations regarding outcomes and the timely achievement of objectives.

- Encourages others to provide input and comment on the strategic direction of the District/Division.
- Communicates with others regarding the purpose of their work and the relationship between District/Division objectives and WA Police Force goals.
- Builds a shared sense of purpose and direction; translates corporate vision and strategic goals into shorter-term goals and objectives.
- Frames objectives in a meaningful way and communicates expectations of their achievement.

- Engages others in WA Police Force's vision and encourages comment; articulates the need for action.
- Establishes the strategic goals for the Portfolio; 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.

- 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.

Focuses strategically

- 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 WA Police Force and develops work plans accordingly.
- Promotes risk management as fundamental to planning processes, service delivery and achieving results.

- Considers a wide range of issues, their implications and ramifications for the District/Division.
- Thinks about the future; develops long-term plans and anticipates likely priorities.
- Understands WA Police Force's direction and how the work of own business area fits into the organisation, wider community and whole of government agenda.
- Promotes risk management as fundamental to planning processes, service delivery and achieving results.

- Focuses on the future and pursues strategic alignment of actions within the Portfolio.
- Considers multiple perspectives when contemplating the impact key issues may have on the Portfolio.
- Thinks about the future; develops plans that balance potential future needs with immediate requirements.
- Understands WA Police Force's direction and how the work of own business area fits into the organisation, wider community and whole of government agenda.
- Promotes risk management as fundamental to planning processes, service delivery and achieving results.

- 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.
- Promotes risk management as fundamental to planning processes, service delivery and achieving results.

Harnesses information and opportunities

- Identifies critical information gaps and asks a range of questions to uncover valuable information.
- Sources information on best practice approaches adopted in both the public and private sectors.
- 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.

- Identifies critical information gaps and asks a range of questions to uncover valuable information.
- Sources information on best practice approaches adopted in both the public and private sectors and other police jurisdictions.
- Scans the internal and external environment for new trends and recent developments that are likely to affect own business area.
- Gathers and investigates information and alternate viewpoints from a variety of sources through formal and informal means; explores new ideas with an open mind.

- Understands the cultural, social, historical and political factors affecting WA Police Force; uses this information to provide a context for other people.
- Identifies critical information gaps and ensures required information is obtained.
- Investigates and applies contemporary best practice approaches from both public and private organisations and other police jurisdictions, nationally and internationally.
- Scans the internal and external environments; uses resulting information to adjust approach, identify threats and seize emerging opportunities for WA Police.
- 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.

- Understands the cultural, social, historical and political factors affecting WA Police Force; uses this knowledge to tailor different approaches to issues.
- Identifies critical information gaps and ensures required information is obtained.
- Investigates and applies contemporary best practice approaches in both public and private organisations and other police jurisdictions, nationally and internationally.
- 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.
- 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.

Shows judgement, intelligence and commonsense

- Systematically analyses information to identify relationships between factors.
- Identifies problems and assesses their significance;

- 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

- Quickly identifies relationships between issues; synthesises complex information and discerns the key implications for the organisation in the context of government priorities.

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	<p>takes appropriate action to resolve them.</p> <ul style="list-style-type: none"> • Checks and clarifies information and avoids unwarranted assumptions; draws accurate evidence based 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. 	<p>risks.</p> <ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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 WA Police Force. • 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.

Achieves Results

Builds organisational capability and responsiveness	<ul style="list-style-type: none"> • Identifies and utilises key individuals who will contribute to deliver the best results. • Evaluates projects and performance 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"> • Builds effective teams with complementary skills. • Allocates resources in a flexible manner across work area to deliver the best results for WA Police Force. • Evaluates projects, performance and business processes to understand critical factors for success; engages in, and encourages others to contribute to, continuous improvement. • Responds flexibly to changing demands whilst maintaining sight of the end goals. 	<ul style="list-style-type: none"> • Creates a flexible environment within the Portfolio that enables people to move between projects or business units 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 gaps and the capability 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"> • Creates a flexible organisational environment that enables people to move between projects or business units 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 WA Police Force. • 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.
Marshals professional expertise	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Supplements internal knowledge with technical expertise from external providers and other government organisations. Manages contracts judiciously. • Consults internal and external experts; uses their technical and professional knowledge and experience to improve work outcomes. • Contributes own expertise for the benefit of the District/Division; encourages others to draw upon this knowledge. 	<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 WA Police Force; encourages others to draw upon this knowledge. 	<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 WA Police Force; encourages others to draw upon this knowledge.
Steers and implements change and deals with uncertainty	<ul style="list-style-type: none"> • Constructs project and action plans that have clear and appropriate goals, timeframes and budgets; anticipates change and builds contingencies into plans. • Deals positively with uncertainty and copes effectively in an environment characterised by change; determines a course of action despite lack of clarity. • Shares appropriate information with staff and colleagues during times of change; helps others adapt to ensure a smooth transition. • Identifies and mitigates risks associated with change and uncertainty. 	<ul style="list-style-type: none"> • Constructs project and action plans that have clear and appropriate goals, timeframes and budgets; anticipates change and builds contingencies into plans. • Deals positively with uncertainty and copes effectively in an environment characterised by change; determines a course of action despite lack of clarity. • Shares appropriate information with staff and colleagues during times of change; helps others adapt to ensure a smooth transition. • Identifies and mitigates risks associated with change and uncertainty. 	<ul style="list-style-type: none"> • Adopts a planned approach to the management of programs and projects; 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. • Identifies and mitigates risks associated with change and uncertainty. 	<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 and projects; develops organisational plans that define required outcomes. • 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. • Shares appropriate information with stakeholders during times of change, anticipates likely objections

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Ensures closure and delivers on intended results	<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 and performance against plans; manages priorities and agrees adjustments to milestones as required. Identifies and addresses risks that may impede task completion. 	<ul style="list-style-type: none"> Commits to targets and strives to achieve results; encourages others to do the same. Identifies and addresses risks that may impede work completion; proactively escalates issues that have not been controlled to ensure work remains on track. Regularly seeks feedback from stakeholders to gauge their satisfaction; ensures work is delivered to a high standard. Maintains focus on quality to achieve key outcomes; adheres to documentation procedures and sees tasks through to completion. Monitors projects and performance against plans; manages priorities and agrees adjustments to milestones as required. 	<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 Portfolio and accepts accountability for achieving agreed outcomes. Establishes systems to monitor progress against objectives and ensures that projects comply with regulatory requirements. 	<p>and addresses them in a timely manner.</p> <ul style="list-style-type: none"> Identifies and mitigates risks associated with change and uncertainty. 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.

Builds Productive Working Relationships

Nurtures internal and external relationships	<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 within WA Police Force, 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"> Develops and maintains a network with others internally and externally. Builds and sustains long-term relationships; liaises with a range of stakeholders including other teams, peers and colleagues within WA Police Force, across the organisation and in other organisations. Recognises shared agendas; offers reciprocal assistance in achieving mutually beneficial outcomes. Anticipates the needs of clients and provides courteous, prompt and professional service to them. 	<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 Portfolio. 	<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 WA Police Force.
Facilitates cooperation and partnerships	<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 and achievements made by other people. Consults and shares information with own team and upwards; ensures people are kept informed of progress and issues. 	<ul style="list-style-type: none"> Uses appropriate strategies to resolve conflicts and address concerns quickly. Fosters teamwork by working collaboratively and cooperatively; encourages and rewards those behaviours in others. Brings people together and ensures the key stakeholders are involved in discussions; encourages people's input and seeks contribution. Consults and promotes open discussion; shares information with key stakeholders internally and externally; ensures that people in own team and upwards are kept informed of progress and issues. 	<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 	<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 WA Police Force; seeks input from the Corporate Executive on contentious issues. Consults broadly to obtain buy-in; shares information and facilitates the exchange of information by

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Values individual differences and diversity	<ul style="list-style-type: none"> Discerns the differing and preferred working styles of individuals and factors this into the management of people and tasks. Recognises that others have different views and experience; appreciates the viewpoints of others; explores their contributions and capitalises on the differing perspectives. Tries to see things from the other person's perspective. 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"> Discerns the differing and preferred working styles of individuals and factors this into the management of people and tasks. Recognises that others have different views and experience; appreciates the viewpoints of others; explores their contributions and capitalises on the differing perspectives. Tries to see things from the other person's perspective; anticipates the reactions of others and adopts strategies to address them. Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions. 	<p>to build knowledge.</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 Portfolio. Recognises that others have different views and experience; encourages input, listens and takes action to harness the varied input for the benefit of the Portfolio. 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. 	<p>maintaining open communication channels.</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 WA Police Force. Capitalises on the diversity present within WA Police Force; 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.
Guides, coaches and develops people	<ul style="list-style-type: none"> Makes time for people despite competing priorities; provides guidance and offers full support when required. 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 with skill, courage and tenacity; identifies causes of underperformance and agrees on improvement targets. 	<ul style="list-style-type: none"> Makes time for people despite competing priorities; provides guidance and offers full support when required. Acts as a coach and works with people to facilitate their development; identifies development opportunities and encourages continuous learning. Delegates tasks effectively; provides clear direction and articulates parameters. Congratulates people on achievements and gives timely recognition for good performance. Frequently provides clear, constructive and timely feedback (both positive and negative) in a manner that encourages learning and achieves any required resolution. Agrees on performance standards and conducts regular reviews; addresses under-performance promptly with skill, courage and tenacity; identifies causes of underperformance and agrees on improvement targets. 	<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. 	<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 capability. 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.

Communicates With Influence				
Communicates clearly	<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. 	<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. 	<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 	<ul style="list-style-type: none"> Engages the audience; uses anecdotes and analogies to illustrate key points and bring messages to life. Uses communication to motivate and inspire others to action. 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.

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<p>Listens, understands and adapts to audience</p> <p>Negotiates persuasively</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. 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"> 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. 	<p>orally and in writing.</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"> Presents messages with precision and confidence and selects the appropriate medium for maximum effect Structures messages clearly and succinctly, both orally and in writing. 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"> 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 objectives, strategies and issues to effectively negotiate desired outcomes. 	<ul style="list-style-type: none"> Encourages debate and seeks to develop a clear understanding about conflicting issues. Puts forward a case firmly, without getting personal or aggressive. Encourages relevant stakeholders in supporting the position; Anticipates the stance of other parties in advance and positions own case accordingly; identifies common ground. Develops a convincing argument and presents the rationale with solid supporting evidence. Positions case in a balanced manner, avoids overselling by acknowledging risks and potential disadvantages. 	<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. 	<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.

Exemplifies Personal Drive and Integrity

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<p>Demonstrates professionalism and probity</p>	<ul style="list-style-type: none"> Models behaviours that are honest, ethical and professional, in accordance with WA Police Force Values and Code of Conduct and ensures staff comply with these values; resists temptations of an unethical or unlawful nature and encourages others to model this behaviour. Treats people fairly and equitably and is transparent in dealings with them. Makes decisions for the corporate good without favouritism or bias; places the aims of WA Police Force above personal ambitions. Understands and operates within legal and public policy constraints and limitations; encourages a strong knowledge of the legislative, policy and 	<ul style="list-style-type: none"> Models behaviours that are honest, ethical and professional, in accordance with WA Police Force Values and Code of Conduct and ensures staff comply with these values; resists temptations of an unethical or unlawful nature and encourages others to model this behaviour. Treats people fairly and equitably and is transparent in dealings with them. Makes decisions for the corporate good without favouritism or bias; places the aims of WA Police Force above personal ambitions. Understands and operates within legal and public policy constraints and limitations; encourages a strong knowledge of the legislative, policy and 	<ul style="list-style-type: none"> Models behaviours that are honest, ethical and professional, in accordance with WA Police Force Values and Code of Conduct and ensures staff comply with these values; resists temptations of an unethical or unlawful nature and encourages others to model this behaviour. Leads by example and maintains high standards of professionalism and impartiality; expects and encourages team and colleagues to apply the same high standards. Treats people fairly and equitably and is transparent in dealings with them. Makes decisions for the corporate good without favouritism or bias; places the aims of WA Police 	<ul style="list-style-type: none"> Aligns business processes with WA Police Force Values. 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. Leads by example and maintains high standards of professionalism and impartiality; expects and encourages team and colleagues to apply the same high standards.

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Engages with risk and shows personal courage	<ul style="list-style-type: none"> regulatory framework within WA Police Force and ensures team compliance within the business area. Operates in a professional manner when representing WA Police Force in public and internal forums. 	<ul style="list-style-type: none"> regulatory framework within WA Police Force and ensures team compliance within the District/Division. Operates in a professional manner when representing WA Police Force in public and internal forums. 	<ul style="list-style-type: none"> Force above personal ambitions. Understands and operates within legal and public policy constraints and limitations. Professionally represents WA Police Force in public forums; appropriately supports and promotes the WA Police Force agenda. Presents a united leadership voice; supports other leaders. 	<ul style="list-style-type: none"> Treats people fairly and equitably and is transparent in dealings with them. Makes decisions for the corporate good without favouritism or bias; places the aims of WA Police Force above personal ambitions. Understands and operates within legal and public policy constraints and limitations. Professionally represents WA Police Force in public forums; appropriately supports and promotes the WA Police Force agenda. Presents a united leadership voice; supports other leaders.
	<ul style="list-style-type: none"> Listens when own ideas are challenged; stands own 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 members when uncertain. 	<ul style="list-style-type: none"> Listens when own ideas are challenged; stands own ground and supports others when appropriate. Challenges issues and raises objections constructively; discusses alternatives to find a way forward. Provides impartial and forthright advice. Takes responsibility for mistakes and learns from them; acknowledges when in the wrong. Seeks advice and assistance from colleagues and senior members when uncertain. 	<ul style="list-style-type: none"> Makes tough corporate decisions that are in the best interests of WA Police Force and 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 WA Police Force and 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. 	<ul style="list-style-type: none"> Makes tough corporate decisions that are in the best interests of WA Police Force and 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 WA Police Force and 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	<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"> Takes the initiative, progresses work, and engages in additional tasks as required. Works to get results; shows energy and drive; commits to meeting the objectives. Recognises and seeks to resolve issues impacting on the achievement of desired outcomes. 	<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 WA Police Force. Initiates urgent action and is responsive when there are issues impacting on the achievement of outcomes.
Displays resilience	<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"> Maintains effective performance levels in highly charged or high-pressure situations. Sustains high levels of effort and energy following a setback, maintains momentum and continues to move forward. Demonstrates persistence; adapts approach when required and works hard to achieve objectives. Maintains an optimistic outlook and focuses on the positives in difficult situations. Withstands criticism from stakeholders and maintains composure when under pressure. 	<ul style="list-style-type: none"> Maintains effective performance levels in highly charged or high-pressure situations. Sustains high levels of effort and energy following a setback, maintains momentum and continues to move forward. Demonstrates tenacity and persists with initiatives that are of benefit to WA Police Force 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"> Maintains effective performance levels in highly charged or high-pressure situations. 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 WA Police Force 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.

Demonstrates self awareness and a commitment to personal development

Inspector

- 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.
- 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; communicates areas of strength, and acknowledges development needs.

Superintendent

- Reflects on own behaviours and work style and considers how they impact others and on job performance.
- Demonstrates commitment to self development, steps out of own comfort zone and embraces 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.

Commander

- 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.

Assistant Commissioner

- 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 acknowledges development needs.
- Regularly seeks feedback on performance; translates negative feedback into actions for improvement.
- Examines own behaviour and performance; identifies strengths and development needs.