



# Capability Profile Commander

Shapes Strategic Thinking	
Capability	Behavioural indicators
<b>Inspires a sense of purpose and direction</b>	<ul style="list-style-type: none"> <li>Engages others in WA Police Force vision and encourages comment; articulates the need for action.</li> <li>Establishes the strategic goals for the Portfolio; communicates links between government policy, organisational goals and the work of the unit.</li> <li>Builds a shared sense of purpose and direction by demonstrating how elements of the strategy fit together.</li> <li>Promotes the vision and strategy by communicating expectations and describing likely outcomes and benefits.</li> </ul>
<b>Focuses strategically</b>	<ul style="list-style-type: none"> <li>Focuses on the future and pursues strategic alignment of actions within the Portfolio.</li> <li>Considers multiple perspectives when contemplating the impact key issues may have on the Portfolio.</li> <li>Thinks about the future; develops plans that balance potential future needs with immediate requirements.</li> <li>Understands the WA Police Force direction and how the work of own business area fits into the organisation, wider community and whole of government agenda.</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 information to provide a context for other people.</li> <li>Identifies critical information gaps and ensures required information is obtained.</li> <li>Investigates and applies contemporary best practice approaches from both public and private organisations and other police jurisdictions, nationally and internationally.</li> <li>Scans the internal and external environments; uses resulting information to adjust approach, identify threats and seize emerging opportunities for the WA Police Force.</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 takes steps to minimise or prevent them; identifies and manages risk.</li> <li>Makes clear, well-reasoned and timely decisions; balances intuition and intellect to form effective judgements.</li> <li>Applies lateral and creative thinking to generate ideas and solutions.</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 environment within the Portfolio that enables people to move between projects or business units to meet changing demands.</li> <li>Builds effective teams with complementary skills; attracts and recruits talent and engages in succession planning.</li> <li>Deploys resources astutely; considers resource requirements, resource gaps and the capability of individuals to ensure the best result.</li> <li>Challenges the status quo by looking for ways to improve effectiveness; harnesses the potential of technology and implements continuous improvement activities.</li> </ul>

	<ul style="list-style-type: none"> <li>• Responds flexibly and manages resources to meet changing demands in the environment.</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 the WA Police Force; 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>• Adopts a planned approach to the management of programs and projects; develops high-level plans that define required outcomes.</li> <li>• Operates effectively in an environment of ongoing change; maintains a flexible approach to achieve 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 addresses risks that may impede project completion; proactively escalates issues that have not been controlled to ensure work remains on track.</li> <li>• Reports achievements to key stakeholders, engages them in program outcomes and seeks feedback; acts to ensure work is delivered to a high standard.</li> <li>• Strives for high-quality outputs throughout the Portfolio and accepts accountability for achieving agreed outcomes.</li> <li>• Establishes systems to monitor progress against objectives and ensures that projects comply with regulatory requirements.</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>• Invests time to sustain and broaden networks; follows up and maintains regular contact.</li> <li>• 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.</li> <li>• Finds shared agendas and uses these to bring people together to develop mutually beneficial outcomes.</li> <li>• Takes steps to ensure the provision of prompt, efficient and responsive client service personally, and through the activities of the Portfolio.</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>• Resolves conflict using appropriate strategies; finds solutions that manage the sensitivities involved.</li> <li>• Fosters teamwork by working collaboratively and cooperatively; encourages and rewards those behaviours in others.</li> <li>• Brings people together and ensures the key stakeholders are involved in discussions; seeks input and facilitates joint ownership.</li> <li>• Consults and promotes open discussion; shares information with key stakeholders internally and externally; facilitates reciprocal sharing of information to build knowledge.</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 Portfolio.</li> <li>• Recognises that others have different views and experience; encourages input, listens and takes</li> </ul>

	<p>action to harness the varied input for the benefit of the Portfolio.</p> <ul style="list-style-type: none"> <li>• Tries to see things from the other person's perspective, anticipates their reactions and adopts strategies to address them.</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>• Acts as a coach and works with people to facilitate continuous learning; sets stretching development tasks linked to individual performance and potential.</li> <li>• Delegates responsibility for work to others with broad parameters; motivates others to take ownership.</li> <li>• Congratulates people on achievements and gives timely recognition for good performance.</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>• Presents key information effectively, outlines the implications and ensures key conclusions are conveyed.</li> <li>• Limits the use of jargon and abbreviations; explains complex information using language appropriate for the audience.</li> <li>• Presents messages confidently 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 audience's response and is prepared to address their concerns and objections.</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>• 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>• Engages credible others in supporting the position.</li> <li>• Anticipates other people's likely expectations and concerns; determines the extent of potential compromise for all parties.</li> <li>• Positions case in a balanced manner, 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>• 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.</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 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 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; 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 the 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 the WA Police Force.</li> <li>• Initiates urgent action and is responsive when there are issues impacting on the achievement of outcomes.</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>• Sustains high levels of effort and energy following a setback, maintains momentum and continues to move forward.</li> <li>• Demonstrates tenacity and persists with initiatives that are of benefit to 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 examines own behaviour and the impact on others; identifies learning opportunities.</li> <li>• Demonstrates commitment to self-development, proactively identifies development opportunities and seeks to extend skills and 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 with reference to performance; identifies areas of strength and limitation.</li> </ul>