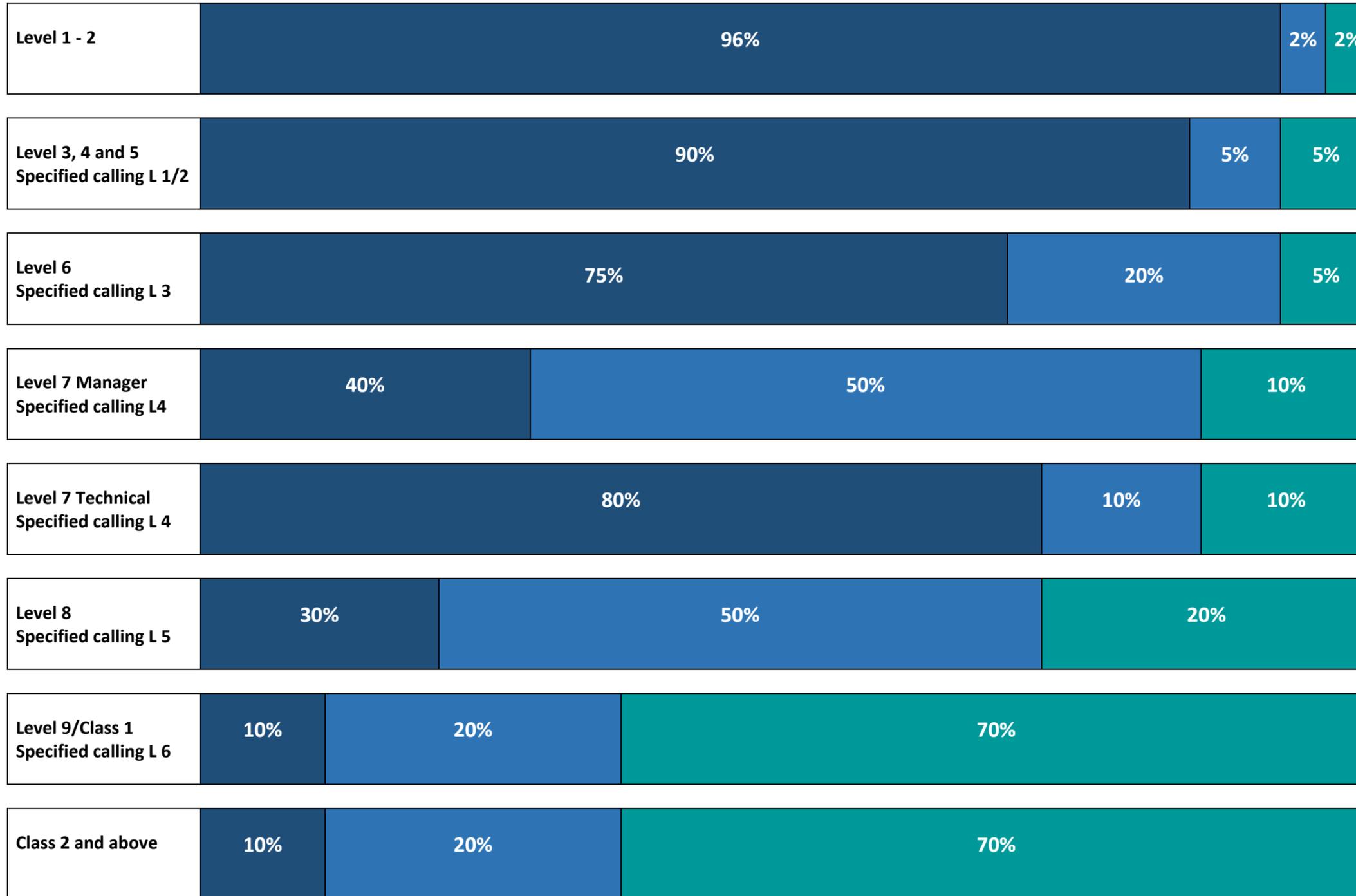


# Leadership Model

The aim of the Leadership Model<sup>1</sup> outlined below is to clearly articulate the proportion of time that officers are generally expected to focus on each leadership stage ie managing self, managing others, leading organisation. This model is designed to develop our internal leadership capacity and to ensure effective succession management.



## Managing Self

Leadership focus is on working collaboratively with others and taking responsibility for managing own work.

Key objectives:

- Gaining technical competence and experience.
- Learning from colleagues and supervisors.
- Collaborating and taking a whole of business perspective.

## Managing Others

Leadership focus is on achieving team outcomes through developing and working with others.

Key objectives:

- Team/people management and delegation
- Performance management - giving and receiving feedback
- Coaching and mentoring others
- Managing multiple stakeholders

## Leading the Organisation

Leadership focus is on developing and driving the organisations vision, values and strategy through inspiring and mobilising others.

Key objectives:

- Developing and leading organisation wide strategy, direction and change
- Managing organisational complexity and competing priorities
- Managing business performance and continuity.

<sup>1</sup> Adapted from the Australian Public Sector Commission, the WA Public Sector Commission and Department of The Commission's Capability and Leadership Framework

**Note: Blue coloured text in comparative capability profile reflects new, more complex behaviour**

## Comparative capability profile - Shapes and Manages Strategy (Levels 1 - 6/Specified Calling Levels 1 - 3)

	Levels 1 / 2 <i>Gathers and evaluates information</i>	Level 3 <i>Proactively analyses and evaluates information and displays innovative thinking</i>	Level 4/Specified calling Level 1 <i>Proactively analyses and evaluates information and displays innovative thinking.</i>	Level 5/Specified calling Level 2 <i>Anticipates, analyses and evaluates information and displays innovative thinking.</i>	Level 6/Specified calling Level 3 <i>Anticipates, analyses and manages emerging issues. Develops innovative solutions to complex problems.</i>
Supports strategic direction	<ul style="list-style-type: none"> <li>Understand and supports the commission's purpose, values and strategic goals.</li> <li>Recognises how own work contributes to the achievement of team work.</li> </ul>	<ul style="list-style-type: none"> <li>Understand and supports the Commission's purpose, values and strategic goals.</li> <li><b>Understands the work environment and contributes to the development of work plans and team goals.</b></li> <li>Recognises how own work contributes to the achievement of team <b>and the organisation.</b></li> </ul>	<ul style="list-style-type: none"> <li>Understand and supports the Commission's purpose, values and strategic goals.</li> <li>Understands the work environment and contributes to the development of work plans, <b>strategies</b> and team goals.</li> <li>Recognises how own work contributes to the achievement of team and the organisation.</li> </ul>	<ul style="list-style-type: none"> <li><b>Thinks strategically and supports strategic direction.</b></li> <li>Understand and supports the Commission's purpose, values and strategic goals.</li> <li><b>Understands the relationship between organisational goals and operational tasks and contributes to the development of plans, strategies and team goals.</b></li> <li><b>Identifies broader influences that may impact on the team's work objectives.</b></li> </ul>	<ul style="list-style-type: none"> <li>Thinks strategically and <b>contributes to</b> the strategic direction</li> <li>Understand, supports and <b>promotes</b> the Commission's purpose, values and strategic goals.</li> <li><b>Initiates and contributes to the development</b> of team goals, strategies and work plans.</li> <li>Identifies <b>broader factors and trends</b> that may impact on the team's work objectives</li> </ul>
Displays innovative thinking	<ul style="list-style-type: none"> <li>Participates in discussions around issues and refers problems to supervisor</li> </ul>	<ul style="list-style-type: none"> <li><b>Actively</b> participates in discussions around issues <b>and suggests improvements to work tasks.</b></li> </ul>	<ul style="list-style-type: none"> <li>Actively participates in discussions around issues and suggests improvements to work tasks.</li> <li><b>Identifies and implements improved work practices.</b></li> <li><b>Contributes to continuous improvement activities.</b></li> </ul>	<ul style="list-style-type: none"> <li>Actively participates in and contributes to team/ unit initiatives to resolve common issues or barriers to effectiveness.</li> <li><b>Identifies and shares business process improvements to enhance effectiveness.</b></li> <li><b>Identifies and implements improved work practices.</b></li> <li>Contribute to continuous improvement activities.</li> </ul>	<ul style="list-style-type: none"> <li><b>Takes account of the wider organisational context when considering options to resolve issues.</b></li> <li><b>Explores a range of possibilities and creative alternatives to contribute to systems, process and business improvement.</b></li> <li>Identifies and implements <b>improved systems and processes that underpin high quality research and analysis.</b></li> </ul>
Analyses and evaluates	<ul style="list-style-type: none"> <li>Knows where to find information, and asks questions to ensure an understanding of issues.</li> <li>Seeks guidance to determine what information should be conveyed to others</li> </ul>	<ul style="list-style-type: none"> <li>Knows where to find information, and asks questions to ensure a <b>full</b> understanding of issues.</li> <li><b>Undertakes research and analysis and draws accurate conclusions and recommendations based on information and evaluation.</b></li> <li><b>Identifies issues which could impact on tasks.</b></li> <li><b>Uses common sense to recognise the importance of available information.</b></li> </ul>	<ul style="list-style-type: none"> <li>Undertakes research and analysis and draws accurate conclusions and recommendations based on information and evaluation.</li> <li><b>Draws on information from multiple sources.</b></li> <li><b>Uses agreed guidelines to analyse what information is important and how it should be used.</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Researches,</b> analyses and evaluates</li> <li>Undertakes <b>objective, systematic</b> analysis and draws accurate conclusions based on information and evaluation.</li> <li><b>Gathers and evaluates</b> information from <b>diverse</b> sources.</li> <li>Uses <b>experience and stakeholder feedback</b> to analyse and <b>evaluate</b> what information is important and how it should be used.</li> </ul>	<ul style="list-style-type: none"> <li>Researches, analyses and evaluates</li> <li>Undertakes objective, systematic analysis and draws accurate conclusions and <b>recommendations</b> based on information and evaluation.</li> <li>Gathers and evaluates information from diverse sources.</li> <li>Uses experience and stakeholder feedback to analyse and evaluate what information is important and how it should be used.</li> <li><b>Evaluates project/ program to ensure they have met expected outcomes.</b></li> <li><b>Identifies and manages tactical risks.</b></li> </ul>

Note: Blue coloured text in comparative capability profile reflects new, more complex behaviour

**Comparative capability profile - Shapes and Manages Strategy (Levels 7/Specified Calling Levels 4 - Class 4 Band 1 - 4)**

	Level 7 Manager/Specified Calling Level 4 <i>Anticipates, analyses and manages emerging issues. Develops innovative solutions to complex problems.</i>	Level 7 Specialist roles/Specified calling Level 4 <i>Anticipates, analyses and manages emerging issues. Develops innovative solutions to complex problems</i>	Level 8/Specified calling Level 5 <i>Anticipates, analyses and manages emerging issues to optimise performance. Leads in developing innovative solutions to complex problems.</i>	Level 9/Class 1/Specified Calling Level 6 <i>Anticipates issues and leads in the development of innovative solutions to optimise performance. Develops and drives the organisation's vision and strategic goals and promotes a shared commitment to the strategic direction.</i>	Class 2/3 Band 1 - 4 <i>Anticipates issues and leads in the development of innovative solutions to optimise performance. Develops and drives the organisation's vision and strategic goals and promotes a shared commitment to the strategic direction</i>
Supports strategic direction	<ul style="list-style-type: none"> <li>• <b>Thinks strategically and contributes to the strategic direction</b></li> <li>• Understands, supports and promotes the Commission's purpose, values and strategic goals <b>and aligns operational activities accordingly.</b></li> <li>• <b>Initiates and develops</b> team work plans.</li> <li>• <b>Considers the ramifications of issues that may have a longer term impact.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Thinks strategically and contributes to the strategic direction.</li> <li>• Understand, supports and promotes the Commission's purpose, values and strategic goals and aligns operational activities accordingly.</li> <li>• Initiates and develops work plans.</li> <li>• Considers the ramifications of issues that may have a longer term impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Thinks strategically and contributes to the strategic direction.</li> <li>• Understand, <b>plans</b>, supports and promotes the Commission's purpose, values and strategic goals and plans, manages and aligns operational activities accordingly.</li> <li>• Considers the ramifications of a wide range of issues, <b>anticipates priorities and develops long-term plans for own work area.</b></li> <li>• <b>Shapes the strategic direction of the work area</b>, involves others and encourages their contribution and communicates expected outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Thinks strategically and <b>drives</b> the strategic direction</li> <li>• <b>Champions the organisation's vision and goals and promotes a shared commitment to the strategic direction.</b></li> <li>• <b>Helps create organisational strategies</b> that are <b>aligned with government objectives and likely future requirements.</b></li> <li>• Encourages others' input and communicates expected outcomes from organisational strategies.</li> <li>• Considers emerging trends, identifies long-term opportunities and <b>aligns organisational operations with strategic priorities.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Thinks strategically and drives the strategic direction</li> <li>• Champions the organisation's vision and goals and <b>unifies</b> business units with the strategic direction.</li> <li>• Helps create organisational strategies that are aligned with government objectives and likely future requirements.</li> <li>• Encourages others' input and communicates expected outcomes from organisational strategies.</li> <li>• Considers emerging trends, identifies long-term opportunities and <b>balances organisational requirements with desired whole of Government outcomes.</b></li> </ul>
Displays innovative thinking	<ul style="list-style-type: none"> <li>• <b>Identifies and evaluates organisational-wide implications when considering proposed solutions to issues.</b></li> <li>• <b>Explores a range of possibilities and creative alternatives to contribute to systems, process and business improvement.</b></li> <li>• <b>Maintains an awareness of the organisation, looks for recent developments that may impact on own business area and applies industry best practice approaches.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Identifies and evaluates organisational-wide implications when considering proposed solutions to issues.</li> <li>• Explores a range of possibilities and creative alternatives to contribute to systems, process and business improvement.</li> <li>• Maintains an awareness of the organisation, looks for recent developments that may impact on own business area and applies industry best practice approaches.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies and evaluates organisational-wide implications when <b>developing</b> proposed solutions to issues.</li> <li>• Explores a range of possibilities and creative alternatives to contribute to systems, process and business improvement.</li> <li>• Maintains an awareness of the organisation, looks for recent developments that may impact on own business area and applies industry best practice approaches.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Demonstrates</b> innovative thinking</li> <li>• <b>Capitalises on innovative alternatives to resolve complex problems.</b></li> <li>• Investigates ways to improve effectiveness by <b>harnessing technology</b> and implementing continuous improvement activities.</li> <li>• <b>Monitors change in the environment.</b></li> <li>• <b>Positions the organisation</b> to seize opportunities and minimise threats.</li> <li>• Uses knowledge of the organisation to <b>tailor approaches to different issues.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates innovative thinking</li> <li>• Capitalises on innovative alternatives to resolve complex problems.</li> <li>• <b>Draws on information and alternate viewpoints and monitors information channels to understand new issues of importance to the government.</b></li> <li>• Positions the organisation to seize opportunities and minimise threats.</li> <li>• <b>Seeks operational efficiency, streamlines and adapts processes.</b></li> <li>• Investigates ways to improve effectiveness by harnessing technology and implementing continuous improvement activities.</li> </ul>

Note: Blue coloured text in comparative capability profile reflects new, more complex behaviour

Analyses and evaluates	<ul style="list-style-type: none"> <li>• <b>Researches, analyses and evaluates</b></li> <li>• Undertakes objective, systematic analysis and draws accurate conclusions and recommendations based on evidence and evaluation.</li> <li>• <b>Plans, collects</b> and analysis information from diverse sources.</li> <li>• Uses experience and stakeholder feedback to analyse and evaluate what information is important and how it should be used.</li> <li>• Evaluates project/ program to ensure they have met expected outcomes.</li> <li>• <b>Evaluates team work/ project performance and focuses on identifying opportunities for continuous improvement.</b></li> <li>• Identifies and manages <b>operational</b> risk</li> </ul>	<ul style="list-style-type: none"> <li>• Researches, analyses and evaluates</li> <li>• Undertakes objective, systematic analysis and draws accurate conclusions and recommendations based on information and evaluation.</li> <li>• Plans, collects and analysis information from diverse sources.</li> <li>• Uses experience and stakeholder feedback to analyse and evaluate what information is important and how it should be used.</li> <li>• Evaluates project/ program to ensure they have met expected outcomes.</li> <li>• Evaluates team work/ project performance and focuses on identifying opportunities for continuous improvement.</li> <li>• Identifies and manages operational risk</li> </ul>	<ul style="list-style-type: none"> <li>• Undertakes objective, critical analysis and <b>distils the core issues.</b></li> <li>• Plans, collects and analysis information from a variety of sources and <b>explores new ideas and different viewpoints.</b></li> <li>• <b>Presents logical arguments and draws accurate conclusions and recommendations and presents the benefits to the organisation.</b></li> <li>• Evaluates ongoing project/team performance and identifies critical success factors.</li> <li>• <b>Instigates</b> continuous improvement activities.</li> <li>• Identifies and manages operational <b>and corporate</b> risk.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Provides advice to Government</b> that reflects analysis of a broad range of issues.</li> <li>• Engages in high level critical thinking to <b>identify links and discern critical issues</b></li> <li>• Demonstrates effective judgement to weigh up options and develop realistic solutions.</li> <li>• Evaluates programs to ensure they have achieved intended outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides advice to government that reflects analysis of a broad range of issues.</li> <li>• Engages in high-level critical thinking to identify links and discern the critical issues.</li> <li>• <b>Identifies the implications for the organisation and applies effective judgement to develop solutions.</b></li> <li>• Evaluates programs to ensure they are achieving intended outcomes.</li> </ul>
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**Comparative capability profile - Achieves results (Levels 1 - 6/Specified Calling Levels 1 - 3)**

	Levels 1 / 2 <i>Works independently and as part of a team. Displays a strong work ethic.</i>	Level 3 <i>Works independently and as part of a team to achieve results. Displays a strong work ethic and resilience</i>	Level 4/Specified Calling Level 1 <i>Works independently and collaborates with others to achieve results. Displays a strong work ethic and resilience.</i>	Level 5/Specified Calling Level 2 <i>Works independently and manages own work deliverables. Proactively collaborates with others to achieve results. Displays a strong work ethic and resilience.</i>	Level 6/Specified Calling Level 3 <i>Works independently and manages own work deliverables. Proactively collaborates with others to achieve results. Displays a strong work ethic and resilience.</i>
Proactively manages work	<ul style="list-style-type: none"> <li>• Takes personal responsibility for accurate completion of work.</li> <li>• Follows direction provided by supervisor and seeks assistance and guidance when required.</li> <li>• Works independently on routine tasks.</li> <li>• Keeps supervisor informed on work progress and promptly alerts supervisor if work is behind schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• Takes personal responsibility for accurate completion of work <b>and commits to achieving quality outcomes.</b></li> <li>• <b>Organises and prioritises work to meet workloads.</b></li> <li>• <b>Establishes task plans to deliver work outputs</b> following direction provided by supervisor.</li> <li>• Works independently on routine tasks.</li> <li>• Keeps supervisor informed on work progress and promptly alerts supervisor if work is behind schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• Takes personal responsibility for accurate completion of work and commits to achieving quality outcomes.</li> <li>• Organises and prioritises work to meet workloads.</li> <li>• Establishes task plans <b>and simple work/project plans</b> to deliver work outputs following direction provided by supervisor.</li> <li>• Works independently on routine tasks.</li> <li>• Keeps supervisor informed on work progress and promptly alerts supervisor if work is behind schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• Takes personal responsibility and <b>displays initiative and drive to ensure quality work outcomes are delivered.</b></li> <li>• <b>Establishes clear plans and timeframes for work and outlines specific activities.</b></li> <li>• <b>Works independently and without supervision, mainly seeking guidance on complex issues.</b></li> <li>• <b>Monitors progress of work and adjusts plans and activities as required to ensure outcomes are completed.</b></li> <li>• Keeps supervisor informed on work progress and promptly alerts supervisor if work is behind schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• Takes personal responsibility and displays initiative and drive to ensure quality work outcomes are delivered.</li> <li>• Establishes clear plans and timeframes for work and outlines specific activities.</li> <li>• Works independently and without supervision, mainly seeking guidance on complex issues.</li> <li>• Monitors progress of work and adjusts plans and activities as required to ensure outcomes are completed.</li> <li>• Keeps supervisor informed on work progress and promptly alerts supervisor if work is behind schedule.</li> </ul>

**Note: Blue coloured text in comparative capability profile reflects new, more complex behaviour**

Works with others to achieve agreed outcomes	<ul style="list-style-type: none"> <li>• Shares information with others.</li> <li>• Contributes own expertise to achieve outcomes for the team and supports the contribution of others</li> <li>• Maintains accurate record keeping.</li> </ul>	<ul style="list-style-type: none"> <li>• Shares information <b>and seeks out knowledge and skills</b> of others.</li> <li>• Contributes own expertise to achieve outcomes for the team and supports the contribution of others</li> <li>• Maintains accurate record keeping.</li> </ul>	<ul style="list-style-type: none"> <li>• Shares information and seeks out knowledge and skills of others.</li> <li>• Contributes own expertise to achieve outcomes for the team and supports the contribution of others</li> <li>• <b>Maintains information and knowledge through effective document management.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Shares information and seeks out knowledge and skills of others.</li> <li>• Contributes own expertise to achieve outcomes and supports the contribution of others</li> <li>• Maintains information and knowledge through effective document management.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Works effectively in multi-disciplinary teams.</b></li> <li>• Shares <b>knowledge collaborates with others and assists them</b> seeks out knowledge and skills of others.</li> <li>• Contributes own expertise to achieve outcomes and supports the contribution of others</li> <li>• Maintains information and knowledge through effective document management.</li> <li>• <b>Makes time to provide feedback to others, as required.</b></li> </ul>
	Responds positively to change and displays resilience	<ul style="list-style-type: none"> <li>• Responds in a positive manner to change.</li> <li>• Remains calm under pressure</li> <li>• Is adaptable and flexible to accommodate the change needs of the team.</li> <li>• Works collaboratively within the Directorate</li> </ul>	<ul style="list-style-type: none"> <li>• Responds in a positive manner to change.</li> <li>• Remains calm under pressure</li> <li>• Is adaptable and flexible to accommodate the change needs of the team.</li> <li>• Works collaboratively within the Directorate.</li> </ul>	<ul style="list-style-type: none"> <li>• Responds in a positive manner to change.</li> <li>• Remains calm under pressure</li> <li>• Is adaptable and flexible to accommodate the change needs of the team.</li> <li>• Works collaboratively within the Directorate</li> </ul>	<ul style="list-style-type: none"> <li>• Responds in a positive manner to change.</li> <li>• <b>Demonstrates flexibility and copes effectively with work changes and shifting priorities.</b></li> <li>• Works collaboratively within the Directorate and <b>across the Commission.</b></li> </ul>

**Comparative capability profile - Achieves results (Levels 7/Specified Calling Levels 4 - Class 2 and above)**

Proactively manages work	<p><b>Level 7 Manager/Specified Calling Level 4</b> <i>Works independently and manages individual and team work deliverables, as required. Proactively collaborates with others to achieve results. Displays a strong work ethic and resilience.</i></p>	<p><b>Level 7 Specialist roles/Specified Calling Level 4</b> <i>Works independently and manages individual and team work deliverables, as required. Proactively collaborates with others to achieve results. Displays a strong work ethic and resilience</i></p>	<p><b>Level 8/Specified Calling Level 5</b> <i>Effectively manages and leads team and organisational work deliverables, as required. Role models collaborative behaviour and displays a strong work ethic and resilience.</i></p>	<p><b>Level 9/Class 1/Specified Calling Level 6</b> <i>Decisively leads to ensure organisational deliverables are achieved. Role models collaborative behaviour and displays a strong work ethic and resilience.</i></p>	<p><b>Class 2 and above</b> <i>Decisively leads to ensure organisational deliverables are achieved. Role models collaborative behaviour and displays a strong work ethic and resilience.</i></p>
	<ul style="list-style-type: none"> <li>• Takes personal responsibility and displays initiative and drive to ensure quality work outcomes are delivered.</li> <li>• Establishes clear plans and timeframes for work and outlines specific activities.</li> <li>• Works independently and without supervision, seeking guidance <b>as required.</b></li> <li>• Monitors progress of work, adjusts plans as required <b>to ensure the completion of work.</b></li> <li>• <b>Identifies opportunities for continuous improvement.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Takes personal responsibility and displays initiative and drive to ensure quality work outcomes are delivered.</li> <li>• Establishes clear plans and timeframes for work and outlines specific activities.</li> <li>• Works independently and without supervision, seeking guidance as required.</li> <li>• Monitors progress of work, adjusts plans as required to ensure the completion of work.</li> <li>• Identifies opportunities for continuous improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Takes personal responsibility and displays initiative and drive to ensure quality work outcomes are delivered</li> <li>• <b>Inspiring others to act to achieve outcomes.</b></li> <li>• <b>Identifies, develops and continuously improves key resources to meet emerging opportunities.</b></li> <li>• <b>Works independently as well as leads and motivates a team to achieve key team deliverables.</b></li> <li>• <b>Acts decisively and adopts a planned approach to the management of program(s).</b></li> <li>• <b>Assists in building teams with complementary skills and allocates resources in a manner that delivers results.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Proactively manages and builds capacity</b></li> <li>• <b>Drives a culture of achievement, and fosters a quality focus in the organisation.</b></li> <li>• Commits to achieving key outcomes for the organisation and uses personal drive, focus and energy to galvanise others to act.</li> <li>• Works independently as well as leads and motivates the Business Unit to achieve key deliverables.</li> <li>• <b>Focuses on activities that support organisational sustainability including nurturing talent and succession planning</b></li> <li>• <b>Monitors and manages resourcing, build streams with complementary skills and creates a flexible environment that enables others to meet changing demands.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Proactively manages and builds capacity</li> <li>• Drives a culture of achievement, and fosters a quality focus in the organisation.</li> <li>• Works independently as well as leads and motivates the <b>organisation to achieve key deliverables.</b></li> <li>• Commits to achieving key outcomes for the organisation and uses personal drive, focus and energy to galvanise others to act.</li> <li>• Focuses on activities that support organisational sustainability including nurturing talent and succession planning.</li> <li>• <b>Engages in flexible resource management and looks beyond the organisation's boundaries to achieve the optimum resourcing combination.</b></li> </ul>

Note: Blue coloured text in comparative capability profile reflects new, more complex behaviour

Works with others to achieve agreed outcomes	<ul style="list-style-type: none"> <li>•Works effectively in multi-disciplinary teams.</li> <li>•Shares knowledge collaborates with others and <b>encourages and ensures collaboration on work with all other parties.</b></li> <li>•Contributes own expertise to achieve outcomes and supports the contribution of others.</li> <li>•<b>Ensures appropriate knowledge management practices are occurring within the team.</b></li> <li>•Maintains information and knowledge through effective document management.</li> <li>•Makes time to provide constructive feedback to others.</li> <li>•<b>Delegates tasks effectively.</b></li> <li>•<b>Agrees on clear performance standards and gives timely feedback and recognition.</b></li> <li>•<b>Identifies and manages under-performance promptly</b></li> </ul>	<ul style="list-style-type: none"> <li>• Works effectively in multi-disciplinary teams.</li> <li>• Shares knowledge collaborates with others and encourages and ensures collaboration on work with all other parties.</li> <li>• Contributes own expertise to achieve outcomes and supports the contribution of others.</li> <li>• Ensures appropriate knowledge management practices.</li> <li>• Maintains information and knowledge through effective document management.</li> <li>• Makes time to provide feedback to others.</li> </ul>	<ul style="list-style-type: none"> <li>•<b>Work with others to achieve agreed outcomes and build organisational capacity.</b></li> <li>•<b>Leads</b> a multi-disciplinary teams.</li> <li>•Shares knowledge collaborates with others and encourages and ensures collaboration on work with all other parties.</li> <li>•Contributes own expertise to achieve outcomes and supports the contribution of others.</li> <li>•<b>Monitors and evaluates</b> appropriate knowledge management practices are occurring within <b>the team.</b></li> <li>•Makes time to provide feedback to others.</li> <li>•<b>Encourages and motivates people to engage in continuous learning and empowers them</b> by delegating tasks.</li> <li>•Agrees on clear performance standards and gives timely feedback and recognition.</li> <li>•<b>Delivers constructive feedback in a manner that gains acceptance and achieves resolution</b> and identifies and manages under-performance promptly.</li> </ul>	<ul style="list-style-type: none"> <li>•Work with others to achieve agreed outcomes and build organisational capacity.</li> <li>•Shares knowledge and actively encourages and ensures there is collaboration on work with all relevant areas of the Commission.</li> <li>•<b>Actively ensures relevant professional input from others is obtained and shares own experience.</b></li> <li>•Ensures appropriate knowledge management practices are occurring within the <b>Business Unit.</b></li> <li>•<b>Facilitates information accessibility and sharing.</b></li> </ul>	<ul style="list-style-type: none"> <li>•Work with others to achieve agreed outcomes and build organisational capacity.</li> <li>•Shares knowledge and actively encourages and ensures there is collaboration on work with all relevant areas of the Commission.</li> <li>•Actively ensures relevant professional input from others is obtained and shares own experience.</li> <li>•Ensures appropriate knowledge management practices are occurring within the <b>business.</b></li> <li>•<b>Overcomes organisational silos by facilitating cooperation between business units.</b></li> </ul>
Responds positively to change and displays resilience	<ul style="list-style-type: none"> <li>• Demonstrates flexibility and copes effectively with work changes and shifting priorities</li> <li>• Responds in a positive manner to change.</li> <li>• <b>Takes ownership for</b> the implementation of changes initiatives and <b>assists other to adapt to change.</b></li> <li>• Assists others to adapt during change.</li> <li>• Works collaboratively within the Directorate and across the Commission</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates flexibility and copes effectively with work changes and shifting priorities</li> <li>• Responds in a positive manner to change.</li> <li>• Takes ownership for the implementation of change initiatives and assists other to adapt to change.</li> <li>• Assists others to adapt during change.</li> <li>• Works collaboratively within the Directorate and across the Commission.</li> </ul>	<ul style="list-style-type: none"> <li>•<b>Leads change and displays resilience</b></li> <li>• <b>Assists other during pressure situations.</b></li> <li>• <b>Persists and focuses on achieving objectives even in difficult circumstances.</b></li> <li>• <b>Leads and is accountable for</b> the implementation of changes initiatives, assists others to adapt to change and <b>has a focus on the desired outcomes.</b></li> <li>• <b>Actively ensures stakeholders are kept informed.'</b></li> <li>• <b>Strives to achieve intended change outcomes and encourages others to do the same.</b></li> <li>• <b>Responds flexibly to changing demands.</b></li> </ul>	<ul style="list-style-type: none"> <li>•Leads change and displays resilience</li> <li>•<b>Drives the change agenda, defines high level objectives and ensures translation into practical implementation strategies.</b></li> <li>•<b>Secures stakeholder commitment to change and maintain open communication channels during the change.</b></li> <li>•Persists and focuses on achieving organisational objectives even in difficult circumstances.</li> <li>•<b>Monitors own emotional reactions and responds to pressure in a controlled manner.</b></li> </ul>	<ul style="list-style-type: none"> <li>•Leads change and displays resilience</li> <li>•Drives the change agenda, defines high-level objectives and ensures translation into practical implementation strategies.</li> <li>•Secures stakeholder commitment to change and maintains open communication channels during the change.</li> <li>•Persists and focuses on achieving organisational objectives throughout periods <b>of extreme pressure.</b></li> <li>•Monitors own emotional reactions and responds to pressure in a controlled manner.</li> <li>•<b>Rapidly recovers from setbacks and displays a positive outlook in difficult situations.</b></li> </ul>

Note: Blue coloured text in comparative capability profile reflects new, more complex behaviour

**Comparative capability profile - Builds productive relationships (Levels 1 - 6/Specified Calling Levels 1 - 3)**

	<b>Level 1 / 2</b> <i>Builds trust and works as an effective team member.</i>	<b>Level 3</b> <i>Builds trust and <b>effectively works with stakeholders.</b></i>	<b>Level 4/Specified Calling Level 1</b> <i>Builds trust and <b>effectively works with a diverse group stakeholders</b></i>	<b>Level 5/Specified Calling Level 2</b> <i><b>Proactively builds trust and effectively works with a diverse group stakeholders.</b></i>	<b>Level 6/Specified Calling Level 3</b> <i><b>Proactively builds trust and effectively collaborates with a diverse group stakeholders.</b></i>
<b>Builds trust and operates as an effective team member</b>	<ul style="list-style-type: none"> <li>Builds and sustains positive relationships with team members and stakeholders.</li> <li>Actively participates in team activities and contributes to team discussions.</li> <li>Works closely with team members to achieve results and operates as an effective team member.</li> </ul>	<ul style="list-style-type: none"> <li>Builds and sustains positive relationships with team members and stakeholders.</li> <li>Actively participates in team activities and contributes to team discussions.</li> <li>Works collaboratively and operates as an effective team member.</li> </ul>	<ul style="list-style-type: none"> <li>Builds and sustains positive relationships with team members and stakeholders.</li> <li>Actively participates in team activities and contributes to team discussions.</li> <li>Works collaboratively and operates as an effective team member.</li> </ul>	<ul style="list-style-type: none"> <li>Builds and sustains positive relationships with team members and stakeholders.</li> <li>Actively <b>engages</b> in team activities and contributes to team discussions.</li> <li>Works collaboratively and operates as an effective team member.</li> <li><b>Actively builds trust through productive discussion.</b></li> </ul>	<ul style="list-style-type: none"> <li>Builds and sustains positive relationships with team members and stakeholders.</li> <li>Works collaboratively and operates as an effective team <b>member to achieve results by actively engaging and participating in team work and activities.</b></li> <li>Actively builds trust through productive discussion.</li> <li><b>Offers assistance to colleagues.</b></li> </ul>
<b>Understands the needs and interest of stakeholders</b>	<ul style="list-style-type: none"> <li>Actively listens to colleagues and stakeholders.</li> <li>Responds under direction to changes in stakeholder requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Actively listens to colleagues and stakeholders.</li> <li>Responds under direction to changes in stakeholder requirements, <b>manages progress and keeps clients informed, provides prompt and courteous service.</b></li> </ul>	<ul style="list-style-type: none"> <li>Actively listens to colleagues and stakeholders.</li> <li><b>Is responsive to changes in stakeholders' requirements.</b></li> </ul>	<ul style="list-style-type: none"> <li>Actively listens to colleagues and stakeholders.</li> <li><b>Involves others and recognises their contributions.</b></li> <li>Is responsive to changes in stakeholders' needs and expectations</li> </ul>	<ul style="list-style-type: none"> <li>Actively listens to colleagues and stakeholders.</li> <li>Involves others and recognises their contributions.</li> <li>Is responsive to stakeholders' needs and expectations.</li> </ul>
<b>Values individual differences and diversity</b>	<ul style="list-style-type: none"> <li>Understands, values and responds to different personal styles.</li> <li>Sees things from different perspectives.</li> <li>Treats people with respect and courtesy.</li> </ul>	<ul style="list-style-type: none"> <li>Understands, values and responds to different personal styles.</li> <li>Sees things from different perspectives.</li> <li>Treats people with respect and courtesy.</li> </ul>	<ul style="list-style-type: none"> <li>Understands, values and responds to different personal styles.</li> <li><b>Recognises the positive benefits that can be gained from diversity.</b></li> <li>Sees things from different perspectives.</li> <li>Treats people with respect and courtesy.</li> </ul>	<ul style="list-style-type: none"> <li><b>Recognises the different working styles of individuals, and factors this into the management of tasks.</b></li> <li>Recognises the positive benefits that can be gained from diversity.</li> <li>Sees things from different perspectives.</li> <li>Treats people with respect and courtesy.</li> </ul>	<ul style="list-style-type: none"> <li>Recognises the different working styles of individuals, and factors this into the management of <b>people</b> and tasks.</li> <li>Recognises the positive benefits that can be gained from diversity.</li> <li><b>Encourages the exploration of diverse views and harnesses the benefits of such views.</b></li> <li>Sees things from different perspectives.</li> <li>Treats people with respect and courtesy.</li> </ul>

**Note: Blue coloured text in comparative capability profile reflects new, more complex behaviour**

**Comparative capability profile - Builds productive relationships (Levels 7/Specified Calling Levels 4 - Class 2 and above)**

	Level 7 Manager roles/Specified Calling Level 4	Level 7 Specialist roles/Specified Calling Level 4	Level 8/Specified Calling Level 5	Level 9/Class 1/Specified Calling Level 6	Class 2 and above
<b>Builds trust and operates as an effective team member</b>	<p><i>Proactively builds trust and effectively collaborates and maintains relationships with a diverse group stakeholders.</i></p> <ul style="list-style-type: none"> <li>Builds and sustains positive relationships with team members and stakeholders.</li> <li>Works collaboratively and operates as an effective team member to achieve results by actively engaging and participating in team work and activities.</li> <li>Actively builds trust through proactive discussion.</li> <li><b>Provides ongoing mentoring and guidance.</b></li> </ul>	<p><i>Proactively builds trust and effectively collaborates and maintains relationships with a diverse group stakeholders.</i></p> <ul style="list-style-type: none"> <li>Builds and sustains positive relationships with team members and stakeholders.</li> <li>Works collaboratively and operates as an effective team member to achieve results by actively engaging and participating in team work and activities.</li> <li>Actively builds trust through productive discussion.</li> <li>Provides ongoing mentoring and guidance.</li> </ul>	<p><i>Builds and sustains relationships and trust with internal stakeholders and a broad network of external stakeholders to achieve mutually beneficial outcomes</i></p> <ul style="list-style-type: none"> <li><b>Facilitates cooperation and collaboration within and between the Directorates.</b></li> <li>Builds and sustains positive <b>team relationships and resolves conflict effectively in a timely manner.</b></li> <li>Actively build trust through productive discussion.</li> <li><b>Fosters and promotes teamwork and acknowledges cooperative and collaborative behaviour.</b></li> </ul>	<p><i>Builds and sustains relationships and trust with internal stakeholders and a broad network of external stakeholders to achieve mutually beneficial outcomes.</i></p> <ul style="list-style-type: none"> <li>Facilitates cooperation within and between the Directorates.</li> <li>Builds and sustains positive team relationships and resolves conflict in a timely manner.</li> <li>Promotes information exchange by maintaining open communication channels.</li> <li>Actively listens to colleagues and stakeholders <b>and consults broadly to obtain buy-in.</b></li> </ul>	<p><i>Builds and sustains relationships and trust with internal stakeholders and a broad network of external stakeholders to achieve mutually beneficial outcomes.</i></p> <ul style="list-style-type: none"> <li>Facilitates cooperation within and between the Directorates.</li> <li>Builds and sustains positive team relationships and resolves conflict in a timely manner.</li> <li><b>Rewards cooperative and collaborative behaviour.</b></li> <li>Actively listens to colleagues and stakeholders and consults broadly to obtain buy-in and <b>recognises when input is required.</b></li> </ul>
<b>Understands the needs and interests of stakeholders</b>	<ul style="list-style-type: none"> <li>Actively listens to colleagues and stakeholders.</li> <li><b>Builds and sustains positive relationships with a network of key people both internally and externally.</b></li> <li>Involves others, <b>encourages them</b> and recognises their contributions.</li> <li><b>Anticipates</b> and is responsive to internal <b>and external</b> stakeholders' needs and expectations.</li> <li><b>Provides information to others in the team on the needs and expectations of stakeholders.</b></li> <li><b>Manages the expectations of senior managers.</b></li> </ul>	<ul style="list-style-type: none"> <li>Actively listens to colleagues and stakeholders.</li> <li>Builds and sustains positive relationships with a network of key people both internally and externally.</li> <li>Involves others, encourages them and recognises their contributions.</li> <li>Anticipates and is responsive to internal and external stakeholders' needs and expectations.</li> <li>Provides information to others in the team on the needs and expectations of stakeholders.</li> <li>Manages the expectations of senior managers.</li> </ul>	<ul style="list-style-type: none"> <li>Actively listens to colleagues and stakeholders.</li> <li>Builds and sustains positive relationships with a network of key people both internally and externally.</li> <li><b>Brings people together and encourages input from key stakeholders.</b></li> <li>Anticipates and <b>manages</b> internal and external stakeholders' needs and expectations.</li> <li>Provides information to others in the team on the needs and expectations of stakeholders.</li> <li>Manages the expectation of senior managers and <b>the Executive.</b></li> </ul>	<ul style="list-style-type: none"> <li>Builds and sustains relationships within the organisation, across the sector and with adverse range of stakeholders.</li> <li>Encourages stakeholders to work together, and <b>establishes cross agency approaches to address issues.</b></li> <li><b>Shows a commitment to effective stakeholder management through role modelling appropriate behaviour.</b></li> </ul>	<ul style="list-style-type: none"> <li>Encourages stakeholders to work together, and establishes cross- agency approaches to address issues.</li> <li><b>Communicates the importance of consultation with stakeholders to others.</b></li> <li>Shows a commitment to effective stakeholder management through role modelling appropriate behaviour.</li> <li>Recognises the opportunities offered through whole of government approaches and seeks to realise them.</li> </ul>
<b>Values individual differences and diversity</b>	<ul style="list-style-type: none"> <li><b>Promotes</b> the different working styles of individuals, and factors this into the management of people and tasks.</li> <li><b>Promotes</b> the positive benefits that can be gained from diversity.</li> <li>Encourages the exploration of diverse views and harnesses the benefits of such views.</li> <li>Sees things from different perspectives.</li> <li>Treats people with respect and courtesy.</li> <li><b>Contributes to a positive work culture.</b></li> </ul>	<ul style="list-style-type: none"> <li>Promotes the different working styles of individuals, and factors this into the management people and tasks.</li> <li>Promotes the positive benefits that can be gained from diversity.</li> <li>Encourages the exploration of diverse views and harnesses the benefits of such views.</li> <li>Sees things from different perspectives.</li> <li>Treats people with respect and courtesy.</li> <li>Contributes to a positive work culture.</li> </ul>	<ul style="list-style-type: none"> <li>Promotes the positive benefits and encourages exploration of diverse views.</li> <li>Promotes the different working styles of individuals, <b>anticipates reactions</b> and factors this into the management of people.</li> <li><b>Recognises and uses the strengths and diversity of team members to achieve positive outcomes.</b></li> <li>Treats people with respect and courtesy.</li> <li><b>Shapes</b> a positive work culture within the team.</li> </ul>	<ul style="list-style-type: none"> <li><b>Capitalises on the positive benefits that can be gained from diversity and harnesses different viewpoints.</b></li> <li><b>Uses understanding of differences to anticipate reactions and enhance the operation of the organisation.</b></li> <li><b>Recognises the different working styles of individuals, anticipates reactions and tries to see things from different perspectives.</b></li> </ul>	<ul style="list-style-type: none"> <li>Capitalises on the positive benefits that can be gained from diversity and harnesses different viewpoints.</li> <li>Uses understanding of differences to anticipate reactions and enhance the operation of the organisation.</li> <li>Recognises the different working styles of individuals, anticipates reactions and tries to see things from different perspectives.</li> <li><b>Communicates the value of harnessing diversity for the organisation.</b></li> </ul>

**Note: Blue coloured text in comparative capability profile reflects new, more complex behaviour**

**Comparative capability profile - Displays personal drive and integrity (Levels 1 - 6/Specified Calling Levels 1 - 3)**

	<b>Level 1 / 2</b> <i>Displays judgement and professionalism. Seeks to continually learn and develop</i>	<b>Level 3</b> <i>Displays judgement, initiative and professionalism. Seeks to continually learn and develop.</i>	<b>Level 4/Specified Calling Level 1</b> <i>Displays judgement, initiative and professionalism. Continually develops self and others</i>	<b>Level 5/Specified Calling Level 2</b> <i>Displays judgement, initiative and professionalism. Continually develops self and others.</i>	<b>Level 6/Specified Calling Level 3</b> <i>Displays judgement, initiative and professionalism. Continually develops self and others.</i>
<b>Demonstrates professionalism</b>	<ul style="list-style-type: none"> <li>Exemplifies and demonstrates the Commission's Values and Code of Conduct and the Public Sector's Code of Ethics.</li> <li>Behaves in an honest, professional and ethical way.</li> <li>Acts with impartiality and integrity and operates within the boundaries of organisational policies, procedures and legal constraints.</li> <li>Displays judgement and respect and is aware of the impact of own behaviour on others.</li> </ul>	<ul style="list-style-type: none"> <li>Exemplifies and demonstrates the Commission's Values and Code of Conduct and the Public Sector Code of Ethics.</li> <li>Behaves in an honest, professional and ethical way.</li> <li>Acts with impartiality and integrity and operates within the boundaries of organisational policies, procedures and legal constraints.</li> <li>Displays judgement and respect and <b>reflects on own behaviour and recognises the impact on others and that of the Commission.</b></li> </ul>	<ul style="list-style-type: none"> <li>Exemplifies and demonstrates the Commission's Values and Code of Conduct and the Public Sector Code of Ethics.</li> <li>Behaves in an honest, professional and ethical way.</li> <li>Acts with impartiality and integrity and operates within the boundaries of organisational policies, procedures and legal constraints.</li> <li>Displays judgement and respect and reflects on own behaviour and recognises the impact on others and that of the Commission.</li> </ul>	<ul style="list-style-type: none"> <li>Exemplifies and demonstrates the Commission's Values and Code of Conduct and the Public Sector Code of Ethics.</li> <li>Behaves in an honest, professional and ethical way.</li> <li>Acts with impartiality and integrity and operates within the boundaries of organisational policies, procedures and legal constraints.</li> <li>Displays judgement and respect and reflects on own behaviour and recognises the impact on others and that of the Commission.</li> </ul>	<ul style="list-style-type: none"> <li><b>Role models and promotes</b> the Commission's Values and Code of Conduct and the Public sector code of Ethics.</li> <li>Behaves in an honest, professional and ethical way.</li> <li>Acts with impartiality and integrity and operates within the boundaries of organisational policies, procedures and legal constraints.</li> <li>Displays judgement and respect and reflects on own behaviour and recognises the impact on others.</li> </ul>
<b>Provides direct and fearless advice</b>	<ul style="list-style-type: none"> <li>Provides accurate advice on less complex issues.</li> <li>Acknowledges mistakes and learns from them.</li> <li>Seeks guidance and advice when required.</li> </ul>	<ul style="list-style-type: none"> <li>Provides accurate and relevant information</li> <li>Acknowledges mistakes and learns from them.</li> <li>Seeks guidance and advice when required.</li> </ul>	<ul style="list-style-type: none"> <li>Provides accurate and relevant information.</li> <li>Acknowledges mistakes and learns from them.</li> <li>Seeks guidance and advice when required.</li> </ul>	<ul style="list-style-type: none"> <li>Provides accurate, <b>balanced and compelling advice.</b></li> <li>Acknowledges mistakes and learns from them.</li> <li>Seeks guidance and advice when required.</li> <li><b>Provides advice upwards regarding the team's strengths and needs.</b></li> </ul>	<ul style="list-style-type: none"> <li>Provides accurate, balanced and compelling advice.</li> <li>Acknowledges mistakes and learns from them.</li> <li><b>Challenges issues with courage and conviction</b> and seeks guidance and advice when required.</li> <li>Provides advice upwards regarding the team's strengths and needs.</li> </ul>
<b>Demonstrates self awareness and a</b>	<p><b>Demonstrates self-awareness and a commitment to personal development.</b></p> <ul style="list-style-type: none"> <li>Seeks and acts on constructive feedback from others.</li> <li>Understands areas of strengths and participates positively in performance management discussions.</li> <li>Seeks self-development opportunities.</li> </ul>	<p><b>Demonstrates self-awareness and a commitment to personal development.</b></p> <ul style="list-style-type: none"> <li>Seeks and acts on constructive feedback from others.</li> <li>Understands areas of strengths and participates positively in performance management discussions</li> <li><b>Identifies learning and development requirements</b> and seeks self-development opportunities.</li> </ul>	<p><b>Demonstrates self-awareness and a commitment to personal development.</b></p> <ul style="list-style-type: none"> <li>Seeks and acts on constructive feedback from others.</li> <li>Understands areas of strengths and works with supervisor to identify development needs.</li> <li>Identifies and <b>actively seeks</b> learning and development requirements.</li> </ul>	<p><b>Demonstrates self-awareness and a commitment to personal development.</b></p> <ul style="list-style-type: none"> <li>Seeks and acts on constructive feedback from others.</li> <li>Understands areas of strengths and works with supervisor to identify development needs.</li> <li>Identifies and actively seeks learning and development requirements.</li> </ul>	<p><b>Demonstrates self-awareness and a commitment to personal development.</b></p> <ul style="list-style-type: none"> <li>Seeks and acts on constructive feedback from others.</li> <li>Identifies and actively seeks learning and development requirements.</li> <li><b>Self-evaluates performance</b> and identifies areas of strengths and <b>acknowledges</b> development needs.</li> </ul>

**Note: Blue coloured text in comparative capability profile reflects new, more complex behaviour**

**Comparative capability profile - Displays personal drive and integrity (Levels 7/Specified Calling Levels 4 - Class 2 and above)**

	<b>Level 7 Manager Roles/Specified Calling Level 4</b> <i>Displays judgement, initiative and professionalism and encourages these standards in others. Continually develops self and others.</i>	<b>Level 7 Specialist roles/Specified Calling Level 4</b> <i>Displays judgement, initiative and professionalism. Continually develops self and others.</i>	<b>Level 8/Specified Calling Level 5</b> <i>Role models judgement, initiative and professionalism and encourages these standards in others. Continually develops self and others.</i>	<b>Level 9/Class 1/Specified Calling Level 6</b> <i>Role models judgement, initiative and professionalism and encourages these standards in others. Proactively develops themselves and others.</i>	<b>Class 2 and above</b> <i>Role models judgement, initiative and professionalism and encourages these standards in others. Proactively develops themselves and others.</i>
<b>Demonstrates professionalism</b>	<ul style="list-style-type: none"> <li>• Role models and promotes the Commission's Values and Code of Conduct and the Public Sector Code of Ethics.</li> <li>• Behaves in an honest, professional and ethical way</li> <li>• Acts with impartiality and integrity and operates within the boundaries of organisational policies, procedures and legal constraints.</li> <li>• Displays judgement and respect and reflects on own behaviour and recognises the impact on others.</li> </ul>	<ul style="list-style-type: none"> <li>• Role models and promotes the Commission's Values and Code of Conduct and the Public Sector Code of Ethics.</li> <li>• Behaves in an honest, professional and ethical way</li> <li>• Acts with impartiality and integrity and operates within the boundaries of organisational processes and legal and public policy constraints.</li> <li>• Displays judgement and respect and reflects on own behaviour and recognises the impact on others.</li> </ul>	<ul style="list-style-type: none"> <li>• Role models and promotes the Commission's Values and Code of Conduct and the Public Sector Code of Ethics.</li> <li>• Behaves in an honest, professional and ethical way</li> <li>• Acts with impartiality and integrity and operates within the boundaries of organisational policies, procedures and legal constraints.</li> <li>• Displays judgement and respect and reflects on own behaviour and recognises the impact on others.</li> </ul>	<ul style="list-style-type: none"> <li>• Role models and promotes the Commission's Values, the Code of Conduct and aligns business processes accordingly.</li> <li>• Addresses breaches of protocol and probity.</li> <li>• Operates professionally and within the boundaries of organisational processes and legal and public policy constraints.</li> <li>• Represents the organisation effectively in public and internal forums, and advocates the corporate agenda.</li> </ul>	<ul style="list-style-type: none"> <li>• Role models and promotes the Commission's Values, the Code of Conduct and aligns business processes accordingly.</li> <li>• Addresses breaches of protocol and probity.</li> <li>• Operates professionally and within the boundaries of organisational processes and legal and public policy constraints.</li> <li>• Represents the organisation effectively in public and internal forums, and advocates the corporate agenda.</li> </ul>
<b>Provides direct and fearless advice</b>	<ul style="list-style-type: none"> <li>• Provides accurate, balanced and compelling advice.</li> <li>• Acknowledges mistakes and learns from them.</li> <li>• Challenges issues with courage and conviction and seeks guidance and advice when required.</li> <li>• Provides advice upwards regarding the team's strengths and needs.</li> <li>• <b>Persists and focuses on achieving objectives even in difficult circumstances.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Provides accurate, balanced and compelling advice.</li> <li>• Acknowledges mistakes and learns from them.</li> <li>• Challenges issues with courage and conviction and seeks guidance and advice when required.</li> <li>• Provides advice upwards regarding the team's strengths and needs.</li> <li>• Persists and focuses on achieving objectives even in difficult circumstances.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides accurate, balanced and compelling advice.</li> <li>• Acknowledges mistakes and learns from them.</li> <li>• Challenges issues with courage and conviction, <b>stands by own position and supports others when required.</b></li> <li>• Provides advice upwards regarding the team's strengths and needs.</li> <li>• Persists and focuses on achieving objectives even in difficult circumstances.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides impartial and forthright advice and. <b>is prepared to make tough corporate decisions to achieve desired outcomes.</b></li> <li>• <b>Clearly voices own opinion and challenges difficult or controversial issues.</b></li> <li>• <b>Stands by own position and supports others when required.</b></li> <li>• <b>Takes responsibility for mistakes and learns from them.</b></li> <li>• <b>Seeks guidance and advice when required.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Acts as a role model for leadership courage by consistently raising critical and difficult issues.</b></li> <li>• Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes.</li> <li>• <b>Accepts accountability for mistakes made in the organisation and ensures corrective action is taken.</b></li> </ul>
<b>Actively contributes to the continual development of themselves and others</b>	<ul style="list-style-type: none"> <li>• Seeks and acts on constructive feedback from others.</li> <li>• Identifies and actively seeks learning and development <b>opportunities</b> for self and others.</li> <li>• <b>Shows strong commitment to learning and self-development and accepts challenging new opportunities.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Seeks and acts on constructive feedback from others.</li> <li>• Identifies and actively seeks learning and development opportunities for self.</li> <li>• Shows strong commitment to learning and self-development and accepts challenging new opportunities.</li> <li>• Agrees on clear performance standards</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Committed to personal development, sets clear goals and actively contributes to the continual development of self and others.</b></li> <li>• <b>Evaluates and reflects on own performance</b> and seeks feedback from others.</li> <li>• Identifies and actively seeks learning and development opportunities for self and others.</li> <li>• Shows strong commitment to learning and development and accepts challenging new opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Demonstrates a high level of self-awareness of own performance and compliments this by seeking out feedback and development opportunities.</b></li> <li>• <b>Identifies and develops talent and encourages and motivates people to engage in continuous learning, and empowers them by delegating responsibility for work.</b></li> <li>• <b>Sets clear performance standards and gives timely praise and recognition.</b></li> <li>• <b>Delivers constructive feedback and manages under-performance.</b></li> <li>• <b>Celebrates success and engages in activities to maintain morale.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates a high level of self-awareness and <b>acts as a role model by openly communicating strengths and development needs.</b></li> <li>• Identifies and develops talent and encourages and motivates people to engage in continuous learning, and empowers them by delegating responsibility for work.</li> <li>• Sets clear performance standards and gives timely praise and recognition.</li> <li>• Delivers constructive feedback and manages under-performance.</li> <li>• Celebrates success and engages in activities to maintain morale.</li> </ul>

**Note: Blue coloured text in comparative capability profile reflects new, more complex behaviour**

**Comparative capability profile - Communicates and influences effectively (Levels 1 - 6/Specified Calling Levels 1 - 3)**

	<b>Level 1 - 2</b> <i>Communicates information in a clear manner.</i>	<b>Level 3</b> <i>Communicates information in a clear manner for the target audience.</i>	<b>Level 4/Specified Calling Level 1</b> <i>Communicates information in a clear manner for the target audience.</i>	<b>Level 5/Specified Calling Level 2</b> <i>Communicates <b>complex</b> information in a clear manner for the target audience.</i>	<b>Level 6/Specified Calling Level 3</b> <i>Communicates <b>complex</b> information in a clear manner for the target audience.</i>
<b>Communicates clearly</b>	<ul style="list-style-type: none"> <li>Communicates messages clearly and concisely.</li> <li>Focuses on key points and uses appropriate language.</li> <li>Structures written and oral communication so it is easy to follow.</li> </ul>	<ul style="list-style-type: none"> <li>Communicates messages clearly and concisely.</li> <li>Focuses on key points and uses appropriate language.</li> <li>Structures <b>clear</b> written and oral communication.</li> <li><b>Limits the use of jargon, explains information using language appropriate to the audience.</b></li> </ul>	<ul style="list-style-type: none"> <li>Communicates messages clearly and concisely.</li> <li>Focuses on key points and uses appropriate language.</li> <li>Structures clear written and oral communication.</li> <li>Limits the use of jargon, explains information using language appropriate to the audience.</li> </ul>	<ul style="list-style-type: none"> <li>Communicates messages clearly and concisely.</li> <li>Focuses on key points and uses <b>clear</b> and appropriate language.</li> <li>Structures clear written and oral communication.</li> <li><b>Selects the most appropriate method for conveying information.</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Confidently presents</b> messages clearly, concisely and in an <b>articulate</b> manner.</li> <li>Focuses on key points and uses appropriate, unambiguous language.</li> <li>Structures clear written and oral communication.</li> <li>Selects the most appropriate method for conveying information.</li> </ul>
<b>Adapts communication for the target audience</b>	<ul style="list-style-type: none"> <li>Listens carefully to others and checks to ensure their views and ideas have been understood.</li> <li>Checks own understanding of others comments.</li> <li>Chooses the appropriate communication medium.</li> </ul>	<ul style="list-style-type: none"> <li>Listens carefully to others and checks to ensure their views and ideas have been understood.</li> <li>Checks own understanding of others comments.</li> <li>Chooses the appropriate communication medium.</li> </ul>	<ul style="list-style-type: none"> <li>Listens carefully to others and checks to ensure their views and ideas have been understood.</li> <li>Checks own understanding of others comments.</li> <li>Chooses the appropriate communication medium.</li> </ul>	<ul style="list-style-type: none"> <li><b>Seeks to understand the audience and adapts communication style and message accordingly.</b></li> <li>Listens carefully to others and checks to ensure their views and ideas have been understood.</li> <li>Checks own understanding of others comments.</li> </ul>	<ul style="list-style-type: none"> <li>Seeks to understand the audience and adapts communication style and message accordingly.</li> <li>Listens carefully to others and checks to ensure their views and ideas have been understood.</li> <li>Checks own understanding of others comments.</li> </ul>
<b>Negotiates persuasively</b>	<ul style="list-style-type: none"> <li>Listens to, and considers, different ideas.</li> <li>Discusses issues and differing points of view in a calm and measured manner.</li> </ul>	<ul style="list-style-type: none"> <li>Listens to, and considers, different ideas.</li> <li><b>Identifies other people's expectations, perspectives and concerns.</b></li> <li>Discusses issues and differing points of view in a calm, <b>thoughtful</b> and measured manner.</li> </ul>	<ul style="list-style-type: none"> <li>Listens to, and considers, different ideas.</li> <li>Identifies other people's expectations, perspectives and concerns.</li> <li>Discusses issues and differing points of view in a calm, thoughtful and measured manner</li> </ul>	<ul style="list-style-type: none"> <li>Listens to, and considers, different ideas.</li> <li><b>Approaches negotiations with a clear understanding of key issues, stakeholder expectations and the desired outcome.</b></li> <li>Discusses issues and differing points of view in a calm, thoughtful and measured manner</li> </ul>	<ul style="list-style-type: none"> <li>Listens to, and considers, different ideas.</li> <li>Approaches negotiations with a clear understanding of key issues, stakeholder expectations and the desired outcome.</li> <li>Discusses issues and differing points of view in a calm, thoughtful and measured manner.</li> </ul>

**Note: Blue coloured text in comparative capability profile reflects new, more complex behaviour**

**Comparative capability profile - Communicates and influences effectively (Levels 7/Specified Calling Levels 4 to Class 2 and above)**

	Level 7 Manager/Specified Calling Level 4 <i>Communicates complex information in a clear and compelling manner for the target audience.</i>	Level 7 Specialist/Specified Calling Level 4 <i>Communicates complex information in a clear and compelling manner for the target audience.</i>	Level 8/Specified Calling Level 5 <i>Communicates complex information in a clear, articulate and compelling manner to engage and influence stakeholders.</i>	Level 9/Class 1/Specified Calling Level 6 <i>Communicates complex information in a clear, articulate and compelling manner to engage and influence internal and external stakeholders.</i>	Class 2 and above <i>Communicates complex information in a clear, articulate and compelling manner to engage and influence internal and external stakeholders.</i>
Communicates clearly	<ul style="list-style-type: none"> <li>Confidently presents messages clearly, concisely and in an articulate manner.</li> <li>Focuses on key points and uses appropriate, unambiguous language.</li> <li>Structures clear written and oral communication.</li> <li>Selects the most appropriate method for conveying information.</li> </ul>	<ul style="list-style-type: none"> <li>Confidently presents messages clearly, concisely and in an articulate manner.</li> <li>Focuses on key points and uses appropriate, unambiguous language.</li> <li>Structures clear written and oral communication.</li> <li>Selects the most appropriate method for conveying information.</li> </ul>	<ul style="list-style-type: none"> <li>Confidently presents messages clearly, concisely and in an articulate manner.</li> <li><b>Translates information for others,</b> focusing on key points and using appropriate, unambiguous language.</li> <li>Structures clear written and oral communication.</li> <li>Selects the most appropriate method for conveying information.</li> </ul>	<ul style="list-style-type: none"> <li>Confidently presents messages in a clear, concise and articulate manner.</li> <li>Focuses on key points for the audience and states the facts.</li> <li><b>Structures message for brevity and presents message with precision and confidence, harnessing the most appropriate methods of communication.</b></li> <li><b>Creates meaning for the audience by using analogies and stories to illustrate key points.</b></li> </ul>	<ul style="list-style-type: none"> <li>Confidently presents messages in a clear and articulate manner. Focuses on key points for the audience and selects the most appropriate medium for conveying information.</li> <li><b>States the facts and uses straightforward language to aid transparency.</b></li> <li>Creates meaning for the audience by using analogies and stories to illustrate key points.</li> </ul>
Adapts communication for the target audience	<ul style="list-style-type: none"> <li>Seeks to understand the audience and adapts communication style and message accordingly.</li> <li>Listens carefully to others and checks to ensure their views and ideas have been understood.</li> </ul>	<ul style="list-style-type: none"> <li>Seeks to understand the audience and adapts communication style and message accordingly.</li> <li>Listens carefully to others and checks to ensure their views and ideas have been understood.</li> </ul>	<ul style="list-style-type: none"> <li>Seeks to understand the audience and adapts communication style and message accordingly.</li> <li>Listens carefully to others and checks to ensure their views and ideas have been understood.</li> <li><b>Anticipates reactions and is prepared to respond.</b></li> </ul>	<ul style="list-style-type: none"> <li>Seeks to understand the audience and <b>reads their non-verbal cues.</b></li> <li>Adapts communication style and message to meet their needs. Listens carefully to others and ensures their views have been understood.</li> <li>Anticipates reactions and prepares response to address the audience's concerns.</li> <li>Checks own understanding of others comments.</li> </ul>	<ul style="list-style-type: none"> <li>Seeks to understand the audience and reads their non-verbal cues.</li> <li>Adapts communication style and message to meet their needs.</li> <li>Listens carefully to others and ensures their views have been understood.</li> <li>Anticipates reactions and prepares a response to address the audience's concerns.</li> <li>Checks own understanding of others comments.</li> </ul>
Negotiates persuasively	<ul style="list-style-type: none"> <li>Listens to, and considers, different ideas <b>and discusses issues in an informed and thoughtful manner.</b></li> <li>Approaches negotiations with a clear understanding of key issues, stakeholder expectations and the desired outcome.</li> <li>Discusses issues and differing points of view in a calm, thoughtful and measured manner.</li> <li><b>Achieves outcomes that deliver benefits to Commission.</b></li> </ul>	<ul style="list-style-type: none"> <li>Listens to, and considers, different ideas and discusses issues in an informed and thoughtful manner.</li> <li>Approaches negotiations with a clear understanding of key issues, stakeholder expectations and the desired outcome.</li> <li>Discusses issues and differing points of view in a calm, thoughtful and measured manner.</li> <li>Achieves outcomes that deliver benefits to the Commission.</li> </ul>	<ul style="list-style-type: none"> <li>Discusses issues <b>and differing points of view in a calm and measured manner.</b></li> <li>Approaches negotiations with a clear understanding of key issues, stakeholder expectations and the desired outcome.</li> <li><b>Anticipates the position of the other party and adapts approach accordingly.</b></li> <li><b>Participates in and promotes productive discussions and identifies common ground to facilitate agreement and acceptance of mutually beneficial solutions.</b></li> </ul>	<ul style="list-style-type: none"> <li>Approaches negotiations with a strong grasp of the key issues.</li> <li>Presents a convincing and balanced rationale.</li> <li>Anticipates the position of the other party, and is aware of the extent of potential for compromise.</li> <li><b>Identifies key stakeholders and engages their support.</b></li> </ul>	<ul style="list-style-type: none"> <li>Approaches negotiations with a strong grasp of the key issues.</li> <li>Presents a convincing and balanced rationale.</li> <li>Anticipates the position of the other party, and is aware of the extent of potential for compromise.</li> <li>Identifies key stakeholders and engages their support.</li> </ul>

**Note: Blue coloured text in comparative capability profile reflects new, more complex behaviour**

## Core Technical Capabilities<sup>2</sup>

The core technical capabilities defines the technical and operationally specific skills, knowledge and abilities relevant to specific roles within the Commission. The expected levels of qualifications, skill and experience is contained in the respective Job Description Form.

Element	Behavioural criteria				
	Level 2/3	Level 4/5/ Specified calling Level 1/2	Level 6/Specified Calling Level 3	Level 7/Specified Calling Level 4	Level 8/Specified Calling Level 5 and above
<p>Technical expertise</p> <p>Maintains currency of technical expertise as specified in the JDF and training program</p> <p>Applies knowledge to achieve outcomes</p> <p>Shares knowledge to support capacity building and succession management strategies</p> <p>Applies knowledge to improve work practices</p> <p>Maintains professional and technical networks</p>	<ul style="list-style-type: none"> <li>Understands expectations of the role and how they align to the strategic objectives of the Commission.</li> <li>Utilises guidance documentation and operational procedures to meet service delivery requirements.</li> <li>Committed to ongoing professional development.</li> <li>Keeps up to date with technical policy and procedural changes to work practices.</li> <li>Applies technical knowledge to achieve results.</li> <li>Seeks opportunities to build professional and technical relationships.</li> </ul>	<ul style="list-style-type: none"> <li>Understands the role of other departments and agencies in the context of their area of expertise.</li> <li>Demonstrates a good knowledge and acceptance of standards, legislation, policies and procedures relevant to their role.</li> <li>Continuously builds knowledge, keeping up to date on the professional/technical and procedural aspects of the role.</li> <li>Willingly shares knowledge with others.</li> <li>Applies professional and occupational knowledge to work tasks</li> <li>Proposes ways to improve procedures and performance or customer service</li> <li>Seeks out opportunities to build and expand professional networks and relationships with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Understands the whole of government agenda in the context of their area of expertise.</li> <li>Displays an in-depth knowledge of technology and systems relevant to their work to meet service delivery expectations.</li> <li>Keeps up to date on current research and technology in area of expertise.</li> <li>Demonstrates strong technical skills and knowledge and is able to share knowledge and train others.</li> <li>Draws on skills and experience and applies it to the work environment.</li> <li>Builds networks of key professional relationships.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates a good understanding of the whole of government operations and seeks links with own area of expertise.</li> <li>Demonstrates an excellent knowledge of standards, legislation, policies and procedures relevant to the role.</li> <li>Ensures staff are informed of legislation, standards, regulations and policies and procedures that apply to their role.</li> <li>Seeks out and supports others with professional development opportunities.</li> <li>Communicates technical concepts clearly to non-technical audiences.</li> <li>Resolves and/or contributes to resolving technical problems.</li> <li>Provides authoritative advice and is recognised as a subject matter expert in field of discipline.</li> <li>Builds and sustains professional networks comprising a diverse range of stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates a detailed understanding of the whole of government context and keeps up to date with initiatives impacting the Commission.</li> <li>Demonstrates expert knowledge of standards, legislation, policies and procedures relevant to the role.</li> <li>Interprets and informs Commission programs, procedures and policies to meet operational requirements.</li> <li>Recognised as a subject matter expert.</li> <li>Actively seeks to broaden skills and knowledge of self and acts as a coach and mentor for others.</li> <li>Makes themselves available to help solve professional/technical or procedural problems or issues.</li> <li>Provides highly accurate and influential technical advice.</li> <li>Builds and sustains professional relationships to and considers shared agendas to support the Commission's objectives.</li> </ul>

<sup>2</sup> Adapted from Department of Natural Resources and Mines (QLD) 2014

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