

**Inspector**

**Superintendent**

**Commander**

**Assistant Commissioner**

**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"> <li>Checks and clarifies information and avoids unwarranted assumptions; draws accurate evidence based conclusions and presents logical arguments.</li> <li>Explores various possibilities and generates innovative alternatives.</li> <li>Selects the best option from a range of potential solutions; demonstrates how recommendations solve the key problems identified.</li> </ul>	<p>risks.</p> <ul style="list-style-type: none"> <li>Draws accurate conclusions and presents logical arguments that address key issues.</li> <li>Explores various possibilities and generates innovative alternatives.</li> <li>Selects the best option from a range of potential solutions; demonstrates how recommendations solve the key problems identified.</li> </ul>	<ul style="list-style-type: none"> <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>	<ul style="list-style-type: none"> <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**

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

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<b>Ensures closure and delivers on intended results</b>	<ul style="list-style-type: none"> <li>Regularly seeks feedback from stakeholders to gauge their satisfaction; ensures work is delivered to a high standard.</li> <li>Maintains focus on quality to achieve key outcomes; adheres to documentation procedures and sees tasks through to completion.</li> <li>Monitors projects and performance against plans; manages priorities and agrees adjustments to milestones as required.</li> <li>Identifies and addresses risks that may impede task completion.</li> </ul>	<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 work completion; proactively escalates issues that have not been controlled to ensure work remains on track.</li> <li>Regularly seeks feedback from stakeholders to gauge their satisfaction; ensures work is delivered to a high standard.</li> <li>Maintains focus on quality to achieve key outcomes; adheres to documentation procedures and sees tasks through to completion.</li> <li>Monitors projects and performance against plans; manages priorities and agrees adjustments to milestones as required.</li> </ul>	<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>	<p>and addresses them in a timely manner.</p> <ul style="list-style-type: none"> <li>Identifies and mitigates risks associated with change and uncertainty.</li> <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>

**Builds Productive Working Relationships**

<b>Nurtures internal and external relationships</b>	<ul style="list-style-type: none"> <li>Develops and maintains a network with others internally and externally.</li> <li>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.</li> <li>Offers reciprocal assistance in achieving mutually beneficial outcomes.</li> <li>Anticipates the needs of clients and provides courteous, prompt and professional service to them.</li> </ul>	<ul style="list-style-type: none"> <li>Develops and maintains a network with others internally and externally.</li> <li>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.</li> <li>Recognises shared agendas; offers reciprocal assistance in achieving mutually beneficial outcomes.</li> <li>Anticipates the needs of clients and provides courteous, prompt and professional service to them.</li> </ul>	<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>	<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 WA Police Force.</li> </ul>
<b>Facilitates cooperation and partnerships</b>	<ul style="list-style-type: none"> <li>Operates as an effective member of the team; works collaboratively and cooperatively; draws on team strengths.</li> <li>Involves others and encourages their input; recognises the contributions and achievements made by other people.</li> <li>Consults and shares information with own team and upwards; ensures people are kept informed of progress and issues.</li> </ul>	<ul style="list-style-type: none"> <li>Uses appropriate strategies to resolve conflicts and address concerns quickly.</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; encourages people's input and seeks contribution.</li> <li>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.</li> </ul>	<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</li> </ul>	<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 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</li> </ul>



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<b>Values individual differences and diversity</b>	<ul style="list-style-type: none"> <li>Discerns the differing and preferred working styles of individuals and factors this into the management of people and tasks.</li> <li>Recognises that others have different views and experience; appreciates the viewpoints of others; explores their contributions and capitalises on the differing perspectives.</li> <li>Tries to see things from the other person's perspective.</li> <li>Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions.</li> </ul>	<ul style="list-style-type: none"> <li>Discerns the differing and preferred working styles of individuals and factors this into the management of people and tasks.</li> <li>Recognises that others have different views and experience; appreciates the viewpoints of others; explores their contributions and capitalises on the differing perspectives.</li> <li>Tries to see things from the other person's perspective; anticipates the reactions of others 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>	<p>to build knowledge.</p> <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 action to harness the varied input for the benefit of the Portfolio.</li> <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>	<p>maintaining open communication channels.</p> <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 WA Police Force.</li> <li>Capitalises on the diversity present within 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>Makes time for people despite competing priorities; provides guidance and offers full support when required.</li> <li>Encourages staff to engage in development opportunities; identifies knowledge public sector and works with them to determine appropriate development activities.</li> <li>Delegates tasks effectively; provides clear direction and articulates parameters.</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>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.</li> </ul>	<ul style="list-style-type: none"> <li>Makes time for people despite competing priorities; provides guidance and offers full support when required.</li> <li>Acts as a coach and works with people to facilitate their development; identifies development opportunities and encourages continuous learning.</li> <li>Delegates tasks effectively; provides clear direction and articulates parameters.</li> <li>Congratulates people on achievements and gives timely recognition for good performance.</li> <li>Frequently provides clear, constructive and timely feedback (both positive and negative) in a manner that encourages learning and achieves any required resolution.</li> <li>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.</li> </ul>	<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>	<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>Communicates clearly</b>	<ul style="list-style-type: none"> <li>Focuses on clearly communicating key points.</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>	<ul style="list-style-type: none"> <li>Translates information for others and focuses on clearly communicating key points.</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>	<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</li> </ul>	<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> </ul>

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<p><b>Listens, understands and adapts to audience</b></p> <p><b>Negotiates persuasively</b></p>	<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>Understands and addresses the key concerns of the audience.</li> <li>Tailors communication style and language according to the audience's level of knowledge, skill and experience.</li> </ul>	<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 others' reactions and is prepared to respond.</li> <li>Tailors communication style and language according to the audience's level of knowledge, skill and experience.</li> </ul>	<p>orally and in writing.</p> <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>	<ul style="list-style-type: none"> <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> <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>
	<ul style="list-style-type: none"> <li>Presents persuasive counter-arguments</li> <li>Puts forward a case firmly, without getting personal or aggressive.</li> <li>Encourages relevant stakeholders in supporting the position; anticipates the stance of other parties in advance and positions own case accordingly.</li> <li>Commences negotiations with a clear understanding of objectives, strategies and issues to effectively negotiate desired outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Encourages debate and seeks to develop a clear understanding about conflicting issues.</li> <li>Puts forward a case firmly, without getting personal or aggressive.</li> <li>Encourages relevant stakeholders in supporting the position;</li> <li>Anticipates the stance of other parties in advance and positions own case accordingly; identifies common ground.</li> <li>Develops a convincing argument and presents the rationale with solid supporting evidence.</li> <li>Positions case in a balanced manner, avoids overselling by acknowledging risks and potential disadvantages.</li> </ul>	<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>	<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>

**Exemplifies Personal Drive and Integrity**

	Inspector	Superintendent	Commander	Assistant Commissioner
<p><b>Demonstrates professionalism and probity</b></p>	<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>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; encourages a strong knowledge of the legislative, policy and</li> </ul>	<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>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; encourages a strong knowledge of the legislative, policy and</li> </ul>	<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</li> </ul>	<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> </ul>

	Inspector	Superintendent	Commander	Assistant Commissioner
Engages with risk and shows personal courage	<ul style="list-style-type: none"> <li>regulatory framework within WA Police Force and ensures team compliance within the business area.</li> <li>Operates in a professional manner when representing WA Police Force in public and internal forums.</li> </ul>	<ul style="list-style-type: none"> <li>regulatory framework within WA Police Force and ensures team compliance within the District/Division.</li> <li>Operates in a professional manner when representing WA Police Force in public and internal forums.</li> </ul>	<ul style="list-style-type: none"> <li>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>	<ul style="list-style-type: none"> <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>
	<ul style="list-style-type: none"> <li>Listens when own ideas are challenged; stands own ground and defends own views when appropriate.</li> <li>Challenges issues and raises objections constructively; discusses alternatives to find a way forward.</li> <li>Provides impartial and forthright advice.</li> <li>Takes responsibility for mistakes and learns from them; acknowledges when in the wrong.</li> <li>Seeks advice and assistance from colleagues and senior members when uncertain.</li> </ul>	<ul style="list-style-type: none"> <li>Listens when own ideas are challenged; stands own ground and supports others when appropriate.</li> <li>Challenges issues and raises objections constructively; discusses alternatives to find a way forward.</li> <li>Provides impartial and forthright advice.</li> <li>Takes responsibility for mistakes and learns from them; acknowledges when in the wrong.</li> <li>Seeks advice and assistance from colleagues and senior members when uncertain.</li> </ul>	<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 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>	<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 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>
	Commits to action	<ul style="list-style-type: none"> <li>Takes the initiative, progresses work, and engages in additional tasks as required.</li> <li>Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives.</li> <li>Recognises and seeks to resolve issues impacting on the achievement of desired outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Takes the initiative, progresses work, and engages in additional tasks as required.</li> <li>Works to get results; shows energy and drive; commits to meeting the objectives.</li> <li>Recognises and seeks to resolve issues impacting on the achievement of desired outcomes.</li> </ul>	<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 issues impacting on the achievement of outcomes.</li> </ul>
Displays resilience	<ul style="list-style-type: none"> <li>Maintains effective performance levels in highly charged or high-pressure situations.</li> <li>Demonstrates persistence and works hard to achieve objectives.</li> <li>Maintains an optimistic outlook and focuses on the positives in difficult situations.</li> <li>Stays controlled when under pressure; does not react personally to criticism.</li> </ul>	<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 persistence; adapts approach when required and works hard to achieve objectives.</li> <li>Maintains an optimistic outlook and focuses on the positives in difficult situations.</li> <li>Withstands criticism from stakeholders and maintains composure when under pressure.</li> </ul>	<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>	<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 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>



**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.