Northern Territory Public Sector
Capability and Leadership Framework
Acknowledgements

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Further information

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Introduction

The Northern Territory Public Sector (NTPS) Capability and Leadership Framework (CLF) describes the essential competencies expected of public sector employees at every level to support consistent whole-of-sector capability development.

The NTPS CLF addresses:

- the required behaviours based on public sector functions and context
- critical transition points and behaviours required, enabling learning and development planning as employees progress
- increasing complexity through levels and has a close alignment, particularly at the high levels, with the growing breadth, impact of decisions and responsibility of senior staff

The CLF provides a common language to talk about the work of public sector employees, which supports the foundation for developing capability and leadership in the NTPS. It provides a reference point for conversations between employees and supervisors in identifying professional development opportunities, both to strengthen capability in the current role and understand expectations at the next level.

At a whole of organisation level the CLF provides a consistent approach to measuring and monitoring human resource deliverables against strategic business requirements. It provides a platform to integrate human resource systems such as recruitment, performance management, learning and development, as well as workforce planning.

What is leadership and capability?

For the purposes of the NTPS CLF:

**Leadership** refers to the approach taken by managers at all levels in leading staff and others to achieve organisational goals. Leadership requires a combination of personal, administrative and organisational change skills which can be expected to mature through a person’s career with the benefit of a range of experiences and contexts.

**Capability** incorporates the skills, knowledge and attitudes that each person brings to their work. It includes technical, business, personal and professional expertise which can be developed by formal and informal learning, observation, mentoring, guidance, feedback, lifelong experience and reflection.

The combination of leadership and capability recognises that both aspects are necessary for success and they are best developed in conjunction, taking into account the role, context and what each person brings to the job.

How is the CLF structured?

There are 13 levels in the CLF that align with NTPS position classifications (and their equivalents). The table over the page provides a guide to the generic streams. More detailed mapping of positions to CLF levels has been undertaken in OCPE in consultation with agencies. The CLF levels provide a set of detailed and behaviourally-specific descriptors of the key behaviours, and underlying skills, knowledge, abilities and attributes, required for successful workplace performance across all levels.
The framework comprises of:

The **5 capabilities** are:

<table>
<thead>
<tr>
<th>CLF 1 to 7</th>
<th>CLF 8 to 13</th>
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</thead>
<tbody>
<tr>
<td>Supports strategic direction</td>
<td>Shapes strategic thinking</td>
</tr>
<tr>
<td>Achieves results</td>
<td>Achieves results</td>
</tr>
<tr>
<td>Supports productive working relationships</td>
<td>Cultivates productive working relationships</td>
</tr>
<tr>
<td>Displays personal drive and integrity</td>
<td>Exemplifies personal drive and integrity</td>
</tr>
<tr>
<td>Communicates with influence</td>
<td>Communicates with influence</td>
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</tbody>
</table>

The components and behavioural indicators are more complex at each level in line with the expected increase in accountability, responsibility and strategic focus.
The component descriptions and behavioural indicators provide a guide to a range of behaviours that can be expected at each level. From these identified behaviours, the ones that are critical to a particular job will depend on the focus of the role at the time. The need for management skills, teamwork and leadership will vary within most levels. For this reason, behavioural indicators can be customised and prioritised by agencies to emphasise tasks that are relevant and most important for that job.

**Use of the CLF**

Using the CLF:

- supports managers to describe staff performance expectations clearly
- supports individuals and supervisors to identify and address learning and development needs
- strengthens public sector standards of performance
- aids movement between agencies with common expectations
- leads to highly functioning organisations focused on delivering quality outcomes
- supports self-reflection and personal career planning
- selection and prioritisation of professional development
- meaningful performance development discussions
- personal performance advice

There are a number of resources and tools to support the use of the CLF available on NTG Central.

**Who does the CLF apply to?**

The CLF is for all levels of public sector employees employed under the *Public Sector Employment and Management Act*. It applies to permanent and temporary employees, including casual employees. All agencies should apply the CLF. However, it is acknowledged that some agencies may need to implement the CLF in a flexible way to reflect occupation-specific capabilities and standards.

**Benefits for the organisation**

If the CLF is utilised across the organisation the additional benefits are:

- consistency in leadership practices across the organisation
- consistent expectations for all managers at all levels
- a common language to solve people management issues
- an organisational culture based on trust and fairness
- efficient strategy execution
- effective and productive systems of work
- the development of workforce capability
- improved staff engagement and effectiveness

**Benefits for managers**

The CLF enables and supports managers to build high performing teams, develop team members to their full potential and be personally successful. It does this by providing:

- clarity on the requirements of your role as a manager
- clarity on the role of others in the organisation and how you should interact with them
- clear accountabilities and authorities for managerial work
• principles to manage in a way that builds trust and achieves business outcomes
• practices to develop the full capability of your team
• an understanding of how to build effective working relationships across the organisation
• a model for diagnosing and correcting managerial leadership and organisation issues
• a checkpoint against which you can assess yourself
• a code of practice for your managerial work

Benefits for employees

The CLF supports employees to build understanding of the structure of the NTPS and career development opportunities. It does this by providing:

• clear understanding of current role expectations so employees can assess their own performance
• benchmarking expected skills and behaviours at the next level for those wishing to progress
• a pathway to support individual planning for career progression through ongoing discussion with peers and supervisors
• the basis for planning professional learning and development activities through performance conversations and yearly reviews
## CLF Comparative profiles

### Comparative profiles: CLF 1 to 4

#### 1 Supports strategic direction

<table>
<thead>
<tr>
<th>Components</th>
<th>CLF 1</th>
<th>CLF 2</th>
<th>CLF 3</th>
<th>CLF 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1 Supports shared purpose and direction</strong></td>
<td>Supports the organisation’s business objectives. Follows supervisor’s direction. Recognises how their work connects to others.</td>
<td>Understands and supports the organisation’s business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of team goals. Understands the reasons for decisions and recommendations.</td>
<td>Understands and supports the organisation’s vision, mission and business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of team and section goals. Understands the reasons for decisions and recommendations.</td>
<td>Understands and supports the organisation’s vision, mission and business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of organisational goals. Understands the reasons for decisions and recommendations.</td>
</tr>
<tr>
<td><strong>1.2 Thinks strategically</strong></td>
<td>Understands the work environment. Shows an awareness of issues that may help or hinder their work.</td>
<td>Understands the work environment and participates in team goal setting. Demonstrates an awareness of issues that may impact on designated work tasks.</td>
<td>Understands the work environment and contributes to the development of work plans and team goals. Demonstrates an awareness of issues that may impact on designated work tasks.</td>
<td>Understands the work environment and contributes to the development of work plans and team goals. Demonstrates an awareness of the implications of issues that may impact on own work objectives.</td>
</tr>
<tr>
<td><strong>1.3 Harnesses information and opportunities</strong></td>
<td>Knows who to ask for help. Asks questions to resolve issues. Checks to see what information can be given to others.</td>
<td>Knows where to find information and asks questions to ensure a better understanding of issues. Seeks guidance to determine what information should be conveyed to others. Keeps supervisors informed on work progress.</td>
<td>Knows where to find information and asks questions to ensure a better understanding of issues. Uses established guidelines to determine what information should be conveyed to others. Keeps supervisor informed on work progress.</td>
<td>Knows where to find information and asks questions to ensure a full understanding of an issue. Uses common sense to recognise the importance of available information. Keeps self and others well informed on work progress.</td>
</tr>
<tr>
<td><strong>1.4 Shows judgement, intelligence and common sense</strong></td>
<td>Refers problems to supervisor. Looks for ways to improve work practices.</td>
<td>Researches information relevant to work tasks and responsibilities. Participates in discussions around issues and refers problems to supervisor. Recognises the need for improved work practices.</td>
<td>Researches and analyses information relevant to work tasks and responsibilities. Identifies issues that may impact designated tasks and alerts supervisor. Suggests improvements to work tasks.</td>
<td>Researches and analyses information and makes recommendations based on evidence. Identifies issues that may impact on tasks. Suggests improvements to work tasks and business practices.</td>
</tr>
</tbody>
</table>
### Comparative profiles: CLF 1 to 4

#### 2 Achieves results

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>2.1 Identifies and uses resources wisely</strong></td>
<td>Tells supervisor if work will not be finished on time. Uses their skills effectively.</td>
<td>Monitors task progress against performance expectations. Alerts supervisor early if work is behind schedule. Makes effective use of own capabilities.</td>
<td>Monitors task progress against performance expectations. Alerts supervisor early if work is behind schedule and makes alternative arrangements. Makes effective use of own capabilities.</td>
<td>Reviews task performance and communicates outcomes to supervisor. Understands individual and team capabilities and makes effective use of own capabilities.</td>
</tr>
<tr>
<td><strong>2.2 Applies and builds professional expertise</strong></td>
<td>Helps the team where they can. From shared information with others.</td>
<td>Contributes own expertise to achieve outcomes for the business unit.</td>
<td>Contributes own expertise to achieve outcomes for the business unit.</td>
<td>Contributes own expertise to achieve outcomes for the business unit.</td>
</tr>
<tr>
<td><strong>2.3 Responds positively to change</strong></td>
<td>Shares information with others. Can adapt and be flexible as things change.</td>
<td>Creates and maintains schedules. Responds in a positive manner to change. Shares information with others. Is adaptable and flexible to accommodate the changing needs of the team.</td>
<td>Creates and maintains schedules. Responds in a positive manner to change. Shares information with others. Is adaptable in approach and willing to be flexible to accommodate the changing needs of the team.</td>
<td>Establishes task plans to deliver objectives. Responds in a positive and flexible manner to change. Shares information with others and adapts to a changing environment.</td>
</tr>
<tr>
<td><strong>2.4 Takes responsibility for managing work projects to achieve results</strong></td>
<td>Finishes tasks as directed. Checks with supervisor that their work is satisfactory and gets help if they need it.</td>
<td>Sees tasks through to completion. Works within agreed priorities and works independently on routine tasks. Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.</td>
<td>Sees tasks through to completion. Works within agreed priorities, works independently on routine tasks, and accepts more challenging tasks. Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.</td>
<td>Sees tasks through to completion. Works within agreed priorities. Commits to achieving quality outcomes. Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.</td>
</tr>
</tbody>
</table>
Comparative profiles: CLF 1 to 4

3 Supports productive working relationships

<table>
<thead>
<tr>
<th>Components</th>
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<th>CLF 3</th>
<th>CLF 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Nurtures internal and external relationships</td>
<td>Is friendly, polite and helpful with team members and clients. Joins in with team activities.</td>
<td>Builds and sustains positive relationships with team members and clients. Participates actively in teamwork and activities. Responds under direction to changes in client needs and expectations.</td>
<td>Builds and sustains positive relationships with team members and clients. Participates actively in teamwork and activities. Responds under direction to changes in client needs and expectations.</td>
<td>Builds and sustains positive relationships with team members and clients. Participates actively in teamwork and activities. Responds under direction to changes in client needs and expectations.</td>
</tr>
<tr>
<td>3.2 Listens to, understands and recognises the needs of others</td>
<td>Shares information and cooperates with team members.</td>
<td>Actively listens to colleagues and clients. Shares information and contributes to team discussions. Works closely with team members to achieve results and operates as an effective team member.</td>
<td>Actively listens to colleagues and clients. Shares information and contributes to team discussions. Works closely with team members to achieve results and operates as an effective team member.</td>
<td>Actively listens to colleagues and clients. Shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.</td>
</tr>
<tr>
<td>3.3 Values individual differences and diversity</td>
<td>Can accept other points of view. Treats people with respect.</td>
<td>Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy.</td>
<td>Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy.</td>
<td>Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy.</td>
</tr>
<tr>
<td>3.4 Shares learning and supports others</td>
<td>Supports members of the team.</td>
<td>Identifies learning opportunities. Supports the contribution of others. Understands and acts on constructive feedback.</td>
<td>Identifies learning opportunities. Supports the contribution of others. Understands and acts on constructive feedback.</td>
<td>Identifies learning opportunities. Makes time for people and supports the contribution of others. Understands and acts on constructive feedback.</td>
</tr>
</tbody>
</table>
## Comparative profiles: CLF 1 to 4

### 4 Displays personal drive and integrity

<table>
<thead>
<tr>
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<th>CLF 3</th>
<th>CLF 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4.1</strong> Demonstrates public sector professionalism and probity</td>
<td>Acts in line with Code of Conduct</td>
<td>Adopts a principled approach and adheres to public sector values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints.</td>
<td>Adopts a principled approach and adheres to public sector values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints.</td>
<td>Adopts a principled approach and adheres to public sector values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the work area in internal forums.</td>
</tr>
<tr>
<td><strong>4.2</strong> Engages with risk and shows personal courage</td>
<td>Gives accurate information related to their work.</td>
<td>Provides accurate advice on less complex issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</td>
<td>Provides accurate advice on less complex issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</td>
<td>Provides accurate advice on issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</td>
</tr>
<tr>
<td><strong>4.3</strong> Commits to action</td>
<td>Works hard and takes care to do a good job.</td>
<td>Takes personal responsibility for accurate completion of work and seeks assistance when required. Commits energy and drive to see that goals are achieved.</td>
<td>Takes personal responsibility for accurate completion of work and seeks assistance when required. Commits energy and drive to see that goals are achieved.</td>
<td>Takes personal responsibility for accurate completion of work. Commits energy and drive to see that goals are achieved.</td>
</tr>
<tr>
<td><strong>4.4</strong> Promotes and adopts a positive and balanced approach to work</td>
<td>Stays calm and carries out tasks as directed.</td>
<td>Works as directed to achieve work objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</td>
<td>Works as directed to achieve work objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</td>
<td>Focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</td>
</tr>
<tr>
<td><strong>4.5</strong> Demonstrates self-awareness and a commitment to personal development</td>
<td>Checks how they are going. Talks to supervisor about where to improve.</td>
<td>Seeks feedback from others. Understands areas of strengths and works with supervisor to identify development needs. Is aware of the impact of own behaviour on others. Seeks self-development opportunities.</td>
<td>Seeks feedback from others. Understands areas of strengths and works with supervisor to identify development needs. Is aware of the impact of own behaviour on others. Seeks self-development opportunities.</td>
<td>Seeks feedback from others. Communicates areas of strength and works with supervisor to identify development needs. Reflects on own behaviour and recognises the impact on others. Seeks self-development opportunities.</td>
</tr>
</tbody>
</table>
### 5 Communicates with influence

<table>
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<tr>
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<th>CLF 3</th>
<th>CLF 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Communicates clearly</td>
<td>Communicates messages clearly and concisely.</td>
<td>Communicates messages clearly and concisely. Focuses on key points and uses appropriate language. Structures written and oral communication so it is easy to follow.</td>
<td>Communicates messages clearly and concisely. Focuses on key points and uses appropriate language. Structures written and oral communication so it is easy to follow.</td>
<td>Presents messages confidently in a clear, concise manner. Focuses on key points and uses appropriate language. Structures written and oral communication to ensure clarity.</td>
</tr>
<tr>
<td>5.2 Listens, understands and adapts to audience</td>
<td>Listens carefully and checks they understand.</td>
<td>Adapts communication style and approach to ensure they address the needs of different people or audiences. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others’ comments.</td>
<td>Adapts communication style and approach to ensure they address the needs of different people or audiences. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others’ comments.</td>
<td>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others’ comments.</td>
</tr>
<tr>
<td>5.3 Negotiates confidently</td>
<td>Explains a problem and helps find a solution.</td>
<td>Listens to and considers different ideas. Discusses issues without being personal or aggressive.</td>
<td>Listens to and considers different ideas. Discusses issues without being personal or aggressive.</td>
<td>Listens to and considers different ideas, and discusses issues credibly and thoughtfully. Identifies relevant stakeholders.</td>
</tr>
</tbody>
</table>
## Comparative profiles: CLF 5 to 7

### 1 Supports strategic direction

<table>
<thead>
<tr>
<th>Components</th>
<th>CLF 5</th>
<th>CLF 6</th>
<th>CLF 7</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1 Supports shared purpose and direction</strong></td>
<td>Understands and supports the organisation’s vision, mission and business objectives. Communicates and follows direction provided by supervisor. Recognises how own work contributes to the achievement of organisational goals. Understands the reasons for decisions and recommendations.</td>
<td>Understands and supports the organisation’s vision, mission and business objectives. Identifies the relationship between organisational goals and operational tasks. Communicates with others regarding the purpose of their work. Understands and communicates the reasons for decisions and recommendations to others.</td>
<td>Understands, supports and promotes the organisation’s vision, mission, and business objectives. Identifies the relationship between organisational goals and operational tasks. Communicates goals and objectives clearly to others. Understands, supports and communicates the reasons for decisions and recommendations.</td>
</tr>
<tr>
<td><strong>1.2 Thinks strategically</strong></td>
<td>Understands the work environment and contributes to the development of plans, strategies and team goals. Identifies issues and problems that may impact own work objectives. Demonstrates an awareness of the implications of issues for own work.</td>
<td>Understands the work environment and contributes to the development of plans, strategies and team goals. Identifies broader influences that may impact the team’s work objectives. Demonstrates an awareness of the implications of issues for own work and work areas.</td>
<td>Understands the work environment and initiates and develops team goals, strategies and work plans. Identifies broader factors, trends and influences that may impact the team’s work objectives. Considers the ramifications of issues and longer term impact of own work and work area.</td>
</tr>
<tr>
<td><strong>1.3Harnesses information and opportunities</strong></td>
<td>Draws on information from multiple sources and uses agreed guidelines to analyse what information is important and how it should be used. Keeps self and others well informed on work progress.</td>
<td>Draws on information from diverse sources and uses experience to analyse what information is important and how it should be used. Maintains an awareness of the organisation and keeps self and others well informed on issues that may affect work progress.</td>
<td>Gathers and investigates information from diverse sources and explores new ideas and different viewpoints. Uses experience to analyse what information is important and how it should be used. Maintains an awareness of the organisation and keeps self and others well informed on work issues and finds out about best practice approaches.</td>
</tr>
<tr>
<td><strong>1.4 Shows judgement, intelligence and common sense</strong></td>
<td>Undertakes analysis and draws accurate conclusions based on evidence. Thinks laterally and identifies and implements improved work practices.</td>
<td>Undertakes objective systematic analysis and draws accurate conclusions based on evidence. Identifies problems and works to resolve them. Thinks laterally and identifies and implements improved work practices.</td>
<td>Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Identifies problems and works to resolve them. Thinks laterally, and identifies, implements and promotes improved work practices.</td>
</tr>
</tbody>
</table>
### Comparative profiles: CLF 5 to 7

#### 2 Achieves results

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Identifies and uses resources wisely</td>
<td>Reviews project performance and identifies opportunities for improvement. Makes effective use of individual and team capabilities and negotiates responsibility for work outcomes. Responds to changes in requirements.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reviews task performance and communicates outcomes to supervisor. Makes effective use of individual and team capabilities. Responds to changes in requirements.</td>
<td>Reviews project performance and identifies opportunities for improvement. Makes effective use of individual and team capabilities and negotiates responsibility for work outcomes. Responds to changes in requirements.</td>
<td></td>
</tr>
<tr>
<td>2.2</td>
<td>Applies and builds professional expertise</td>
<td>Values specialist expertise and capitalises on the knowledge and skills of others within the organisation. Contributes own expertise to achieve outcomes for the business unit.</td>
<td>Values specialist expertise and capitalises on the knowledge and skills of others within the organisation. Contributes own expertise to achieve outcomes for the business unit.</td>
</tr>
<tr>
<td></td>
<td>Contributes own expertise to achieve outcomes for the business unit.</td>
<td>Values specialist expertise and capitalises on the knowledge and skills of others within the organisation. Contributes own expertise to achieve outcomes for the business unit.</td>
<td>Values specialist expertise and capitalises on the knowledge and skills of others within the organisation. Contributes own expertise to achieve outcomes for the business unit.</td>
</tr>
<tr>
<td>2.3</td>
<td>Responds positively to change</td>
<td>Establishes clear plans and timeframes for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and encourages cooperation in coping with change.</td>
<td>Establishes clear plans and timeframes for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.</td>
</tr>
<tr>
<td></td>
<td>Establishes task plans and simple project plans with measurable milestones to deliver objectives. Responds in a positive and flexible manner to change. Shares information with others and adapts to a changing environment.</td>
<td>Establishes clear plans and timeframes for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and encourages cooperation in coping with change.</td>
<td>Establishes clear plans and timeframes for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.</td>
</tr>
<tr>
<td>2.4</td>
<td>Takes responsibility for managing work projects to achieve results</td>
<td>Sees projects through to completion. Monitors project progress and manages priorities. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction.</td>
<td>Sees projects through to completion. Monitors project progress and adjusts plans as required. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction.</td>
</tr>
<tr>
<td></td>
<td>Sees tasks through to completion. Works within agreed priorities. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction and seeks guidance when required.</td>
<td>Sees projects through to completion. Monitors project progress and manages priorities. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction.</td>
<td>Sees projects through to completion. Monitors project progress and adjusts plans as required. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction.</td>
</tr>
</tbody>
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### Comparative profiles: CLF 5 to 7

#### 3 Supports productive working relationships

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<th>CLF 6</th>
<th>CLF 7</th>
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</thead>
<tbody>
<tr>
<td>3.1 Nurtures internal and external relationships</td>
<td>Builds and sustains positive relationships with team members and clients. Responds to changes in client needs and expectations.</td>
<td>Builds and sustains positive relationships with team members, stakeholders and clients. Responds to changes in client and stakeholder needs and expectations.</td>
<td>Builds and sustains positive relationships with team members, stakeholders and clients. Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to client and stakeholder needs and expectations.</td>
</tr>
<tr>
<td>3.2 Listens to, understands and recognises the needs of others</td>
<td>Actively listens to colleagues and clients. Shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.</td>
<td>Actively listens to staff, colleagues, clients and stakeholders. Involves others and recognises their contributions.Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.</td>
<td>Actively listens to staff, colleagues, clients and stakeholders. Involves others and recognises their contributions. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.</td>
</tr>
<tr>
<td>3.3 Values individual differences and diversity</td>
<td>Recognises the positive benefits that can be gained from diversity. Recognises the different working styles of individuals, and factors this into the management of tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.</td>
<td>Recognises the positive benefits that can be gained from diversity and explores diverse views. Recognises the different working styles of individuals and factors this into the management of people and tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.</td>
<td>Recognises the positive benefits that can be gained from diversity. Encourages the exploration of diverse views and harnesses the benefits of such views. Recognises the different working styles of individuals and factors this into the management of people and tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.</td>
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## Comparative profiles: CLF 5 to 7

### 4 Displays personal drive and integrity

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<tbody>
<tr>
<td><strong>4.1</strong> Demonstrates public sector professionalism and probity</td>
<td>Adopts a principled approach and adheres to public sector values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the work area in internal forums.</td>
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<tr>
<td><strong>4.2</strong> Engages with risk and shows personal courage</td>
<td>Provides accurate advice on issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</td>
<td>Provides impartial and forthright advice. Justifies own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</td>
<td>Provides impartial and forthright advice. Challenges issues constructively and can justify own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</td>
</tr>
<tr>
<td><strong>4.3</strong> Commits to action</td>
<td>Takes personal responsibility for accurate completion of work and seeks guidance when required. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.</td>
<td>Takes personal responsibility for meeting objectives and progressing work. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.</td>
<td>Takes personal responsibility for meeting objectives and progressing work. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.</td>
</tr>
<tr>
<td><strong>4.4</strong> Promotes and adopts a positive and balanced approach to work</td>
<td>Focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</td>
<td>Persists with and focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</td>
<td>Persists with and focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</td>
</tr>
<tr>
<td><strong>4.5</strong> Demonstrates self-awareness and a commitment to personal development</td>
<td>Seeks feedback from others. Communicates areas of strength and works with supervisor to identify development needs. Reflects on own behaviour and recognises the impact on others. Seeks self-development opportunities.</td>
<td>Seeks feedback from others. Communicates areas of strength and acknowledges development needs. Reflects on own behaviour and recognises the impact on others. Shows commitment to learning and self-development.</td>
<td>Self-evaluates performance and seeks feedback from others. Communicates areas of strength and acknowledges development needs. Reflects on own behaviour and recognises the impact on others. Shows commitment to learning and self-development.</td>
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## Comparative profiles: CLF 5 to 7

### 5 Communicates with influence

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<tr>
<td><strong>5.1 Communicates clearly</strong></td>
<td>Presents messages confidently in a clear, concise manner. Focuses on key points and uses appropriate language. Structures written and oral communication to ensure clarity.</td>
<td>Presents messages confidently in a clear, concise and articulate manner. Focuses on key points and uses appropriate unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.</td>
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<tr>
<td><strong>5.2 Listens, understands and adapts to audience</strong></td>
<td>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others’ comments.</td>
<td>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others’ comments and does not allow misunderstandings to linger.</td>
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<tr>
<td><strong>5.3 Negotiates confidently</strong></td>
<td>Listens to and considers different ideas and discusses issues credibly and thoughtfully. Identifies other people’s expectations and concerns.</td>
<td>Approaches negotiations with a clear understanding of key issues. Understands the desired outcomes. Identifies relevant stakeholders’ expectations and concerns. Discusses issues credibly and thoughtfully. Encourages the support of relevant stakeholders.</td>
<td>Approaches negotiations with a clear understanding of key issues. Understands the desired outcomes. Anticipates and identifies relevant stakeholders’ expectations and concerns. Discusses issues credibly and thoughtfully and presents persuasive counterarguments. Encourages the support of relevant stakeholders.</td>
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### Comparative profiles: CLF 8 to 12

#### 1 Shapes strategic thinking

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<tr>
<td>1.1 Inspires a sense of purpose and direction</td>
<td>Provides direction to others regarding the purpose and importance of their work. Illustrates the relationship between operational tasks and organisational goals. Sets work tasks that align with the strategic objectives and communicates expected outcomes.</td>
<td>Translates the strategy into operational goals and creates a shared sense of purpose within the business unit. Engages others in the strategic direction of the work area, encourages their contribution, and communicates expected outcomes.</td>
<td>Develops the strategic direction for the business unit and creates shared sense of purpose by demonstrating how elements of the strategy fit together and contribute to higher level goals. Encourages others’ input and communicates required actions and expected outcomes.</td>
<td>Champions the organisation’s vision and goals and promotes a shared commitment to the strategic direction. Helps create organisational strategies that are aligned with government objectives and likely future requirements. Encourages others’ input and communicates expected outcomes from organisational strategies.</td>
<td>Champions the organisation’s vision and goals and unifies business units with the strategic direction. Helps create organisational strategies that are aligned with government objectives and likely future requirements. Encourages others’ input and communicates expected outcomes from organisational strategies.</td>
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<tr>
<td>1.2 Focuses strategically</td>
<td>Understands the organisation’s objectives and aligns operational activities accordingly. Considers the ramifications of issues and longer term impact of own work and work area.</td>
<td>Understands the organisation’s objectives and links between the business unit, organisation and the whole-of-government agenda. Considers the ramifications of a wide range of issues, anticipates priorities and develops long-term plans for own work area.</td>
<td>Understands the organisation’s direction and role within government and community including the whole-of-government agenda. Considers multiple perspectives when assessing the ramifications of key issues. Develops plans that address both current and likely future requirements. Seeks to align business unit activities with strategic priorities.</td>
<td>Understands the organisation’s role within community and considers multiple perspectives when assessing the ramifications of key issues on the organisation and the community. Provides advice to government that reflects analysis of a broad range of issues and the whole-of-government agenda. Considers emerging trends, identifies long-term opportunities and aligns organisational operations with strategic priorities.</td>
<td>Understands the organisation’s current and potential future role within the community. Considers multiple perspectives when assessing the ramifications of key issues and develops solutions with long-term viability for the organisation and the community. Provides advice to government that reflects analysis of a broad range of issues. Considers emerging trends, identifies long-term opportunities and balances organisational requirements with desired whole-of-government outcomes.</td>
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## Comparative profiles: CLF 8 to 12

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<td><strong>1.3 Harnesses information and opportunities</strong></td>
<td>Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints. Probes information and identifies any critical gaps. Maintains an awareness of the organisation, monitors the context in which the organisation operates, and finds out about best practice approaches.</td>
<td>Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints. Probes information and identifies any critical gaps. Maintains an awareness of the organisation, looks for recent developments that may impact on own business area, and finds out about best practice approaches.</td>
<td>Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. Seizes opportunities and adjusts approach to respond to threats. Addresses any critical information gaps. Uses knowledge of the organisation to provide a context for others.</td>
<td>Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. Positions the organisation to seize opportunities and minimise threats. Addresses any critical information gaps. Uses knowledge of the organisation to tailor approaches to different issues.</td>
<td>Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. Positions the organisation to seize opportunities and minimise threats. Addresses any critical information gaps. Uses knowledge of the organisation to tailor approaches to different issues. Recognises the opportunities offered through whole-of-government approaches and seeks to realise them.</td>
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<td><strong>1.4 Shows judgement, intelligence and common sense</strong></td>
<td>Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Breaks through problems and weighs up the options to identify solutions. Explores possibilities and innovative alternatives.</td>
<td>Undertakes objective, critical analysis and extracts the core issues. Presents logical arguments and draws accurate conclusions. Anticipates and seeks to minimise risks. Breaks through problems and weighs up the options to identify solutions. Explores possibilities and creative alternatives.</td>
<td>Applies intellect and knowledge to weigh up complex information and identify critical factors and issues. Works effectively when all of the information is not available. Explores the options in full and makes sound decisions under pressure. Considers opportunities and anticipates risk. Applies lateral thinking and identifies innovative solutions.</td>
<td>Applies intellect and knowledge to weigh up information and identify critical factors and issues. Demonstrates effective judgement to weigh up options and develop realistic solutions. Anticipates risks, addresses them rapidly, and helps others to recognise them. Capitalises on innovative alternatives to resolve complex problems.</td>
<td>Engages in high-level critical thinking to identify links and discern the critical issues. Identifies the implications for the organisation and applies effective judgement to develop solutions. Anticipates long-term and strategic risks, addresses them rapidly and helps others to recognise them. Capitalises on innovative alternatives to resolve complex problems.</td>
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## Comparative profiles: CLF 8 to 12

### 2 Achieves results

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<tr>
<td><strong>2.1 Builds organisational capability and responsiveness</strong></td>
<td>Reviews project performance and focuses on identifying opportunities for continuous improvement. Identifies key talent to support performance. Remains flexible and responsive to changes in requirements.</td>
<td>Evaluates ongoing project performance and identifies critical success factors. Instigates continuous improvement activities. Responds flexibly to changing demands. Builds teams with complementary skills and allocates resources in a way that delivers results.</td>
<td>Investigates ways to improve effectiveness by harnessing technology and implementing continuous improvement activities. Builds teams with complementary skills and engages in succession planning. Responds flexibly to changing circumstances, deploys resources astutely and identifies optimum resourcing combinations. Creates a flexible environment that enables others to meet changing demands.</td>
<td>Focuses on activities that support organisational sustainability. Nurtures talent and engages in succession planning. Facilitates information accessibility and sharing. Looks for ways to improve effectiveness by harnessing technology and implementing continuous improvement activities. Manages and engages in succession planning. Actively ensures relevant professional input is obtained from others and shares own experience.</td>
<td>Focuses on activities that support organisational sustainability. Nurtures talent and engages in succession planning. Facilitates information accessibility and sharing. Seeks operational efficiency and streamlines and adapts processes. Investigates ways to improve effectiveness by harnessing technology and implementing continuous improvement activities. Engages in flexible resource management and looks beyond the organisation’s boundaries to achieve the optimum resourcing combination.</td>
</tr>
<tr>
<td><strong>2.2 Organises professional expertise</strong></td>
<td>Values specialist expertise and capitalises on the expert knowledge and skills of others. Contributes own expertise to achieve outcomes for the business unit.</td>
<td>Values specialist expertise and capitalises on the knowledge within the organisation as well as consulting externally as appropriate. Manages contracts judiciously. Contributes own expertise to achieve outcomes for the business unit.</td>
<td>Integrates professional expertise into the organisation to improve overall performance and delivery of business outcomes. Manages contracts judiciously. Actively ensures relevant professional input from others is obtained and shares own experience.</td>
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<tr>
<td>2.3 Steers and implements change and deals with uncertainty</td>
<td>Establishes clear plans and timeframes for project implementation and outlines specific activities. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.</td>
<td>Establishes clear plans and timeframes for project implementation and outlines specific activities. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.</td>
<td>Adopts a planned approach to the management of programs. Defines high-level objectives and supports translation into implementation strategies. Operates effectively in an environment of ongoing change and uncertainty and maintains flexibility. Actively ensures stakeholders are kept informed during times of change.</td>
<td>Oversees the implementation of multiple change initiatives with a focus on the desired outcomes. Defines high-level objectives and ensures translation into practical implementation strategies. Operates effectively in an environment of ongoing change and uncertainty and maintains flexibility. Actively ensures stakeholders are kept informed during times of change.</td>
<td>Drives the change agenda, defines high-level objectives and ensures translation into practical implementation strategies. Coordinates projects across multiple agencies. Recognises the constant nature of change and maintains flexibility. Secures stakeholder commitment to change and maintains open communication channels during the change process.</td>
</tr>
<tr>
<td>2.4 Ensures closure and delivers on intended results</td>
<td>Sees projects through to completion. Monitors project progress and adjusts plans as required. Commits to achieving quality outcomes and ensures documentation procedures are maintained. Seeks feedback from stakeholders to gauge satisfaction.</td>
<td>Strives to achieve and encourages others to do the same. Monitors progress and identifies risks that may impact outcomes. Adjusts plans as required. Commits to achieving quality outcomes and ensures documentation procedures are maintained. Seeks feedback from stakeholders to gauge satisfaction.</td>
<td>Drives a culture of achievement. Ensures ideas and intended actions become reality and that planned projects result in expected outputs. Strives for quality and ensures compliance with regulatory requirements. Puts systems in place to establish and measure accountabilities. Manages risks that may impede on project outcomes and ensures key stakeholders are across all relevant issues.</td>
<td>Drives a culture of achievement, and fosters a quality focus in the organisation. Ensures ideas and intended actions become a reality and that planned projects result in expected outputs. Enables the achievement of outcomes by identifying and removing potential barriers to success. Keeps stakeholders informed of progress and any issues that arise.</td>
<td>Drives a culture of achievement and fosters a quality focus in the organisation. Ensures ideas and intended actions become reality and that planned projects result in expected outputs. Enables the achievement of outcomes by identifying and removing potential barriers to success. Keeps stakeholders informed of progress and any issues that arise.</td>
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## Comparative profiles: CLF 8 to 12

### 3 Cultivates productive working relationships

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<tr>
<td><strong>3.1 Nurture internal and external relationships</strong></td>
<td>Builds and sustains relationships with a network of key people internally and externally. Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to internal and external client needs.</td>
<td>Builds and sustains relationships with a network of key people internally and externally. Recognises shared agendas and works towards mutually beneficial outcomes. Anticipates and is responsive to internal and external client needs.</td>
<td>Builds and sustains relationships within the organisation, with the Minister’s office, across the public sector and with a diverse range of external stakeholders. Looks for shared agendas and uses these to bring people together. Shows a commitment to client service through own actions and those of the business unit.</td>
<td>Builds and sustains relationships within the organisation, with the Minister’s office, across the public sector and with a diverse range of external stakeholders. Encourages stakeholders to work together and establishes cross-agency approaches to address issues. Shows a commitment to client service through own actions and those of the organisation.</td>
<td>Builds and sustains relationships that provide a rich intelligence network. Establishes an effective working relationship with the Minister. Encourages stakeholders to work together, and establishes cross-agency approaches to address issues. Shows a commitment to client service through own actions and those of the organisation.</td>
</tr>
<tr>
<td><strong>3.2 Facilitates cooperation and partnerships</strong></td>
<td>Involves people, encourages them and recognises their contribution. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.</td>
<td>Brings people together and encourages input from key stakeholders. Finds opportunities to share information and ensures others are kept informed of issues. Fosters teamwork and rewards cooperative and collaborative behaviour. Resolves conflict using appropriate strategies.</td>
<td>Brings people together and encourages input from key stakeholders. Facilitates cooperation within and between organisations. Promotes the reciprocal sharing of information to build knowledge. Fosters teamwork and rewards cooperative and collaborative behaviour. Resolves conflict and manages the sensitivities involved.</td>
<td>Consults broadly to obtain buy-in. Draws on the knowledge of key stakeholders within and outside the organisation and facilitates cooperation by sharing information. Promotes information exchange by maintaining open communication channels. Personally manifests strong interpersonal relations and rewards cooperative and collaborative behaviour. Anticipates and resolves conflict.</td>
<td>Consults broadly to obtain buy-in, and recognises when input is required. Communicates to others the importance of consultation with stakeholders. Overcomes organisational silos by facilitating cooperation between organisations. Engages the Minister’s office on key issues. Personally manifests strong interpersonal relations and rewards cooperative and collaborative behaviour. Anticipates and resolves conflict.</td>
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## Comparative profiles: CLF 8 to 12

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<td><strong>3.3 Values</strong></td>
<td>Recognises the positive benefits that can be gained from diversity</td>
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<td>Capitalises on the positive benefits that can be gained from diversity</td>
<td>Communicates the value of harnessing diversity for the organisation.</td>
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<td>and encourages the exploration of diverse views. Harnesses understanding of differences to enhance interactions. Recognises the different working styles of individuals and tries to see things from different perspectives.</td>
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<td>and capitalises on these for the benefit of the business unit. Harnesses understanding of differences to anticipate reactions and enhance interactions. Recognises the different working styles of individuals and tries to see things from different perspectives.</td>
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<td><strong>3.4 Guides</strong></td>
<td>Identifies learning opportunities for others and empowers them by delegating tasks. Agrees on clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive, objective feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly.</td>
<td>Encourages and motivates people to engage in continuous learning and empowers them by delegating tasks. Agrees on clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly.</td>
<td>Encourages and motivates people to engage in continuous learning and empowers them by delegating responsibility for work. Sets clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback and manages under-performance. Offers support in times of high pressure and engages in activities to maintain morale.</td>
<td>Identifies and develops talent. Encourages and motivates people to engage in continuous learning and empowers them by delegating responsibility for work. Sets clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback and manages under-performance. Offers support in times of high pressure. Celebrates success and engages in activities to maintain morale.</td>
<td>Identifies and develops talent. Encourages and motivates people to engage in continuous learning and empowers them by delegating responsibility for work. Sets clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback and manages under-performance. Offers support in times of high pressure. Celebrates success and engages in activities to maintain morale.</td>
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## 4 Exemplifies personal drive and integrity

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<td><strong>4.1</strong> Demonstrates public sector professionalism and probity</td>
<td>Adopts a principled approach and adheres to public sector values and Code of Conduct. Acts professionally and impartially at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in public and internal forums.</td>
<td>Adopts a principled approach and adheres to public sector values and Code of Conduct. Acts professionally and impartially at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in public and internal forums.</td>
<td>Adheres to and promotes public sector values and Code of Conduct and acts with utmost integrity and professionalism. Encourages these standards in others. Operates professionally and within the boundaries of organisational processes and legal and public policy constraints. Represents the organisation effectively in public and internal forums and advocates the corporate agenda.</td>
<td>Adheres to and promotes public sector values and Code of Conduct and aligns business processes accordingly. Addresses breaches of protocol and probity. Operates professionally and within the boundaries of organisational processes and legal and public policy constraints. Represents the organisation effectively in public and internal forums, and advocates the corporate agenda.</td>
<td>Adheres to and promotes public sector values and Code of Conduct and aligns business processes accordingly. Addresses breaches of protocol and probity. Operates professionally and within the boundaries of organisational processes and legal and public policy constraints. Represents the organisation effectively in public and internal forums, and advocates the corporate agenda.</td>
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<td><strong>4.2</strong> Engages with risk and shows personal courage</td>
<td>Provides impartial and forthright advice. Challenges important issues constructively and stands by own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</td>
<td>Provides impartial and forthright advice. Challenges important issues constructively and stands by own position and supports others when required. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</td>
<td>Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. Challenges and encourages debate on difficult or controversial issues. Stands by own position and supports others when required. Takes responsibility for mistakes and learns from them. Seeks guidance and advice when required.</td>
<td>Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. Voices own opinion clearly and challenges difficult or controversial issues. Stands by own position and supports others when required. Takes responsibility for mistakes and learns from them. Seeks guidance and advice when required.</td>
<td>Acts as a role model for leadership courage by consistently raising critical and difficult issues. Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. Accepts accountability for mistakes made in the organisation and ensures corrective action is taken. Seeks guidance and advice when required.</td>
</tr>
</tbody>
</table>
## Comparative profiles: CLF 8 to 12

### 4 Exemplifies personal drive and integrity

<table>
<thead>
<tr>
<th>Components</th>
<th>CLF 8</th>
<th>CLF 9</th>
<th>CLF 10</th>
<th>CLF 11</th>
<th>CLF 12</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4.3 Commits to action</strong></td>
<td>Takes personal responsibility for meeting objectives and progressing work. Shows initiative and proactively steps in and does what is required. Commits energy and drive to see that goals are achieved.</td>
<td>Takes personal responsibility for meeting objectives and progressing work. Shows initiative and proactively steps in and does what is required. Commits energy and drive to see that goals are achieved.</td>
<td>Commits to achieving key outcomes for the organisation. Demonstrates personal drive, focus and energy. Galvanises others to act. Acts decisively and initiates urgent action to overcome difficult problems.</td>
<td>Commits to achieving key outcomes for the organisation and uses personal drive, focus and energy to enthuse others. Galvanises others to act. Acts decisively and initiates urgent action to overcome difficult problems.</td>
<td>Acts decisively to ensure strategies are implemented and issues are addressed. Demonstrates personal drive, focus and energy. Galvanises others to act. Commits to getting the job done. Maintains control and initiates urgent action to resolve issues when required.</td>
</tr>
<tr>
<td><strong>4.4 Displays resilience</strong></td>
<td>Persists and focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a controlled manner. Continues to move forward despite criticism or setbacks.</td>
<td>Persists and focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a controlled manner. Maintains momentum and sustains effort despite criticism or setbacks.</td>
<td>Persists and focuses on achieving organisational objectives even in difficult circumstances. Monitors own emotional reactions and responds to pressure in a controlled manner. Displays a positive outlook and maintains momentum in difficult situations.</td>
<td>Persists and focuses on achieving organisational objectives even in difficult circumstances. Monitors own emotional reactions and responds to pressure in a controlled manner. Overcomes obstacles and recovers rapidly from setbacks. Displays a positive outlook in difficult situations.</td>
<td>Persists and focuses on achieving organisational objectives throughout periods of extreme pressure. Monitors own emotional reactions and responds to pressure in a controlled manner. Retains focus on the end goal and overcomes significant barriers and obstacles. Recovers rapidly from setbacks. Displays a positive outlook in difficult situations.</td>
</tr>
<tr>
<td><strong>4.5 Demonstrates self-awareness and a commitment to personal development</strong></td>
<td>Self-evaluates performance and seeks feedback from others. Communicates and acts on strengths and acknowledges development needs. Reflects on own behaviour and recognises the impact on others. Shows strong commitment to learning and self-development, and accepts challenging new opportunities.</td>
<td>Critically analyses own performance and seeks feedback from others. Communicates strengths confidently and acknowledges development needs. Acts on negative feedback to improve performance. Reflects on own behaviour and recognises the impact on others. Shows strong commitment to learning and self-development and embraces challenging new opportunities.</td>
<td>Examines own performance and seeks regular feedback from others. Promotes areas of strength confidently, acknowledges development needs, and proactively identifies related learning opportunities to extend skills and experience. Reflects on own behaviour and recognises the impact on others.</td>
<td>Demonstrates a high level of self-awareness and acknowledges areas of both strength and limitation. Promotes areas of strength confidently, and proactively identifies learning opportunities to extend skills and experience. Reflects on the impact of own behaviour on others and is responsive in adjusting behaviour.</td>
<td>Demonstrates a high level of self-awareness and acts as a role model by communicating strengths and development needs openly. Uses self-insight to identify areas in which own capabilities complement those of other people. Welcomes feedback and is responsive in adjusting behaviour. Strives for continual learning.</td>
</tr>
</tbody>
</table>
## 5 Communicates with influence

<table>
<thead>
<tr>
<th>Components</th>
<th>CLF 8</th>
<th>CLF 9</th>
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<th>CLF 12</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Presents messages confidently in a clear, concise and articulate manner. Focuses on key points and uses appropriate unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.</td>
<td>Presents messages confidently in a clear, concise and articulate manner. Translates information for others focusing on key points and using appropriate unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.</td>
<td>Presents messages confidently in a clear, concise and articulate manner. Focuses on key points for the audience, uses appropriate unambiguous language, and explains the implications and ensures the conclusion is conveyed clearly. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.</td>
<td>Presents messages confidently in a clear, concise and articulate manner. Focuses on key points for the audience and states the facts. Structures brief messages and presents with precision and confidence, harnessing the most appropriate methods of communication. Creates meaning for the audience by using analogies and stories to illustrate key points.</td>
<td></td>
</tr>
<tr>
<td>5.2</td>
<td>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others’ comments and does not allow misunderstandings to linger.</td>
<td>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Anticipates reactions and is prepared to respond. Checks own understanding of others’ comments and does not allow misunderstandings to linger.</td>
<td>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Anticipates reactions and prepares a response to address the audience’s concerns. Checks own understanding of others’ comments and does not allow misunderstandings to linger.</td>
<td>Seeks to understand the audience and reads their non-verbal cues. Adapts communication style and message to meet their needs. Listens carefully to others and ensures their views have been understood. Anticipates reactions and prepares a response to address the audience’s concerns. Checks own understanding of others’ comments and does not allow misunderstandings to linger.</td>
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</tbody>
</table>

Continued next page...
## Comparative profiles: CLF 8 to 12

### 5 Communicates with influence

<table>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>5.3</strong> Negotiates persuasively</td>
<td>Approaches negotiations with a strong grasp of the key issues having prepared in advance. Understands the desired objectives and associated strengths and weaknesses. Anticipates the position of the other party and frames arguments accordingly. Encourages the support of relevant stakeholders. Strives to achieve an outcome that delivers benefits for both parties.</td>
<td>Approaches negotiations with a strong grasp of the key issues having prepared well in advance. Understands the desired objectives and associated strengths and weaknesses. Anticipates the position of the other party and adapts approach accordingly. Encourages the support of relevant stakeholders. Encourages debate and identifies common ground to facilitate agreement and acceptance of mutually beneficial solutions.</td>
<td>Approaches negotiations with a strong grasp of the key issues. Presents a convincing and balanced rationale. Anticipates the position of the other party and is aware of the extent of potential for compromise. Acknowledges and addresses disagreements to facilitate mutually beneficial solutions. Engages the support of credible others. Focuses on the desired objectives and ensures negotiations remain on track.</td>
<td>Approaches negotiations with a strong grasp of the key issues. Presents a convincing and balanced rationale. Focuses on the way in which the message is delivered and uses techniques to illustrate the argument persuasively. Anticipates the position of the other party and is aware of the extent of potential for compromise. Acknowledges and addresses disagreements to facilitate mutually beneficial solutions. Identifies key stakeholders and engages their support. Focuses on the desired objectives and ensures negotiations remain on track.</td>
<td>Approaches negotiations with a strong grasp of the key issues. Presents a convincing and balanced rationale. Focuses on the way in which the message is delivered and uses techniques to illustrate the argument persuasively. Anticipates the position of the other party and is aware of the extent of potential for compromise. Acknowledges and addresses disagreements to facilitate mutually beneficial solutions. Identifies key stakeholders and engages their support. Focuses on the desired objectives and ensures negotiations remain on track.</td>
</tr>
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</table>
### Individual profiles: Capabilities and components

#### Individual profile

<table>
<thead>
<tr>
<th>All capabilities and components for CLF 1</th>
<th>CLF 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supports strategic direction</td>
<td></td>
</tr>
<tr>
<td>Achieves results</td>
<td></td>
</tr>
<tr>
<td>Supports productive working relationships</td>
<td></td>
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<tr>
<td>Displays personal drive and integrity</td>
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</tr>
<tr>
<td>Communicates with influence</td>
<td></td>
</tr>
</tbody>
</table>

1.1 Supports shared purpose and direction
- Supports the organisation’s business objectives. Follows supervisor’s direction. Recognises how their work connects to others.

1.2 Thinks strategically
- Understands the work environment. Shows an awareness of issues that may help or hinder their work.

1.3 Harnesses information and opportunities
- Knows who to ask for help. Asks questions to resolve issues. Checks to see what information can be given to others.

1.4 Shows judgement, intelligence and common sense
- Refers problems to supervisor. Looks for ways to improve work practices.

2.1 Identifies and uses resources wisely
- Tells supervisor if work will not be finished on time. Uses their skills effectively.

2.2 Applies and builds professional expertise
- Helps the team where they can.

2.3 Responds positively to change
- Shares information with others. Can adapt and be flexible as things change.

2.4 Takes responsibility for managing work projects to achieve results
- Finishes tasks as directed. Checks with supervisor that their work is satisfactory and gets help if they need it.

3.1 Nurtures internal and external relationships
- Is friendly, polite and helpful with team members and clients. Joins in with team activities.

3.2 Listens to, understands and recognises the needs of others
- Shares information and cooperates with team members.

3.3 Values individual differences and diversity
- Can accept other points of view. Treats people with respect.

3.4 Shares learning and supports others
- Supports members of the team.

4.1 Demonstrates public sector professionalism and probity
- Acts in line with Code of Conduct.

4.2 Engages with risk and shows personal courage
- Gives accurate information related to their work.

4.3 Commits to action
- Works hard and takes care to do a good job.

4.4 Promotes and adopts a positive and balanced approach to work
- Stays calm and carries out tasks as directed.

4.5 Demonstrates self-awareness and a commitment to personal development
- Checks how they are going. Talks to supervisor about where to improve.

5.1 Communicates clearly
- Communicates messages clearly and concisely.

5.2 Listens, understands and adapts to audience
- Listens carefully and checks for understanding.

5.3 Negotiates confidently
- Explains a problem and helps find a solution.
## Individual profile

### CLF 1

## 1 Supports strategic direction

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **1.1 Supports shared purpose and direction** | - Knows the agency’s main function and why it is important.  
- Sees how their work fits into the priorities of the team.  
- Knows what other team members do and why.  
- Understands and follows supervisor's directions. |
| Supports the organisation's business objectives. Follows supervisor's direction. Recognises how their work connects to others. |
| **1.2 Thinks strategically** | - Understands what has to be done and how to get it done.  
- Understands how other issues might impact on the work, e.g. absences or lack of supplies.  
- Joins in team goal setting.  
- Thinks through tasks and plans ahead to get work done on time. |
| Understands the work environment. Shows an awareness of issues that may help or hinder their work. |
| **1.3 Harnesses information and opportunities** | - Pays attention to relevant staff notices.  
- Shows ability to find contact details for staff members.  
- Knows where to find information and resources.  
- Asks questions to understand an issue.  
- Knows what they can tell others. |
| Knows who to ask for help. Asks questions to resolve issues. Checks to see what information can be given to others. |
| **1.4 Shows judgement, intelligence and common sense** | - Uses common sense to get work done.  
- Knows when they need to ask for help.  
- Joins in discussions about solving problems.  
- Helps to improve work practices. |
| Refers problems to supervisor. Looks for ways to improve work practices. |
## Achieves results

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **2.1 Identifies and uses resources wisely**
Tells supervisor if work will not be finished on time. Uses their skills effectively. | • Puts in a good effort and keeps trying when it is hard.  
• Uses their time well to meet priorities.  
• Takes care of resources and minimises waste.  
• Checks how they are going and tells supervisor if they will not finish on time.  
• Suggests ways to save time. |
| **2.2 Applies and builds professional expertise**
Helps the team where they can. | • Learns new skills on the job through practise with help from colleagues and supervisor.  
• Shows willingness to help the team.  
• Shares knowledge and skills with team members. |
| **2.3 Responds positively to change**
Shares information with others. Can adapt and be flexible as things change. | • Keeps a list of tasks to do.  
• Reorganises work to make best use of time.  
• Tells supervisor and team members if circumstances change.  
• Shows willingness to change tasks and ways of doing things when asked. |
| **2.4 Takes responsibility for managing work projects to achieve results**
Finishes tasks as directed. Checks with supervisor that their work is satisfactory and gets help if they need it. | • Does the job they are asked to do with regular guidance from supervisor.  
• Takes pride in their work and in finishing a job well.  
• Asks supervisor if work is okay and looks for ways to improve.  
• Records basic information correctly. |
# Individual profile

## 3 Supports productive working relationships

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **3.1 Nurtures internal and external relationships** | • Answers the telephone in a businesslike way.  
• Uses appropriate language at work.  
• Offers help to team members and supports them willingly where they can.  
• Finds out what clients want and passes on messages accurately to the right person. |
| **3.2 Listens to, understands and recognises the needs of others** | • Cooperates with team members.  
• Keeps staff and clients informed of progress and issues. |
| **3.3 Values individual differences and diversity** | • Tries to see things from the other person’s perspective.  
• Stays calm when others express different opinions.  
• Treats others fairly and is tolerant of different lifestyles and beliefs. |
| **3.4 Shares learning and supports others** | • Helps new team members to fit in.  
• Shows others how to do the job when they are not there. |
### Individual profile

#### 4 Displays personal drive and integrity

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **4.1 Demonstrates public sector professionalism and probity** | - Obeys the law and is honest.  
- Takes care of public resources.  
- Understands they work in the public sector and must act in line with Code of Conduct.  
- Dresses appropriately and speaks appropriately to staff and clients. |
| Acts in line with Code of Conduct. | |
| **4.2 Engages with risk and shows personal courage** | - Tells supervisor of risks.  
- Follows safety rules.  
- Takes proper care of themselves and property. |
| Gives accurate information related to their work. | |
| **4.3 Commits to action** | - Gets on with the job.  
- Demonstrates reliability and makes sure they are fit for work.  
- Exhibits punctuality at meetings and for work. |
| Works hard and takes care to do a good job. | |
| **4.4 Promotes and adopts a positive and balanced approach to work** | - Stays controlled when under pressure.  
- Does not react personally to criticism.  
- Looks for the positive in difficult situations.  
- Supports a positive work environment. |
| Stays calm and carries out tasks as directed. | |
| **4.5 Demonstrates self-awareness and a commitment to personal development** | - Recognises where they have done well or need to improve.  
- Shows keenness to learn and willingness to try.  
- Learns from mistakes and listens to advice. |
| Checks how they are going. Talks to supervisor about where to improve. | |
## 5 Communicates with influence

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **5.1 Communicates clearly** | - Gives messages orally and in writing.  
- States the key points clearly and accurately. |
| Communicates messages clearly and concisely. | |
| **5.2 Listens, understands and adapts to audience** | - Pays attention and takes in the key points of the speaker.  
- Checks with the speaker to see they have understood the message correctly.  
- Takes notes to help them remember. |
| Listens carefully and checks they understand. | |
| **5.3 Negotiates confidently** | - Explains a problem clearly, who it affects and why it is important.  
- Suggests ways to fix the problem.  
- Understands what is reasonably expected of them at work.  
- Seeks help when needed to meet own workplace rights and responsibilities. |
| Explains a problem and helps find a solution. | |
## Individual profile

### All capabilities and components for CLF 2

<table>
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<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1</strong></td>
<td><strong>Supports shared purpose and direction</strong>&lt;br&gt; Understands and supports the organisation’s business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of team goals. Understands the reasons for decisions and recommendations.</td>
<td><strong>2.1</strong></td>
<td><strong>Identifies and uses resources wisely</strong>&lt;br&gt; Monitors task progress against performance expectations. Alerts supervisor early if work is behind schedule. Makes effective use of own capabilities.</td>
<td><strong>3.1</strong></td>
<td><strong>Nurtures internal and external relationships</strong>&lt;br&gt; Builds and sustains positive relationships with team members and clients. Participates actively in teamwork and activities. Responds under direction to changes in client needs and expectations.</td>
</tr>
<tr>
<td><strong>1.2</strong></td>
<td><strong>Thinks strategically</strong>&lt;br&gt; Understands the work environment and participates in team goal setting. Demonstrates an awareness of issues that may impact on designated work tasks.</td>
<td><strong>2.2</strong></td>
<td><strong>Applies and builds professional expertise</strong>&lt;br&gt; Contributes own expertise to achieve outcomes for the business unit.</td>
<td><strong>3.2</strong></td>
<td><strong>Listens to, understands and recognises the needs of others</strong>&lt;br&gt; Actively listens to colleagues and clients. Shares information and contributes to team discussions. Works closely with team members to achieve results and operates as an effective team member.</td>
</tr>
<tr>
<td><strong>1.3</strong></td>
<td><strong>Harnesses information and opportunities</strong>&lt;br&gt; Knows where to find information, and asks questions to ensure a better understanding of issues. Seeks guidance to determine what information should be conveyed to others. Keeps supervisors informed on work progress.</td>
<td><strong>2.3</strong></td>
<td><strong>Responds positively to change</strong>&lt;br&gt; Creates and maintains schedules. Responds in a positive manner to change. Shares information with others. Is adaptable and flexible to accommodate the changing needs of the team.</td>
<td><strong>3.3</strong></td>
<td><strong>Values individual differences and diversity</strong>&lt;br&gt; Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy.</td>
</tr>
<tr>
<td><strong>1.4</strong></td>
<td><strong>Shows judgement, intelligence and common sense</strong>&lt;br&gt; Researches information relevant to work tasks and responsibilities. Participates in discussions around issues and refers problems to supervisor. Recognises the need for improved work practices.</td>
<td><strong>2.4</strong></td>
<td><strong>Takes responsibility for managing work projects to achieve results</strong>&lt;br&gt; Sees tasks through to completion. Works within agreed priorities, and works independently on routine tasks. Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.</td>
<td><strong>3.4</strong></td>
<td><strong>Shares learning and supports others</strong>&lt;br&gt; Identifies learning opportunities. Supports the contribution of others. Understands and acts on constructive feedback.</td>
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**CLF 2**

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### Individual profile

#### CLF 2

### 1 Supports strategic direction

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **1.1 Supports shared purpose and direction** | - Follows direction provided by supervisor and asks for clarification if needed.  
- Seeks guidance to determine what information should be conveyed to others.  
-KEEPs supervisors informed on work progress.  
- Identifies issues that could impact designated work tasks and alerts supervisor.  
- Participates in decision-making.  
- Organises information to help others make quick, informed decisions.  
- Recognises the need for improved work practices. |
| Understands and supports the organisation’s business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of team goals.  
Understands the reasons for decisions and recommendations. | - Follows direction provided by supervisor and asks for clarification if needed.  
- Seeks guidance to determine what information should be conveyed to others.  
-Keeps supervisors informed on work progress.  
- Identifies issues that could impact designated work tasks and alerts supervisor.  
- Participates in decision-making.  
- Organises information to help others make quick, informed decisions.  
- Recognises the need for improved work practices. |
| **1.2 Thinks strategically**         | - Demonstrates an awareness of issues that may impact designated work tasks.  
- Thinks and plans ahead.  
- Understands the work environment.  
- Informs supervisor of potential issues that may impact designated work tasks.  
- Participates in team goal setting. |
| Understands the work environment and participates in team goal setting. Demonstrates an awareness of issues that may impact designated work tasks. | - Participates in decision-making.  
- Organises information to help others make quick, informed decisions.  
- Recognises the need for improved work practices. |
| **1.3 Harnesses information and opportunities** | - Is aware of corporate goals and understands team priorities.  
- Keeps supervisor informed on work progress.  
- Knows where to find relevant information.  
- Asks questions to gain better understanding of an issue.  
- Seeks supervisor guidance to determine what information should be conveyed to others. |
| Knows where to find information, and asks questions to ensure a better understanding of issues. Seeks guidance to determine what information should be conveyed to others. Keeps supervisors informed on work progress. | - Participates in decision-making.  
- Organises information to help others make quick, informed decisions.  
- Recognises the need for improved work practices. |
| **1.4 Shows judgement, intelligence and common sense** | - Researches information relevant to work tasks and responsibilities.  
- Identifies issues that could impact designated tasks and alerts supervisor.  
- Participates in discussions around issues.  
- Refers problems to supervisor.  
- Participates in decision-making.  
- Organises information to help others make quick, informed decisions.  
- Recognises the need for improved work practices. |
| Researches information relevant to work tasks and responsibilities. Participates in discussions around issues and refers problems to supervisor. Recognises the need for improved work practices. | - Participates in decision-making.  
- Organises information to help others make quick, informed decisions.  
- Recognises the need for improved work practices. |
## Individual profile

### CLF 2

### 2 Achieves results

<table>
<thead>
<tr>
<th>Description</th>
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</tr>
</thead>
</table>
| **2.1 Identifies and uses resources wisely** | - Makes effective use of own capabilities.  
- Monitors task progress against performance expectations.  
- Alerts supervisor early if work is behind schedule.  
- Reschedules and reorganises work to reflect changes in priority.  
- Adjusts own schedule to suit colleagues and business needs. |

Monitors task progress against performance expectations. Alerts supervisor early if work is behind schedule. Makes effective use of own capabilities.

| **2.2 Applies and builds professional expertise** | - Applies and develops capabilities to meet performance expectations.  
- Demonstrates knowledge of the features of new programs, products or services relevant to the position.  
- Contributes own expertise for the benefit of the business unit. |

Contributes own expertise to achieve outcomes for the business unit.

| **2.3 Responds positively to change** | - Creates and maintains schedules.  
- Links day-to-day tasks to performance expectations and team outcomes.  
- Demonstrates flexibility and adaptability to meet changing work requirements.  
- Informs supervisor of potential impact of proposed change.  
- Shares appropriate information with colleagues during times of change.  
- Responds to change under guidance from supervisor. |

Creates and maintains schedules. Responds in a positive manner to change. Shares information with others. Is adaptable and flexible to accommodate the changing needs of the team.

| **2.4 Takes responsibility for managing work projects to achieve results** | - Seeks feedback from supervisor on the performance of assigned tasks and incorporates this feedback into the performance of new tasks.  
- Maintains accurate records and files.  
- Sees tasks through to completion.  
- Performs under direction from supervisor and works to agreed priorities and outcomes.  
- Completes routine tasks.  
- Takes on additional duties when required.  
- Responds to changes in requirements. |

Sees tasks through to completion. Works within agreed priorities and works independently on routine tasks. Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.
### 3 Supports productive working relationships

<table>
<thead>
<tr>
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</thead>
</table>
| 3.1 Nurtures internal and external relationships | - Develops positive relationships with team members.  
- Participates actively in teamwork and group activities.  
- Builds and sustains relationships, liaising with team members and clients.  
- Responds under direction to changes in client needs and expectations.  
- Manages client expectations by clarifying expectations and deadlines.  
- Keeps clients informed on progress.  
- Provides courteous, prompt and professional service to clients. |
| 3.2 Listens to, understands and recognises the needs of others | - Operates as an effective team member.  
- Works closely with team members to achieve results.  
- Listens actively to colleagues and clients and reports their needs to supervisor.  
- Supports team members in achieving goals, especially during busy or difficult working periods.  
- Shares information with own team and contributes to team discussions.  
- Informs supervisor of work progress. |
| 3.3 Values individual differences and diversity | - Recognises the value of individual differences and understands that others may work in different ways.  
- Recognises that others have different views and experiences.  
- Tries to see things from the other person’s perspective.  
- Maintains an awareness of personalities, motivations and other diverse qualities of people.  
- Treats people with respect and courtesy. |
| 3.4 Shares learning and supports others | - Supports the contribution of others.  
- Identifies development opportunities for self and shares learning with others.  
- Congratulates people on achievements.  
- Understands and acts on constructive feedback. |
### Individual profile

#### CLF 2

### 4 Displays personal drive and integrity

#### Description

<table>
<thead>
<tr>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>

#### 4.1 Demonstrates public sector professionalism and probity

Adopts a principled approach and adheres to public sector values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints.

- Understands and applies public sector values and Code of Conduct and behaves consistently in an honest, ethical and professional way.
- Treats people fairly and equitably and is transparent in dealings with them.
- Makes decisions for the corporate good without favouritism or bias.
- Places the aims of the organisation above personal ambitions.
- Takes time to learn policies, regulations and standard operating procedures and understands why they exist.
- Understands and complies with procedures, legislative, policy and regulatory frameworks.
- Maintains strict confidentiality of information.

#### 4.2 Engages with risk and shows personal courage

Provides accurate advice on less complex issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.

- Listens when own ideas are challenged.
- Provides accurate advice to colleagues and clients on less complex issues.
- Makes sure that all work is checked and proofed.
- Takes responsibility for mistakes and learns from them.
- Acknowledges when in the wrong.
- Seeks advice and assistance from colleagues and supervisor when uncertain.

#### 4.3 Commits to action

Takes personal responsibility for accurate completion of work and seeks assistance when required. Commits energy and drive to see that goals are achieved.

- Takes personal responsibility for accurate completion of work.
- Knows who can provide assistance with the achievement of goals and seeks help when required.
- Gets on with the job at hand and applies self with energy and drive.
- Commits to meeting objectives.
- Follows up to ensure that issues are finalised.
- Informs supervisor of issues impacting the achievement of designated tasks.

#### 4.4 Promotes and adopts a positive and balanced approach to work

Works as directed to achieve work objectives, even in difficult circumstances. Remains positive and responds to pressure in a calm manner.

- Stays focused and productive in difficult circumstances.
- Works as directed to achieve objectives.
- Maintains an optimistic outlook and focuses on positives in difficult situations.
- Supports a positive working environment.
- Stays calm in difficult situations and when dealing with difficult people.
- Does not become defensive when faced with criticism.

#### 4.5 Demonstrates self-awareness and a commitment to personal development

Seeks feedback from others. Understands areas of strengths and works with supervisor to identify development needs. Is aware of the impact of own behaviour on others. Seeks self-development opportunities.

- Demonstrates awareness of the impact of own behaviours on others.
- Seeks self-development opportunities.
- Shows willingness to learn new approaches and acquire new capabilities.
- Applies new knowledge in the workplace.
- Develops an understanding of personal strengths and capabilities.
- Works with supervisor to identify individual developmental requirements needed to complete assigned tasks.
- Agrees on performance standards with supervisor.
- Seeks feedback on behaviour and work performance from supervisor, and is responsive to guidance.
- Seeks input from supervisor when assessing performance.
- Identifies strengths as well as developmental requirements needed to complete assigned tasks.
## 5 Communicates with influence

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
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</thead>
</table>
| **5.1 Communicates clearly** | - Focuses on clear communication of key points.  
- Limits the use of jargon and abbreviations.  
- Explains complex information using language appropriate for the audience.  
- Presents messages clearly.  
- Speaks at an appropriate volume and pace.  
- Conveys information succinctly.  
- Structures written communication so it is easy to follow and uses correct spelling and grammar. |
| Communicates messages clearly and concisely. Focuses on key points and uses appropriate language. Structures written and oral communication so it is easy to follow. | |

| **5.2 Listens, understands and adapts to audience** | - Is aware of how own communication style affects others.  
- Pays close attention to others when they are speaking.  
- Checks own understanding of others’ comments by asking clarification questions.  
- Checks to ensure their own views have been understood.  
- Adapts communication style and approach to ensure they address the needs of different people or audiences. |
| Adapts communication style and approach to ensure they address the needs of different people or audiences. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others’ comments. | |

| **5.3 Negotiates confidently** | - Listens to, considers and acknowledges differing ideas.  
- Discusses issues without getting personal or aggressive. |
| Listens to, and considers different ideas. Discusses issues without getting personal or aggressive. | |
## Individual profile

### All capabilities and components for CLF 3

<table>
<thead>
<tr>
<th></th>
<th>Supports strategic direction</th>
<th>Achieves results</th>
<th>Supports productive working relationships</th>
<th>Displays personal drive and integrity</th>
<th>Communicates with influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Supports shared purpose and direction</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>1.1</td>
<td>Supports shared purpose and direction</td>
<td>2.1</td>
<td>3.1</td>
<td>4.1</td>
<td>5.1</td>
</tr>
<tr>
<td>1.1</td>
<td>Supports shared purpose and direction</td>
<td>Identifies and uses resources wisely</td>
<td>Nurtures internal and external relationships</td>
<td>Demonstrates public sector professionalism and probity</td>
<td>Communicates clearly</td>
</tr>
<tr>
<td>1.1</td>
<td>Supports shared purpose and direction</td>
<td>Monitors task progress against performance expectations</td>
<td>Builds and sustains positive relationships with team members and clients</td>
<td>Adopts a principled approach and adheres to public sector values and Code of Conduct</td>
<td>Communicates messages clearly and concisely. Focuses on key points and uses appropriate language. Structures written and oral communication so it is easy to follow.</td>
</tr>
<tr>
<td>1.1</td>
<td>Supports shared purpose and direction</td>
<td>Alerts supervisor early if work is behind schedule and makes alternative arrangements</td>
<td>Participates actively in teamwork and activities</td>
<td>Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints.</td>
<td>Listens, understands and adapts to audience</td>
</tr>
<tr>
<td>1.1</td>
<td>Supports shared purpose and direction</td>
<td>Makes effective use of own capabilities</td>
<td>Responds under direction to change in client needs and expectations</td>
<td>Engages with risk and shows personal courage</td>
<td>Adapts communication style and approach to ensure they address the needs of different people or audiences. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.</td>
</tr>
<tr>
<td>1.2</td>
<td>Thinks strategically</td>
<td>2.2</td>
<td>3.2</td>
<td>4.2</td>
<td>5.2</td>
</tr>
<tr>
<td>1.2</td>
<td>Thinks strategically</td>
<td>Applies and builds professional expertise</td>
<td>Listens to, understands and recognises the needs of others</td>
<td>Commits to action</td>
<td>Listens to, and considers different ideas. Discusses issues without getting personal or aggressive.</td>
</tr>
<tr>
<td>1.2</td>
<td>Thinks strategically</td>
<td>Contributes own expertise to achieve outcomes for the business unit</td>
<td>Actively listens to colleagues and clients. Shares information and contributes to team discussions. Works closely with team members to achieve results and operate as an effective team member</td>
<td>Takes personal responsibility for accurate completion of work and seeks assistance when required.</td>
<td>Listens to colleagues and clients. Shares information and contributes to team discussions.</td>
</tr>
<tr>
<td>1.3</td>
<td>Harnesses information and opportunities</td>
<td>2.3</td>
<td>3.3</td>
<td>4.3</td>
<td>5.3</td>
</tr>
<tr>
<td>1.3</td>
<td>Harnesses information and opportunities</td>
<td>Creates and maintains schedules. Responds in a positive manner to change. Shares information with others. Is adaptable in approach and willing to be flexible to accommodate the changing needs of the team.</td>
<td>Values individual differences and diversity</td>
<td>Commits to action</td>
<td>Negotiates confidently</td>
</tr>
<tr>
<td>1.3</td>
<td>Harnesses information and opportunities</td>
<td>Sees task through to completion. Works within agreed priorities, works independently on routine tasks and accepts more challenging tasks. Maintains accurate records and files. Seeks feedback from supervisors to gauge satisfaction and seeks assistance when required.</td>
<td>Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy.</td>
<td>Takes personal responsibility for accurate completion of work and seeks assistance when required. Commit's energy and drive to see that goals are achieved.</td>
<td>Listens to, and considers different ideas. Discusses issues without getting personal or aggressive.</td>
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<td>1.3</td>
<td>Harnesses information and opportunities</td>
<td>Sees task through to completion. Works within agreed priorities, works independently on routine tasks and accepts more challenging tasks. Maintains accurate records and files. Seeks feedback from supervisors to gauge satisfaction and seeks assistance when required.</td>
<td>Identifies learning opportunities. Supports the contribution of others. Understands and acts on constructive feedback.</td>
<td>Promotes and adopts a positive and balanced approach to work</td>
<td>Adapts communication style and approach to ensure they address the needs of different people or audiences. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.</td>
</tr>
<tr>
<td>1.4</td>
<td>Shows judgement, intelligence and common sense</td>
<td>2.4</td>
<td>3.4</td>
<td>4.4</td>
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</tr>
<tr>
<td>1.4</td>
<td>Shows judgement, intelligence and common sense</td>
<td>Identifies and uses resources wisely</td>
<td>Nurtures internal and external relationships</td>
<td>Demonstrates self-awareness and a commitment to personal development</td>
<td>Listens to, and considers different ideas. Discusses issues without getting personal or aggressive.</td>
</tr>
<tr>
<td>1.4</td>
<td>Shows judgement, intelligence and common sense</td>
<td>Monitors task progress against performance expectations</td>
<td>Builds and sustains positive relationships with team members and clients</td>
<td>Seeks feedback from others. Understands areas of strengths and works with supervisor to identify development needs. Is aware of the impact of own behaviour on others. Seeks self-development opportunities.</td>
<td>Seeks feedback from others. Understands areas of strengths and works with supervisor to identify development needs. Is aware of the impact of own behaviour on others. Seeks self-development opportunities.</td>
</tr>
</tbody>
</table>
## Individual profile

### 1 Supports strategic direction

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **1.1 Supports shared purpose and direction** | • Follows direction provided by supervisor and asks for clarification if needed.  
  • Understands the relationships between team priorities and specific tasks.  
  • Understands how own work contributes to the team and sectional goals.  
  • Understands and supports the organisation’s vision, mission and business objectives.  
  • Takes time to learn about other areas of the organisation.  
  • Asks questions to ensure an accurate understanding of decisions and recommendations.  
  • Demonstrates ability to explain how decisions and recommendations are relevant to their work.  |
| **1.2 Thinks strategically** | • Demonstrates an awareness of issues that may impact designated work tasks.  
  • Thinks and plans ahead.  
  • Understands the work environment.  
  • Informs supervisor of potential issues that may impact designated work tasks.  
  • Contributes to the development of work plans and team goals.  |
| **1.3 Harnesses information and opportunities** | • Shows awareness of corporate goals and understands team priorities.  
  • Keeps supervisor informed on work progress.  
  • Knows where to find relevant information.  
  • Asks questions to gain better understanding of an issue.  
  • Uses established guidelines to determine what information should be conveyed to others.  |
| **1.4 Shows judgement, intelligence and common sense** | • Researches and analyses information relevant to work tasks and responsibilities.  
  • Identifies issues that could impact designated tasks and alerts supervisor.  
  • Refers difficult problems to supervisor.  
  • Participates in decision-making.  
  • Organises information to help others make quick, informed decisions.  
  • Suggests improvements to work practices and work tasks.  |
## Achieves results

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.1 Identifies and uses resources wisely</strong></td>
<td></td>
</tr>
<tr>
<td>Monitors task progress against performance expectations. Alerts supervisor early if work is behind schedule and makes alternative arrangements. Makes effective use of own capabilities.</td>
<td></td>
</tr>
<tr>
<td><strong>2.2 Applies and builds professional expertise</strong></td>
<td></td>
</tr>
<tr>
<td>Contributes own expertise to achieve outcomes for the business unit.</td>
<td></td>
</tr>
<tr>
<td><strong>2.3 Responds positively to change</strong></td>
<td></td>
</tr>
<tr>
<td>Creates and maintains schedules. Responds in a positive manner to change. Shares information with others. Is adaptable in approach and willing to be flexible to accommodate the changing needs of the team.</td>
<td></td>
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<tr>
<td><strong>2.4 Takes responsibility for managing work projects to achieve results</strong></td>
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<tr>
<td>Sees tasks through to completion. Works within agreed priorities, works independently on routine tasks and accepts more challenging tasks. Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.</td>
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</tbody>
</table>
# Individual profile

## CLF 3

### 3 Supports productive working relationships

<table>
<thead>
<tr>
<th>Description</th>
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</tr>
</thead>
</table>
| 3.1 Nurtures internal and external relationships | • Develops positive relationships with team members.  
• Participates actively in teamwork and group activities.  
• Builds and sustains relationships, liaising with team members and clients.  
• Responds under direction to changes in client needs and expectations.  
• Manages client expectations by clarifying expectations and deadlines.  
• Keeps clients informed on progress.  
• Provides courteous, prompt and professional service to clients. |
| 3.2 Listens to, understands and recognises the needs of others | • Operates as an effective team member.  
• Works closely with team members to achieve results.  
• Actively listens to colleagues and clients.  
• Supports team members in achieving goals, especially during busy or difficult working periods.  
• Shares information with own team and contributes to team discussions.  
• Informs supervisor of work progress. |
| 3.3 Values individual differences and diversity | • Recognises the value of individual differences and understands that others may work in different ways.  
• Recognises that others have different views and experiences.  
• Tries to see things from the other person’s perspective.  
• Maintains an awareness of personalities, motivations and other diverse qualities of people.  
• Treats people with respect and courtesy. |
| 3.4 Shares learning and supports others | • Supports the contribution of others.  
• Identifies development opportunities for self and shares learning with others.  
• Congratulates people on achievements.  
• Understands and acts on constructive feedback. |
**Individual profile**

**CLF 3**

## Displays personal drive and integrity

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
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</table>
| **4.1 Demonstrates public sector professionalism and probity** | • Understands and applies public sector values and Code of Conduct and behaves consistently in an honest, ethical and professional way.  
• Treats people fairly and equitably and is transparent in dealings with them.  
• Makes decisions without favouritism or bias.  
• Places the aims of the organisation above personal ambitions.  
• Takes time to learn policies, regulations and standard operating procedures and understands why they exist.  
• Understands and complies with procedures, legislative, policy and regulatory frameworks.  
• Maintains strict confidentiality of information.  |
| **Adopts a principled approach and adheres to public sector values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints.** | |
| **4.2 Engages with risk and shows personal courage** | • Listens when own ideas are challenged.  
• Provides accurate advice to colleagues and clients on less complex issues.  
• Makes sure that all work is checked and proofed.  
• Takes responsibility for mistakes, learns from them and acknowledges when in the wrong.  
• Seeks advice and assistance from colleagues and senior managers when uncertain.  |
| **Provides accurate advice on less complex issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.** | |
| **4.3 Commits to action** | • Takes personal responsibility for accurate completion of work.  
• Knows who can provide assistance with the achievement of goals and seeks help when required.  
• Gets on with the job at hand and applies self with energy and drive.  
• Commits to meeting objectives.  
• Follows up to ensure that issues are finalised.  
• Informs supervisor of issues impacting the achievement of designated tasks.  |
| **Takes personal responsibility for accurate completion of work and seeks assistance when required. Commits energy and drive to see that goals are achieved.** | |
| **4.4 Promotes and adopts a positive and balanced approach to work** | • Stays focused and works effectively in difficult circumstances.  
• Works to achieve objectives.  
• Maintains an optimistic outlook and focuses on the positives in difficult situations.  
• Supports a positive working environment.  
• Stays calm in difficult situations and when dealing with difficult people.  
• Does not become defensive when faced with criticism.  |
| **Works as directed to achieve work objectives, even in difficult circumstances. Remains positive and responds to pressure in a calm manner.** | |
| **4.5 Demonstrates self-awareness and a commitment to personal development** | • Is aware of the impact of own behaviour on others.  
• Seeks self-development opportunities.  
• Shows willingness to learn new approaches and acquire new capabilities.  
• Applies new knowledge in the workplace.  
• Develops an understanding of personal strengths and capabilities.  
• Works with supervisor to identify individual developmental requirements needed to complete assigned tasks.  
• Agrees on performance standards with supervisor.  
• Seeks feedback on behaviour and work performance from supervisor, and is responsive to guidance.  
• Seeks input from supervisor when assessing performance.  
• Identifies strengths as well as developmental requirements needed to complete assigned tasks.  |
| **Seeks feedback from others. Understands areas of strengths and works with supervisor to identify development needs. Is aware of the impact of own behaviour on others. Seeks self-development opportunities.** | |
## Communicates with influence

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<tr>
<th>Description</th>
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</table>
| **5.1 Communicates clearly** | - Focuses on clear communication of key points.  
- Limits the use of jargon and abbreviations.  
- Explains complex information using language appropriate for the audience.  
- Presents messages clearly.  
- Speaks at an appropriate volume and pace.  
- Conveys information succinctly.  
- Structures written communication so it is easy to follow.  
- Uses correct spelling and grammar. |

Communicates messages clearly and concisely. Focuses on key points and uses appropriate language. Structures written and oral communication so it is easy to follow.

| **5.2 Listens, understands and adapts to audience** | - Shows awareness of how own communication style affects others.  
- Pays close attention to others when they are speaking.  
- Checks own understanding of others’ comments by asking clarification questions.  
- Checks to ensure their own views have been understood.  
- Adapts communication style and approach to ensure they address the needs of different people or audiences. |

Adapts communication style and approach to ensure they address the needs of different people or audiences. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others’ comments.

| **5.3 Negotiates confidently** | - Listens to, considers and acknowledges differing ideas.  
- Discusses issues without getting personal or aggressive. |

Listens to, and considers different ideas. Discusses issues without getting personal or aggressive.
## All capabilities and components for CLF 4

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<th>Supports productive working relationships</th>
<th>Displays personal drive and integrity</th>
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</tr>
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<tbody>
<tr>
<td><strong>1.1</strong> Supports shared purpose and direction</td>
<td><strong>2.1</strong> Identifies and uses resources wisely</td>
<td><strong>3.1</strong> Nurtures internal and external relationships</td>
<td><strong>4.1</strong> Demonstrates public sector professionalism and probity</td>
<td><strong>5.1</strong> Communicates clearly</td>
</tr>
<tr>
<td>Understands and supports the organisation’s vision, mission and business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of organisational goals. Understands the reasons for decisions and recommendations.</td>
<td>Reviews task performance and communicates outcomes to supervisor. Understands individual and team capabilities and makes effective use of own capabilities.</td>
<td>Builds and sustains positive relationships with team members and clients. Participates actively in teamwork and activities. Responds under direction to changes in client needs and expectations.</td>
<td>Adopts a principled approach and adheres to public sector values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the work area in internal forums.</td>
<td>Communicates messages clearly and concisely. Focuses on key points and uses appropriate language. Structures written and oral communication so it is easy to follow.</td>
</tr>
<tr>
<td><strong>1.2</strong> Thinks strategically</td>
<td><strong>2.2</strong> Applies and builds professional expertise</td>
<td><strong>3.2</strong> Listens to, understands and recognises the needs of others</td>
<td><strong>4.2</strong> Engages with risk and shows personal courage</td>
<td><strong>5.2</strong> Listens, understands and adapts to audience</td>
</tr>
<tr>
<td>Understands the work environment and contributes to the development of work plans and team goals. Demonstrates an awareness of the implications of issues that may impact own work objectives.</td>
<td>Contributes own expertise to achieve outcomes for the business unit.</td>
<td>Actively listens to colleagues and clients. Shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.</td>
<td>Provides accurate advice on issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</td>
<td>Adapts communication style and approach to ensure they address the needs of different people or audiences. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others’ comments.</td>
</tr>
<tr>
<td><strong>1.3</strong> Harnesses information and opportunities</td>
<td><strong>2.3</strong> Responds positively to change</td>
<td><strong>3.3</strong> Values individual differences and diversity</td>
<td><strong>4.3</strong> Commits to action</td>
<td><strong>5.3</strong> Negotiates confidently</td>
</tr>
<tr>
<td>Knows where to find information, and asks questions to ensure a full understanding of an issue. Uses common sense to recognise the importance of available information. Keeps self and others well informed on work.</td>
<td>Establishes task plans to deliver objectives. Responds in a positive and flexible manner to change. Shares information with others and adapts to a changing environment.</td>
<td>Understands, values and operates as an effective team member.</td>
<td>Takes personal responsibility for accurate completion of work. Commits energy and drive to see that goals are achieved.</td>
<td>Listens to, and considers different ideas. Discusses issues without getting personal or aggressive.</td>
</tr>
<tr>
<td><strong>1.4</strong> Shows judgement, intelligence and common sense</td>
<td><strong>2.4</strong> Takes responsibility for managing work projects to achieve results</td>
<td><strong>3.4</strong> Shares learning and supports others</td>
<td><strong>4.4</strong> Promotes and adopts a positive and balanced approach to work</td>
<td></td>
</tr>
<tr>
<td>Researches and analyses information and makes recommendations based on evidence. Identifies issues that may impact tasks. Suggests improvements to work tasks and business practices.</td>
<td>Sees tasks through to completion. Works within agreed priorities. Commits to achieving quality outcomes. Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.</td>
<td>Identifies learning opportunities. Makes time for people and supports the contribution of others. Understands and acts on constructive feedback.</td>
<td>Focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</td>
<td></td>
</tr>
<tr>
<td><strong>1.5</strong> Responds positively to change</td>
<td></td>
<td></td>
<td><strong>4.5</strong> Demonstrates self-awareness and a commitment to personal development</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Seeks feedback from others. Communicates areas of strength and works with supervisor to identify development needs. Reflects on own behaviour and recognises the impact on others. Seeks self-development opportunities.</td>
<td></td>
</tr>
</tbody>
</table>
## 1 Supports strategic direction

### 1.1 Supports shared purpose and direction

**Description**

Understands and supports the organisation’s vision, mission and business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of organisational goals. Understands the reasons for decisions and recommendations.

**Behavioural Indicators**

- Follows direction provided by supervisor.
- Understands the relationships between team priorities and specific tasks.
- Understands and supports the organisation’s vision, mission and business objectives.
- Understands the reasons for decisions and recommendations and is able to explain how they are relevant to their work.

### 1.2 Thinks strategically

**Description**

Understands the work environment and contributes to the development of work plans and team goals. Demonstrates an awareness of the implications of issues that may impact own work objectives.

**Behavioural Indicators**

- Demonstrates an awareness of the implications of issues for own work.
- Thinks and plans ahead.
- Understands the work environment.
- Informs supervisor of potential issues that may impact work objectives.
- Contributes to the development of work plans and team goals.

### 1.3 Harnesses information and opportunities

**Description**

Knows where to find information, and asks questions to ensure a full understanding of an issue. Uses common sense to recognise the importance of available information. Keeps self and others well informed on work progress.

**Behavioural Indicators**

- Demonstrates awareness of corporate goals and understands team priorities.
- Keeps self and others well informed on work progress.
- Knows where to find relevant information.
- Asks questions to gain full understanding of an issue.
- Uses common sense and established guidelines to determine what information should be conveyed to others.

### 1.4 Shows judgement, intelligence and common sense

**Description**

Researches and analyses information and makes recommendations based on evidence. Identifies issues that may impact tasks. Suggests improvements to work tasks and business practices.

**Behavioural Indicators**

- Researches and analyses information and makes recommendations based on evidence.
- Identifies issues that could impact designated tasks.
- Identifies uncertainties of processes and designated tasks.
- Participates in decision-making.
- Suggests improvements to work practices, work tasks and business practices.
## Individual profile

### 2 Achieves results

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **2.1 Identifies and uses resources wisely**                               | • Identifies key individuals who need to be involved.  
| • Understands team and individual capabilities and makes effective use of own capabilities. | • Monitors task progress against performance expectations to ensure deadlines are met.  
| • Communicates outcomes to supervisor.  
| • Reschedules and reorganises work to reflect changes in priority.          |                                                                                                                                                                                                                        |
| **2.2 Applies and builds professional expertise**                           | • Applies and develops capabilities to meet performance expectations.  
| Contributes own expertise to achieve outcomes for the business unit.       | • Demonstrates knowledge of the features of new programs, products or services relevant to the position.  
|                                                                               | • Contributes own expertise for the benefit of the business unit.                                                                                                                                                        |
| **2.3 Responds positively to change**                                       | • Constructs task plans to deliver objectives.  
| Establishes task plans to deliver objectives. Responds in a positive and flexible manner to change. Shares information with others and adapts to a changing environment. | • Demonstrates flexibility and copes effectively with day-to-day work changes and shifting priorities.  
|                                                                               | • Shares appropriate information with colleagues during times of change.  
|                                                                               | • Responds to change under guidance from supervisor.                                                                                                                                                                    |
| **2.4 Takes responsibility for managing work projects to achieve results** | • Seeks regular feedback from supervisor to gauge their satisfaction and incorporates this feedback into the performance of new tasks.  
| Sees tasks through to completion. Works within agreed priorities. Commits to achieving quality outcomes. Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required. | • Maintains accurate records and files.  
|                                                                               | • Uses appropriate information management systems to keep information up-to-date.  
|                                                                               | • Sees tasks through to completion.  
|                                                                               | • Works to agreed priorities, outcomes and time constraints.  
|                                                                               | • Responds to changes in requirements.                                                                                                                                                                                |
# Individual profile

## 3 Supports productive working relationships

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **3.1 Nurtures internal and external relationships**                                                | • Develops positive relationships with team members.  
• Participates actively in teamwork and group activities.  
• Builds and sustains relationships  
• Liaises with team members and clients.  
• Responds under direction to changes in client needs and expectations.  
• Manages client expectations by clarifying expectations and deadlines.  
• Keeps clients informed on progress.  
• Provides courteous, prompt and professional service to clients.                                   |
| Builds and sustains positive relationships with team members and clients. Participates actively in teamwork and activities. Responds under direction to changes in client needs and expectations. |                                                                                                                                                                                                                      |
| **3.2 Listens to, understands and recognises the needs of others**                                    | • Operates as an effective team member.  
• Works collaboratively.  
• Listens actively to colleagues and clients.  
• Supports team members and is aware of the contributions made by other people.  
• Shares information with own team and seeks input from others.  
• Contributes to team discussions and planning.  
• Ensures people are kept informed of progress and issues.                                            |
| Listens actively to colleagues and clients. Shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member. |                                                                                                                                                                                                                      |
| **3.3 Values individual differences and diversity**                                                   | • Recognises the value of individual differences and understands that others may work in different ways.  
• Recognises that others have different views and experiences.  
• Tries to see things from the other person’s perspective.  
• Maintains an awareness of personalities, motivations and other diverse qualities of people.  
• Treats people with respect and courtesy.                                                              |
| Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy. |                                                                                                                                                                                                                      |
| **3.4 Shares learning and supports others**                                                           | • Makes time for people and supports the contribution of others.  
• Identifies development opportunities for self and shares learning with others.  
• Congratulates people on achievements.  
• Understands and acts on constructive feedback.                                                          |
| Identifies learning opportunities. Makes time for people and supports the contribution of others. Understands and acts on constructive feedback. |                                                                                                                                                                                                                      |
### Individual profile

#### CLF 4

## 4 Displays personal drive and integrity

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **4.1 Demonstrates public sector professionalism and probity** | • Adheres to public sector values and Code of Conduct and behaves consistently in an honest, ethical and professional way.  
• Treats people fairly and equitably and is transparent in dealings with them.  
• Makes decisions for the corporate good without favouritism or bias.  
• Places the aims of the organisation above personal ambitions.  
• Understands and complies with procedures, legislative, policy and regulatory frameworks.  
• Operates in a professional manner when representing the work area in internal forums. |
| **4.2 Engages with risk and shows personal courage** | • Listens when own ideas are challenged.  
• Provides accurate advice to colleagues and clients.  
• Checks and confirms the accuracy of information prior to release.  
• Takes responsibility for mistakes and learns from them.  
• Acknowledges when in the wrong.  
• Seeks advice and assistance from colleagues and supervisor when uncertain. |
| **4.3 Commits to action** | • Takes personal responsibility for accurate completion of work and seeks help when required.  
• Gets on with the job at hand and applies self with energy and drive.  
• Commits to meeting objectives.  
• Follows up to ensure that issues are finalised.  
• Recognises issues impacting the achievement of desired outcomes. |
| **4.4 Promotes and adopts a positive and balanced approach to work** | • Maintains effective performance levels even in difficult circumstances.  
• Works to achieve objectives.  
• Maintains an optimistic outlook and focuses on positives in difficult situations.  
• Supports a positive working environment.  
• Stays calm under pressure.  
• Does not react personally to criticism. |
| **4.5 Demonstrates self-awareness and a commitment to personal development** | • Reflects on own behaviours and work style and is aware of how they impact others.  
• Seeks self-development opportunities.  
• Demonstrates willingness to learn new approaches and acquire new capabilities.  
• Applies new knowledge in the workplace.  
• Communicates areas of strength, and works with supervisor to identify individual development requirements needed to complete assigned tasks.  
• Agrees on performance standards with supervisor.  
• Seeks feedback on behaviour and work performance from supervisor, and is responsive to guidance.  
• Reviews performance and identifies strengths as well as development requirements needed to complete assigned tasks. |
## 5 Communicates with influence

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
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</thead>
</table>
| **5.1 Communicates clearly** | • Focuses on clear communication of key points.  
                                      • Limits the use of jargon and abbreviations.  
                                      • Explains information using language appropriate for the audience.  
                                      • Presents messages confidently.  
                                      • Structures messages clearly and succinctly, both orally and in writing. |
| **5.2 Listens, understands and adapts to audience** | • Adjusts presentation style on the basis of non-verbal cues.  
                                                    • Maximises personal communication strengths and takes into account shortcomings.  
                                                    • Focuses on gaining a clear understanding of others’ comments by listening and asking questions.  
                                                    • Checks to ensure their own views have been understood.  
                                                    • Understands the key concerns of the audience.  
                                                    • Tailors communication style and language to the needs of individuals or the audience. |
| **5.3 Negotiates confidently** | • Listens to, considers and acknowledges differing ideas.  
                                      • Discusses issues credibly and thoughtfully without getting personal or aggressive.  
                                      • Identifies relevant stakeholders. |

Individual profile CLF 4

Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others’ comments.
### Individual profile

### All capabilities and components for CLF 5

<table>
<thead>
<tr>
<th>1</th>
<th>Supports strategic direction</th>
<th>2</th>
<th>Achieves results</th>
<th>3</th>
<th>Supports productive working relationships</th>
<th>4</th>
<th>Displays personal drive and integrity</th>
<th>5</th>
<th>Communicates with influence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1</strong> Supports shared purpose and direction</td>
<td><strong>2.1</strong> Identifies and uses resources wisely</td>
<td><strong>3.1</strong> Nurtures internal and external relationships</td>
<td><strong>4.1</strong> Demonstrates public sector professionalism and probity</td>
<td><strong>5.1</strong> Communicates clearly</td>
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</tr>
<tr>
<td>Understands and supports the organisation’s vision, mission and business objectives. Communicates and follows direction provided by supervisor. Recognises how own work contributes to the achievement of organisational goals. Understands the reasons for decisions and recommendations.</td>
<td>Reviews task performance and communicates outcomes to supervisor. Makes effective use of individual and team capabilities. Responds to changes in requirements.</td>
<td>Builds and sustains positive relationships with team members and clients. Responds to changes in client needs and expectations.</td>
<td>Adopts a principled approach and adheres to public sector values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the work area in internal forums.</td>
<td>Presents messages confidently in a clear, concise manner. Focuses on key points and uses appropriate language. Structures written and oral communication to ensure clarity.</td>
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</tr>
<tr>
<td><strong>1.2</strong> Thinks strategically</td>
<td><strong>2.2</strong> Applies and builds professional expertise</td>
<td><strong>3.2</strong> Listens to, understands and recognises the needs of others</td>
<td><strong>4.2</strong> Engages with risk and shows personal courage</td>
<td><strong>5.2</strong> Listens, understands and adapts to audience</td>
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</tr>
<tr>
<td>Understands the work environment and contributes to the development of plans, strategies and team goals. Identifies issues and problems that may impact on own work objectives. Demonstrates an awareness of the implications of issues for own work.</td>
<td>Contributes own expertise to achieve outcomes for the business unit.</td>
<td>Actively listens to colleagues and clients. Shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.</td>
<td>Provides accurate advice on issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</td>
<td>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others’ comments.</td>
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</tr>
<tr>
<td><strong>1.3</strong> Harnesses information and opportunities</td>
<td><strong>2.3</strong> Responds positively to change</td>
<td><strong>3.3</strong> Values individual differences and diversity</td>
<td><strong>4.3</strong> Commits to action</td>
<td><strong>5.3</strong> Negotiates confidently</td>
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</tr>
<tr>
<td>Draws on information from multiple sources and uses agreed guidelines to analyse what information is important and how it should be used. Keeps self and others well informed on work progress.</td>
<td>Establishes task plans and simple project plans with measurable milestones to deliver objectives. Responds in a positive and flexible manner to change. Shares information with others and adapts to a changing environment.</td>
<td>Recognises the positive benefits that can be gained from diversity. Recognises the different working styles of individuals, and factors this into the management of tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.</td>
<td>Takes personal responsibility for accurate completion of work and seeks guidance when required. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.</td>
<td>Listens to, and considers different ideas and discusses issues credibly and thoughtfully. Identifies other people’s expectations and concerns.</td>
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</tr>
<tr>
<td><strong>1.4</strong> Shows judgement, intelligence and common sense</td>
<td><strong>2.4</strong> Takes responsibility for managing work projects to achieve results</td>
<td><strong>3.4</strong> Shares learning and supports others</td>
<td><strong>4.4</strong> Promotes and adopts a positive and balanced approach to work</td>
<td><strong>5.4</strong> Demonstrates self-awareness and a commitment to personal development</td>
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</tr>
<tr>
<td>Undertakes analysis and draws accurate conclusions based on evidence. Thinks laterally and identifies and implements improved work practices.</td>
<td>Sees tasks through to completion. Works within agreed priorities. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction and seeks guidance when required.</td>
<td>Identifies learning opportunities. Makes time for people and supports the contribution of others. Understands and acts on constructive feedback.</td>
<td>Focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</td>
<td>Seeks feedback from others. Communicates areas of strength and works with supervisor to identify development needs. Reflects on own behaviour and recognises the impact on others. Seeks self-development opportunities.</td>
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</tbody>
</table>
## Individual profile

### 1 Supports strategic direction

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **1.1 Supports shared purpose and direction** | - Follows direction provided by supervisor and communicates it to others.  
- Understands the relationship between business priorities and specific tasks.  
- Understands and supports the organisation’s vision, mission and business objectives.  
- Understands the reasons for decisions and recommendations and is able to explain how they are relevant to their work. |
| **1.2 Thinks strategically** | - Demonstrates an awareness of the implications of issues for own work.  
- Thinks and plans ahead.  
- Understands the work environment.  
- Identifies issues and problems that may impact the achievement of own work objectives.  
- Contributes to the development of plans, strategies and team goals. |
| **1.3 Harnesses information and opportunities** | - Understands the corporate priorities and the business context of the organisation.  
- Keeps self and others well informed on work progress.  
- Draws on information from appropriate sources.  
- Uses common sense to analyse what information is important.  
- Works within agreed guidelines to make decisions about the use and dissemination of information. |
| **1.4 Shows judgement, intelligence and common sense** | - Researches and analyses information and draws accurate conclusions based on evidence.  
- Analyses and interprets information to inform decision-makers.  
- Anticipates issues and problems that could impact designated task.  
- Identifies risks and uncertainties of process and tasks.  
- Participates actively in decision-making.  
- Thinks laterally, is innovative, and identifies and implements improved work practices.  
- Identifies potential solutions for key problems. |
## Individual profile

### 2 Achieves results

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.1 Identifies and uses resources wisely</strong></td>
<td>• Identifies key individuals who need to be involved.</td>
</tr>
<tr>
<td>Reviews task performance and communicates outcomes to supervisor. Makes effective use of individual and team capabilities. Responds to changes in requirements.</td>
<td>• Makes effective use of team and individual capabilities.</td>
</tr>
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<td></td>
<td>• Monitors task progress against performance expectations to ensure deadlines are met.</td>
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<td></td>
<td>• Communicates outcomes to supervisor.</td>
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<td></td>
<td>• Reschedules and reorganises work to reflect changes in priority.</td>
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<tr>
<td><strong>2.2 Applies and builds professional expertise</strong></td>
<td>• Applies and develops capabilities to meet performance expectations.</td>
</tr>
<tr>
<td>Contributes own expertise to achieve outcomes for the business unit.</td>
<td>• Demonstrates knowledge of the features of new programs, products or services relevant to the position.</td>
</tr>
<tr>
<td></td>
<td>• Contributes own expertise for the benefit of the business unit.</td>
</tr>
<tr>
<td><strong>2.3 Responds positively to change</strong></td>
<td>• Constructs task plans and single project plans with measurable milestones to deliver objectives.</td>
</tr>
<tr>
<td>Establishes task plans and simple project plans with measurable milestones to deliver objectives. Responds in a positive and flexible manner to change. Shares information with others and adapts to a changing environment.</td>
<td>• Demonstrates flexibility and copes effectively with day-to-day work changes, shifting priorities and periods of uncertainty.</td>
</tr>
<tr>
<td></td>
<td>• Shares appropriate information with colleagues during times of change.</td>
</tr>
<tr>
<td></td>
<td>• Responds to change under guidance from supervisor.</td>
</tr>
<tr>
<td><strong>2.4 Takes responsibility for managing work projects to achieve results</strong></td>
<td>• Seeks regular feedback from supervisor to gauge their satisfaction and incorporates this feedback into the performance of new tasks.</td>
</tr>
<tr>
<td>Sees tasks through to completion. Works within agreed priorities. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction and seeks guidance when required.</td>
<td>• Adheres to documentation procedures.</td>
</tr>
<tr>
<td></td>
<td>• Uses, and encourages others to use, appropriate information management systems to keep information up-to-date.</td>
</tr>
<tr>
<td></td>
<td>• Sees tasks through to completion.</td>
</tr>
<tr>
<td></td>
<td>• Works to agreed priorities, outcomes, time constraints and assigned resources.</td>
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<tr>
<td></td>
<td>• Assists with monitoring projects against plans and is responsive to changes in requirements.</td>
</tr>
</tbody>
</table>
### 3 Supports productive working relationships

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **3.1 Nurtures internal and external relationships** | • Develops and maintains positive relationships with team members.  
• Builds and sustains relationships.  
• Liaises with team members, other teams, colleagues and clients.  
• Responds to changes in client needs.  
• Manages client expectations by clarifying expectations and deadlines.  
• Keeps clients informed on progress.  
• Provides courteous, prompt and professional service to clients. |
| **3.2 Listens to, understands and recognises the needs of others** | • Operates as an effective team member and works collaboratively.  
• Listens actively to colleagues and clients.  
• Supports team members.  
• Shows awareness of the contributions made by other people.  
• Shares information with own team and seeks input from others.  
• Contributes to team discussions and planning.  
• Ensures people are kept informed of progress and issues. |
| **3.3 Values individual differences and diversity** | • Recognises the differing working styles of individuals and factors this into the management of tasks.  
• Recognises that others have different views and experience.  
• Tries to see things from the other person’s perspective.  
• Maintains an awareness of personalities, motivations and other diverse qualities of people.  
• Treats people with respect and courtesy. |
| **3.4 Shares learning and supports others** | • Makes time for people and supports the contribution of others.  
• Actively requests coaching from supervisor or peers.  
• Identifies development opportunities for self and shares learning with others.  
• Congratulates people on achievements.  
• Understands and acts on constructive feedback. |
### Individual profile

#### CLF 5

## 4 Displays personal drive and integrity

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **4.1 Demonstrates public sector professionalism and probity** | • Adheres to public sector values and Code of Conduct and behaves consistently in an honest, ethical and professional way.  
• Treats people fairly and equitably and is transparent in dealings with them.  
• Makes decisions for the corporate good without favouritism or bias.  
• Places the aims of the organisation above personal ambitions.  
• Understands and complies with procedures, legislative, policy and regulatory frameworks.  
• Operates in a professional manner when representing the work area in internal forums. |
| **4.2 Engages with risk and shows personal courage** | • Listens when own ideas are challenged.  
• Provides accurate advice to colleagues and clients.  
• Checks and confirms the accuracy of information prior to release.  
• Takes responsibility for mistakes and learns from them.  
• Acknowledges when in the wrong.  
• Seeks advice and assistance from colleagues and supervisor when uncertain. |
| **4.3 Commits to action** | • Takes personal responsibility for accurate completion of work and seeks guidance when required.  
• Takes the initiative to progress work when required.  
• Gets on with the job at hand and applies self with energy and drive.  
• Commits to meeting objectives.  
• Follows up to ensure that issues are finalised.  
• Recognises issues impacting the achievement of desired outcomes. |
| **4.4 Promotes and adopts a positive and balanced approach to work** | • Maintains effective performance levels even in difficult circumstances.  
• Works to achieve objectives.  
• Maintains an optimistic outlook and focuses on positives in difficult situations.  
• Supports a positive working environment.  
• Stays calm under pressure.  
• Does not react personally to criticism. |
| **4.5 Demonstrates self-awareness and a commitment to personal development** | • Reflects on own behaviours and work style and is aware of how they impact on others.  
• Seeks self-development opportunities.  
• Demonstrates willingness to learn new approaches and acquire new capabilities.  
• Applies new knowledge in the workplace.  
• Communicates areas of strength and works with supervisor to identify individual development requirements needed to complete assigned tasks.  
• Agrees on performance standards with supervisor.  
• Seeks feedback on behaviour and work performance from supervisor, and is responsive to guidance.  
• Reviews performance and identifies strengths as well as development needs. |

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- Provides accurate advice on issues.  
- Acknowledges mistakes and learns from them, and seeks guidance and advice when required.  
- Takes personal responsibility for accurate completion of work and seeks guidance when required.  
- Takes personal responsibility for accurate completion of work and seeks guidance when required.  
- Takes personal responsibility for accurate completion of work and seeks guidance when required.  
- Takes personal responsibility for accurate completion of work and seeks guidance when required.
## Individual profile

### 5 Communicates with influence

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **5.1 Communicates clearly** | Focuses on clear communication of key points.  
Presents messages confidently in a clear, concise manner. Focuses on key points and uses appropriate language. Structures written and oral communication to ensure clarity.  
- Focuses on clear communication of key points.  
- Limits the use of jargon and abbreviations.  
- Explains information using language appropriate for the audience.  
- Presents messages confidently.  
- Structures messages clearly and succinctly, both orally and in writing. |
| **5.2 Listens, understands and adapts to audience** | Adjusts presentation style on the basis of non-verbal cues.  
Maximises personal communication strengths and takes into account shortcomings.  
Focuses on gaining a clear understanding of others’ comments by listening and asking clarification questions.  
Checks to ensure their own views have been understood.  
Understands the key concerns of the audience.  
Tailors communication style and language to the needs of individuals or the audience.  
- Adjusts presentation style on the basis of non-verbal cues.  
- Maximises personal communication strengths and takes into account shortcomings.  
- Focuses on gaining a clear understanding of others’ comments by listening and asking clarification questions.  
- Checks to ensure their own views have been understood.  
- Understands the key concerns of the audience.  
- Tailors communication style and language to the needs of individuals or the audience. |
| **5.3 Negotiates confidently** | Listens to differing ideas and views to develop a clear understanding of the issues.  
Discusses issues credibly and thoughtfully without getting personal or aggressive.  
Identifies relevant stakeholders.  
Identifies other people’s expectations and concerns.  
- Listens to differing ideas and views to develop a clear understanding of the issues.  
- Discusses issues credibly and thoughtfully without getting personal or aggressive.  
- Identifies relevant stakeholders.  
- Identifies other people’s expectations and concerns. |
Individual profile

All capabilities and components for CLF 6

<table>
<thead>
<tr>
<th>1</th>
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<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supports shared direction</td>
<td>Achieves results</td>
<td>Supports productive working relationships</td>
<td>Displays personal drive and integrity</td>
<td>Communicates with influence</td>
</tr>
</tbody>
</table>

1.1 Supports shared purpose and direction
- Understands and supports the organisation’s vision, mission and business objectives. Identifies the relationship between organisational goals and operational tasks. Communicates with others regarding the purpose of their work. Understands and communicates the reasons for decisions and recommendations to others.

1.2 Thinks strategically
- Understands the work environment and contributes to the development of plans, strategies and team goals. Identifies broader influences that may impact on the team’s work objectives. Demonstrates an awareness of the implications of issues for own work and work area.

1.3 Harnesses information and opportunities
- Draws on information from diverse sources and uses experience to analyse what information is important and how it should be used. Maintains an awareness of the organisation and keeps self and others well informed on issues that may affect work progress.

1.4 Shows judgement, intelligence and common sense
- Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Identifies problems and works to resolve them. Thinks laterally, and identifies and implements improved work practices.

2.1 Identifies and uses resources wisely
- Reviews project performance and identifies opportunities for improvement. Makes effective use of individual and team capabilities and negotiates responsibility for work outcomes. Responds to changes in requirements.

2.2 Applies and builds professional expertise
- Values specialist expertise and capitalises on the knowledge and skills of others within the organisation. Contributes own expertise to achieve outcomes for the business unit.

2.3 Responds positively to change
- Establishes clear plans and timetables for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and encourages cooperation in coping with change.

2.4 Takes responsibility for managing work projects to achieve results
- Sees projects through to completion. Monitors project progress and manages priorities. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction.

3.1 Nurtures internal and external relationships
- Builds and sustains positive relationships with team members, stakeholders and clients. Responds to changes in client and stakeholder needs and expectations.

3.2 Listens to, understands and recognises the needs of others
- Actively listens to, colleagues, clients and stakeholders. Seeks feedback from others.

3.3 Values individual differences and diversity
- Recognises the positive benefits that can be gained from diversity and explores diverse views. Recognises the different working styles of individuals and factors this into the management of people and tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.

3.4 Shares learning and supports others
- Identifies learning opportunities for others and delegates tasks effectively. Agrees on clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Provides constructive feedback. Recognises and notes under-performance where appropriate.

4.1 Demonstrates public sector professionalism and probity
- Adopts a principled approach and adheres to public sector values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in internal forums.

4.2 Engages with risk and shows personal courage
- Provides impartial and forthright advice. Justifies own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.

4.3 Commits to action
- Takes personal responsibility for meeting objectives and progressing work. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.

4.4 Promotes and adopts a positive and balanced approach to work
- Persists with, and focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.

4.5 Demonstrates self-awareness and a commitment to personal development
- Seeks feedback from others. Communicates areas of strength and acknowledges development needs. Reflects on own behaviour and recognises the impact on others. Shows commitment to learning and self-development.

5.1 Communicates clearly
- Presents messages confidently in a clear, concise and articulate manner. Focuses on key points and uses appropriate unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.

5.2 Listens, understands and adapts to audience
- Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others’ comments and does not allow misunderstandings to linger.

5.3 Negotiates confidently
- Approaches negotiations with a clear understanding of key issues. Understands the desired outcomes. Identifies relevant stakeholders’ expectations and concerns. Discusses issues credibly and thoughtfully. Encourages the support of relevant stakeholders.
### Individual profile

#### 1 Supports strategic direction

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **1.1 Supports shared purpose and direction** | - Communicates with others regarding the purpose of their work.  
- Identifies the relationship between organisational goals and operational tasks.  
- Understands and supports the organisation’s vision, mission and business objectives.  
- Understands and communicates the reasons for decisions and recommendations to others. |
| **1.2 Thinks strategically** | - Demonstrates an awareness of the implications of issues for own work and work area.  
- Thinks about the future and considers implications of own work.  
- Understands the strategic objectives of the organisation.  
- Identifies broader influences that may impact the achievement of work objectives.  
- Contributes to the development of plans, strategies and team goals. |
| **1.3 Harnesses information and opportunities** | - Monitors corporate priorities and business context of the organisation.  
- Keeps self and others well informed on issues that may affect work progress.  
- Draws on information from a variety of sources.  
- Uses experience and judgement to analyse what information is important.  
- Works within agreed guidelines to make decisions about use and dissemination of information. |
| **1.4 Shows judgement, intelligence and common sense** | - Researches and analyses information and draws accurate conclusions based on evidence.  
- Analyses and interprets information to inform decision-makers.  
- Identifies issues and problems and works to resolve them.  
- Identifies risks and uncertainties and takes account of these in planning and priority setting.  
- Participates actively in decision-making and incorporates outcomes of decision-making into work plans.  
- Thinks laterally, is innovative, and identifies and implements improved work practices.  
- Selects the best option from a range of potential solutions for key problems. |
## Individual profile

### 2 Achieves results

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **2.1 Identifies and uses resources wisely** | - Identifies key individuals who need to be involved.  
- Makes best use of team and individual capabilities and negotiates responsibility for work outcomes.  
- Evaluates project performance, identifies need for change and initiates change when required.  
- Reschedules and reorganises work to reflect changes in priority. |
| **2.2 Applies and builds professional expertise** | - Consults internal experts and taps into their occupation-specific knowledge and experience to improve work outcomes for the business unit.  
- Applies and develops capabilities to meet performance expectations.  
- Contributes own expertise for the benefit of the business unit. |
| **2.3 Responds positively to change** | - Constructs project plans that have clear and appropriate milestones, goals, timeframes and budgets.  
- Demonstrates flexibility and copes effectively with day-to-day work changes, shifting priorities and periods of uncertainty.  
- Shares appropriate information with colleagues during times of change.  
- Assesses impact of change and encourages cooperation in coping with change. |
| **2.4 Takes responsibility for managing work projects to achieve results** | - Seeks regular feedback from supervisor to gauge their satisfaction.  
- Maintains focus on quality to achieve outcomes.  
- Adheres to documentation procedures.  
- Uses, and encourage others to use, appropriate information management systems to keep information up-to-date.  
- Sees projects through to completion.  
- Monitors projects against plans, manages priorities and is responsive to changes in requirements. |
## Individual profile

### 3 Supports productive working relationships

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **3.1 Nurtures internal and external relationships** | - Develops and maintains positive relationships with team members.  
- Builds and sustains relationships.  
- Liaises with a range of stakeholders including team members, other teams, colleagues and clients.  
- Responds to changes in client and stakeholder needs.  
- Provides courteous, prompt and professional service to clients. |
| **3.2 Listens to, understands and recognises the needs of others** | - Operates as an effective team member and works collaboratively.  
- Draws on team strength.  
- Listens actively to colleagues, clients and stakeholders.  
- Involves others and recognises the contributions made by other people.  
- Consults and shares information with own team and seeks input from others.  
- Ensures people are kept informed of progress and issues. |
| **3.3 Values individual differences and diversity** | - Recognises the differing working styles of individuals and factors this into the management of people and tasks.  
- Recognises that others have different views and experiences, and explores their contributions.  
- Tries to see things from the other person’s perspective.  
- Maintains an awareness of personalities, motivations and other diverse qualities of people.  
- Treats people with respect and courtesy. |
| **3.4 Shares learning and supports others** | - Makes time for people despite competing priorities.  
- Provides guidance and offers full support when required.  
- Works with staff to identify areas for development, and encourages staff to engage in development opportunities.  
- Actively requests coaching from supervisor or peers.  
- Identifies development opportunities for self.  
- Shares learning with others.  
- Delegates tasks effectively.  
- Congratulates people on achievements and gives timely recognition for good performance.  
- Provides constructive and regular feedback.  
- Agrees on performance standards with staff and conducts regular reviews.  
- Identifies and notes under-performance where appropriate. |
### 4 Displays personal drive and integrity

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **4.1 Demonstrates public sector professionalism and probity** | - Adheres to public sector values and Code of Conduct and behaves consistently in an honest, ethical and professional way.  
- Treats people fairly and equitably and is transparent in dealings with them.  
- Makes decisions for the corporate good without favouritism or bias.  
- Places the aims of the organisation above personal ambitions.  
- Understands and complies with procedures, legislative, policy and regulatory frameworks.  
- Operates in a professional manner when representing the organisation in internal forums. |

Adopts a principled approach and adheres to public sector values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in internal forums.

- **4.2 Engages with risk and shows personal courage**
  Provides impartial and forthright advice. Justifies own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.

  - Listens when own ideas are challenged, and can justify own position and actions.  
  - Provides accurate, impartial and forthright advice to colleagues, stakeholders and clients.  
  - Checks and confirms the accuracy of information prior to release.  
  - Takes responsibility for mistakes, learns from them and acknowledges when in the wrong.  
  - Seeks advice and assistance from colleagues and supervisor when uncertain.

- **4.3 Commits to action**
  Takes personal responsibility for meeting objectives and progressing work. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.

  - Takes personal responsibility for accurate completion of work within timeframes and quality requirements.  
  - Takes the initiative to progress work when required.  
  - Gets on with the job at hand and applies self with energy and drive.  
  - Commits to meeting objectives.  
  - Follows up to ensure that issues are finalised.  
  - Recognises and understands issues impacting on the achievement of desired outcomes.

- **4.4 Promotes and adopts a positive and balanced approach to work**
  Persists with, and focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.

  - Maintains effective performance levels even in challenging, uncertain or difficult circumstances.  
  - Demonstrates persistence and works to achieve objectives.  
  - Maintains an optimistic outlook and focuses on the positives in difficult situations.  
  - Maintains a positive and balanced working environment while responding to service and implementation schedules.  
  - Stays calm under pressure.  
  - Does not react personally to criticism.

- **4.5 Demonstrates self-awareness and a commitment to personal development**
  Seeks feedback from others. Communicates areas of strength and acknowledges development needs. Reflects on own behaviour and recognises the impact on others. Shows commitment to learning and self-development.

  - Reflects on own behaviours and work style and understands how they impact on others and on job performance.  
  - Demonstrates commitment to self-development and seeks opportunities to extend skills and knowledge, including management, leadership and supervisory skills.  
  - Communicates areas of strength, and acknowledges development needs.  
  - Agrees on performance standards with supervisor.  
  - Seeks feedback on behaviour and work performance from supervisor, peers and subordinates, and is responsive to guidance.  
  - Reviews performance and identifies strengths as well as development needs.
## 5 Communicates with influence

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **5.1 Communicates clearly** | - Focuses on clear communication of key points.  
- Limits the use of jargon and abbreviations.  
- Explains complex information using language appropriate for the audience.  
- Presents messages confidently, using an appropriate medium for conveying information.  
- Structures messages clearly and succinctly, both orally and in writing. |
| **5.2 Listens, understands and adapts to audience** | - Adjusts presentation style on the basis of subtle non-verbal cues.  
- Maximises personal communication strengths and takes into account shortcomings.  
- Focuses on gaining a clear understanding of others’ comments by listening, asking clarification questions and reflecting back.  
- Checks to ensure their own views have been understood.  
- Understands and addresses the key concerns of the audience.  
- Tailors communication style and language to the audience’s level of knowledge, skill and experience. |
| **5.3 Negotiates confidently** | - Listens to differing ideas and views to develop a clear understanding of the issues.  
- Discusses issues credibly and thoughtfully without being personal or aggressive.  
- Encourages relevant stakeholders in supporting the position.  
- Identifies other people’s expectations and concerns.  
- Commences negotiations with a clear understanding of the desired outcomes. |

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*Individual profile CLF 6*

*Description*

*Behavioural Indicators*
## Individual profile

### All capabilities and components for CLF 7

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Supports strategic direction</strong></td>
<td><strong>Supports results for outcomes</strong></td>
<td><strong>Supports productive working relationships</strong></td>
<td><strong>Displays personal drive and integrity</strong></td>
<td><strong>Communicates with influence</strong></td>
</tr>
<tr>
<td>1.1 <strong>Supports shared purpose and direction</strong></td>
<td>2.1 <strong>Identifies and uses resources wisely</strong></td>
<td>3.1 <strong>Nurtures internal and external relationships</strong></td>
<td>4.1 <strong>Demonstrates public sector professionalism and probity</strong></td>
<td>5.1 <strong>Communicates clearly and persuasively</strong></td>
</tr>
<tr>
<td>Understands, supports and promotes the organisation’s vision, mission and business objectives. Identifies the relationship between organisational goals and operational tasks. Communicates goals and objectives clearly to others.</td>
<td>Reviews project performance and identifies opportunities for improvement. Makes effective use of individual and team capabilities and negotiates responsibility for work outcomes. Responds to changes in requirements.</td>
<td>Builds and sustains positive relationships with team members, stakeholders and clients. Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to client and stakeholder needs and expectations.</td>
<td>Adopts a principled approach and adheres to public sector values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in internal forums.</td>
<td>Presents messages confidently in a clear, concise and articulate manner. Focuses on key points and uses appropriate unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.</td>
</tr>
<tr>
<td>1.2 <strong>Thinks strategically</strong></td>
<td>2.2 <strong>Applies and builds professional expertise</strong></td>
<td>3.2 <strong>Listens to, understands and recognises the needs of others</strong></td>
<td>4.2 <strong>Engages with risk and shows personal courage</strong></td>
<td>5.2 <strong>Listens, understands and adapts to audience</strong></td>
</tr>
<tr>
<td>Understands the work environment and initiates and develops team goals, strategies and work plans. Identifies broader factors, trends and influences that may impact the team’s work objectives. Considers implications of issues and longer term impact of own work and work area.</td>
<td>Values specialist expertise and capitalises on the knowledge and skills of others within the organisation. Contributes own expertise to achieve outcomes for the business unit.</td>
<td>Actively listens to staff, colleagues, clients and stakeholders. Involves others and recognises their contributions. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.</td>
<td>Provides impartial and forthright advice. Challenges issues constructively and can justify own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</td>
<td>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others’ comments and does not allow misunderstandings to linger.</td>
</tr>
<tr>
<td>1.3 <strong>Harnesses information and opportunities</strong></td>
<td>2.3 <strong>Responds positively to change</strong></td>
<td>3.3 <strong>Values individual differences and diversity</strong></td>
<td>4.3 <strong>Commits to action</strong></td>
<td>5.3 <strong>Negotiates confidently</strong></td>
</tr>
<tr>
<td>Gathers and investigates information from diverse sources and explores new ideas and different viewpoints. Uses experience to analyse what information is important and how it should be used. Maintains an awareness of the organisation and keeps self and others well informed on work issues and finds out about best practice approaches.</td>
<td>Establishes clear plans and timeframes for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.</td>
<td>Recognises the positive benefits that can be gained from diversity. Encourages the exploration of diverse views and harnesses the benefits of such views.</td>
<td>Takes personal responsibility for meeting objectives and progressing work. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.</td>
<td>Approaches negotiations with a clear understanding of key issues. Understands the desired outcomes. Anticipates and identifies relevant stakeholders’ expectations and concerns. Discusses issues credibly and thoughtfully and presents persuasive counterarguments. Encourages the support of relevant stakeholders.</td>
</tr>
<tr>
<td>2.4 <strong>Takes responsibility for managing work projects to achieve results</strong></td>
<td><strong>Continued next page...</strong></td>
<td><strong>Communicates with influence</strong></td>
<td><strong>Communicates with influence</strong></td>
<td><strong>Communicates clearly and persuasively</strong></td>
</tr>
</tbody>
</table>
## Individual profile

### All capabilities and components for CLF 7

<table>
<thead>
<tr>
<th></th>
<th>Supports strategic direction</th>
<th>Achieves results</th>
<th>Supports productive working relationships</th>
<th>Displays personal drive and integrity</th>
<th>Communicates with influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.4</td>
<td>Shows judgement, intelligence and common sense</td>
<td>Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Identifies problems and works to resolve them. Thinks laterally, and identifies, implements and promotes improved work practices.</td>
<td>Identifies learning opportunities for others and delegates tasks effectively. Agrees on clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Provides constructive and regular feedback. Deals with under-performance promptly.</td>
<td>Identifies learning opportunities for others and delegates tasks effectively. Agrees on clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Provides constructive and regular feedback. Deals with under-performance promptly.</td>
<td>Demonstrates self-awareness and a commitment to personal development Self-evaluates performance and seeks feedback from others. Communicates areas of strength and acknowledges development needs. Reflects on own behaviour and recognises the impact on others. Shows commitment to learning and self-development.</td>
</tr>
</tbody>
</table>
### Individual profile

#### 1 Supports strategic direction

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<thead>
<tr>
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<th>Behavioural Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1 Supports shared purpose and direction</strong></td>
<td></td>
</tr>
</tbody>
</table>
| Understands, supports and promotes the organisation’s vision, mission, and business objectives. Identifies the relationship between organisational goals and operational tasks. Communicates goals and objectives clearly to others. Understands, supports and communicates the reasons for decisions and recommendations. | • Communicates with others regarding the purpose of their work.  
• Identifies the relationship between organisational goals and operational tasks and clarifies this for their team.  
• Understands, supports and promotes the organisation’s vision, mission and business objectives.  
• Sets appropriate direction for the team in line with broader objectives.  
• Supports and communicates the reasons for decisions and recommendations to others.  
• Clarifies expectations regarding key deliverables. |
| **1.2 Thinks strategically** |  |
| Understands the work environment and initiates and develops team goals, strategies and work plans. Identifies broader factors, trends and influences that may impact the team’s work objectives. Considers the ramifications of issues and longer term impact of own work and work area. | • 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 organisation.  
• Identifies broader factors, trends and influences that may impact the achievement of work objectives.  
• Initiates and develops plans, strategies and team goals. |
| **1.3 Harnesses information and opportunities** |  |
| Gathers and investigates information from diverse sources and explores new ideas and different viewpoints. Uses experience to analyse what information is important and how it should be used. Maintains an awareness of the organisation and keeps self and others well informed on work issues and finds out about best practice approaches. | • Sources information on best practice approaches adopted in both the public and private sectors.  
• Scans the organisational environment and monitors the corporate priorities and the business context of the organisation.  
• Keeps self and others well informed on work issues.  
• Gathers and investigates information from a variety of sources.  
• Uses experience and judgement to analyse what information is important.  
• Works within agreed guidelines to make decisions about the use and dissemination of information.  
• Explores new ideas with an open mind. |
| **1.4 Shows judgement, intelligence and common sense** |  |
| Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Identifies problems and works to resolve them. Thinks laterally and identifies, implements and promotes improved work practices. | • Researches and analyses information to identify relationships between factors.  
• Draws accurate conclusions based on evidence.  
• Analyses and interprets information to inform decision-makers.  
• Identifies issues and problems and works to resolve them.  
• Identifies risks and uncertainties and takes account of these in planning, decision-making and priority setting.  
• Participates actively in decision-making and incorporates outcomes of decision-making into work plans.  
• Encourages participation in decision-making.  
• Thinks laterally, is innovative, and identifies, implements and promotes improved work practices.  
• Selects the best option from a range of potential solutions for key problems. |
## Individual profile

### Achieves results

<table>
<thead>
<tr>
<th>Description</th>
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</table>
| **2.1 Identifies and uses resources wisely** | - Identifies key individuals who need to be involved.  
- Makes effective use of team and individual capabilities and negotiates responsibilities for work outcomes.  
- Evaluates project performance, identifies need for change and initiates change when required.  
- Reschedules and reorganises work to reflect changes in priority. |
| **2.2 Applies and builds professional expertise** | - Consists internal experts and taps into their occupation-specific knowledge and experience to improve work outcomes for the business unit.  
- Applies and develops capabilities to meet performance expectations.  
- Contributes own expertise for the benefit of the business unit.  
- Encourages others to draw upon this knowledge. |
| **2.3 Responds positively to change** | - Constructs project plans that have clear and appropriate milestones, goals, timeframes and budgets.  
- Deals positively with uncertainty and copes effectively in an environment characterised by change.  
- Determines a course of action despite a lack of clarity.  
- Shares appropriate information with colleagues during times of change and helps others adapt to ensure a smooth transition. |
| **2.4 Takes responsibility for managing work projects to achieve results** | - Seeks regular feedback from supervisor to gauge their satisfaction.  
- Ensures work is delivered to a high standard.  
- Maintains focus on quality to achieve outcomes.  
- Adheres to documentation procedures.  
- Uses and encourages others to use appropriate information management systems to keep information up-to-date.  
- Sees projects through to completion.  
- Monitors projects against plans, manages priorities and agrees on adjustments to milestones as required. |
## Individual profile

### 3 Supports productive working relationships

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
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</thead>
</table>
| **3.1 Nurtures internal and external relationships**
Builds and sustains positive relationships with team members, stakeholders and clients. Proactively offers assistance for a mutually beneficial relationship. Anticipates and responds to client and stakeholder needs and expectations. | *Develops and maintains a network with others internally and externally.*
*Builds and sustains relationships, liaising with a range of stakeholders including team members, other teams, colleagues and clients.*
*Offers reciprocal assistance in achieving mutually beneficial outcomes.*
*Anticipates and responds to changes in client and stakeholder needs.*
*Provides courteous, prompt and professional service to clients.* |
| **3.2 Listens to, understands and recognises the needs of others**
Listens actively to staff, colleagues, clients and stakeholders. Involves others and recognises their contributions. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member. | *Operates as an effective team member and works collaboratively.*
*Draws on team strengths.*
*Listens actively to staff, colleagues, clients and stakeholders.*
*Involves others and recognises the contributions made by other people.*
*Consults and shares information with own team and seeks input from others.*
*Consults other team members prior to making decisions that affect them.*
*Ensures people are kept informed of progress and issues.* |
| **3.3 Values individual differences and diversity**
Recognises the positive benefits that can be gained from diversity. Encourages the exploration of diverse views and harnesses the benefits of such views. Recognises the different working styles of individuals, and factors this into the management of people and tasks. Tries to see things from different perspectives. Treats people with respect and courtesy. | *Recognises the differing working styles of individuals and factors this into the management of people and tasks.*
*Recognises that others have different views and experiences, explores their contributions and encourages the exploration of diverse views.*
*Tries to see things from the other person’s perspective.*
*Maintains an awareness of personalities, motivations and other diverse qualities of people, and uses this to enhance interactions.*
*Treats people with respect and courtesy.* |
| **3.4 Shares learning and supports others**
*Provides guidance and offers full support when required.*
*Works with staff to identify areas for development.*
*Encourages staff to engage in development opportunities.*
*Proactively requests coaching from supervisor or peers.*
*Identifies development opportunities for self and shares learning with others.*
*Delegates tasks effectively.*
*Balances workloads among team members and provides appropriate guidance to team.*
*Congratulates people on achievements and gives timely recognition for good performance.*
*Provides constructive and regular feedback.*
*Agrees on performance standards with staff and conducts regular reviews.*
*Addresses under-performance promptly, identifies causes and agrees on improvement targets.* |
Individual profile

4 Displays personal drive and integrity

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **4.1 Demonstrates public sector professionalism and probity** | • Adheres to public sector values and Code of Conduct and behaves consistently in an honest, ethical and professional way.  
• Treats people fairly and equitably and is transparent in dealings with them.  
• Makes decisions for the corporate good without favouritism or bias.  
• Places the aims of the organisation above personal ambitions.  
• Understands and complies with procedures, legislative, policy and regulatory frameworks.  
• Operates in a professional manner when representing the organisation in internal forums. |
| **4.2 Engages with risk and shows personal courage** | • Listens when own ideas are challenged, and can justify own actions.  
• Challenges issues constructively.  
• Discusses alternatives to find a way forward.  
• Provides accurate, impartial and forthright advice to colleagues, stakeholders and clients.  
• Checks and confirms the accuracy of information prior to release.  
• Takes responsibility for mistakes, learns from them and acknowledges when in the wrong.  
• Seeks advice and assistance from colleagues and supervisor when uncertain. |
| **4.3 Commits to action** | • Takes personal responsibility for accurate completion of work within timeframes and quality requirements.  
• Takes the initiative to progress work when required.  
• Gets on with the job at hand and applies self with energy and drive.  
• Commits to meeting objectives.  
• Follows up to ensure that issues are finalised.  
• Recognises and understands issues impacting the achievement of desired outcomes. |
| **4.4 Promotes and adopts a positive and balanced approach to work** | • Maintains effective performance levels, even in challenging, uncertain or difficult circumstances.  
• Demonstrates persistence and works to achieve objectives.  
• Maintains an optimistic outlook and focuses on the positives in difficult situations.  
• Maintains a positive and balanced working environment while responding to service and implementation schedules.  
• Stays calm under pressure.  
• Does not react personally to criticism. |
| **4.5 Demonstrates self-awareness and a commitment to personal development** | • Reflects on own behaviours and work style and understands how they impact on others and on job performance.  
• Demonstrates commitment to self-development and seeks opportunities to extend skills and knowledge, including management, leadership and supervisory skills.  
• Communicates areas of strength and acknowledges development needs.  
• Agrees on performance standards with supervisor.  
• Seeks feedback on behaviour and work performance from supervisor, peers and subordinates, and is responsive to guidance.  
• Spends time critically analysing own performance and identifies strengths as well as development needs. |
### Individual profile

#### 5 Communicates with influence

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **5.1 Communicates clearly** | - Focuses on clear communication of key points.  
- Limits the use of jargon and abbreviations.  
- Explains complex information using language appropriate for the audience.  
- Presents messages confidently and selects the appropriate medium for conveying information.  
- Structures messages clearly and succinctly, both orally and in writing. |
| **5.2 Listens, understands and adapts to audience** | - Adjusts presentation style on the basis of subtle non-verbal cues.  
- Maximises personal communication strengths and takes into account shortcomings.  
- Focuses on gaining a clear understanding of others' comments by listening, asking clarifying questions and reflecting back.  
- Checks to ensure their own views have been understood.  
- Understands and addresses the key concerns of the audience.  
- Tailors communication style and language to the audience's level of knowledge, skill and experience. |
| **5.3 Negotiates confidently** | - Listens to differing ideas and views to develop a clear understanding of the issues.  
- Presents persuasive counterarguments.  
- Discusses issues credibly and thoughtfully without being personal or aggressive.  
- Encourages relevant stakeholders in supporting the position.  
- Anticipates and identifies other people’s expectations and concerns and develops own case accordingly.  
- Commences negotiations with a clear understanding of the desired outcomes. |
### Individual profile

#### All capabilities and components for CLF 8

<table>
<thead>
<tr>
<th>1. <strong>Shapes strategic thinking</strong></th>
<th>2. <strong>Achieves results</strong></th>
<th>3. <strong>Cultivates productive working relationships</strong></th>
<th>4. <strong>Exemplifies personal drive and integrity</strong></th>
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<td>2.1 <strong>Builds organisational capability and responsiveness</strong></td>
<td>3.1 <strong>Nurtures internal and external relationships</strong></td>
<td>4.1 <strong>Demonstrates public sector professionalism and probity</strong></td>
<td>5.1 <strong>Communicates clearly</strong></td>
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<td>Provides direction to others regarding the purpose and importance of their work. Illustrates the relationship between operational tasks and organisational goals. Sets work tasks that align with strategic objectives and communicates expected outcomes.</td>
<td>Reviews project performance and focuses on identifying opportunities for continuous improvement. Identifies key talent to support performance. Remains flexible and responsive to changes in requirements.</td>
<td>Builds and sustains relationships with a network of key people internally and externally. Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to internal and external client needs.</td>
<td>Adopts a principled approach and adheres to public sector values and Code of Conduct. Acts professionally and impartially at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in public and internal forums.</td>
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<td>1.2 <strong>Focuses strategically</strong></td>
<td>2.2 <strong>Marshals professional expertise</strong></td>
<td>3.2 <strong>Facilitates cooperation and partnerships</strong></td>
<td>4.2 <strong>Engages with risk and shows personal courage</strong></td>
<td>5.2 <strong>Listens, understands and adapts to audience</strong></td>
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<td>Understands the organisation’s objectives and aligns operational activities accordingly. Considers the ramifications of issues and longer term impact of own work and work area.</td>
<td>Values specialist expertise and capitalises on the expert knowledge and skills of others. Contributes own expertise to achieve outcomes for the business unit.</td>
<td>Involves people, encourages them and recognises their contribution. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.</td>
<td>Provides impartial and forthright advice. Challenges important issues constructively, stands by own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</td>
<td>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others’ comments and does not allow misunderstandings to linger.</td>
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<td>1.3 <strong>Harnesses information and opportunities</strong></td>
<td>2.3 <strong>Steers and implements change and deals with uncertainty</strong></td>
<td>3.3 <strong>Values individual differences and diversity</strong></td>
<td>4.3 <strong>Commits to action</strong></td>
<td>5.3 <strong>Negotiates confidently</strong></td>
</tr>
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<td>Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints. Probes information and identifies any critical gaps. Maintains an awareness of the organisation, monitors the context in which the organisation operates and finds out about best practice approaches.</td>
<td>Establishes clear plans and timeframes for project implementation and outlines specific activities. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.</td>
<td>Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views. Harnesses understanding of differences to enhance interactions.</td>
<td>Takes personal responsibility for meeting objectives and progressing work. Shows initiative and proactively steps in and does what is required.</td>
<td>Approaches negotiations with a strong grasp of the key issues, having prepared in advance. Understands the desired objectives and associated strengths and weaknesses. Anticipates the position of the other party, and frames arguments accordingly. Encourages the support of relevant stakeholders. Strives to achieve an outcome that delivers benefits for both parties.</td>
</tr>
<tr>
<td>2.4 <strong>Ensures closure and delivers intended results</strong></td>
<td>Sees projects through to completion. Monitors project progress and adjusts plans as required. Commits to achieving quality outcomes and ensures documentation procedures are maintained. Seeks feedback from stakeholders to gauge satisfaction.</td>
<td>Recognises the different working styles of individuals, and tries to see things from different perspectives.</td>
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Continued next page...
### Individual profile

#### CLF 8

### All capabilities and components for CLF 8

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1.4 **Shows judgement, intelligence and common sense**

Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Breaks through problems and weighs up the options to identify solutions. Explores possibilities and innovative alternatives.

3.4 **Guides, mentors and develops people**

- Identifies learning opportunities for others and empowers them by delegating tasks.
- Agrees on clear performance standards and gives timely praise and recognition.
- Makes time for people and offers full support when required.
- Delivers constructive, objective feedback in a manner that gains acceptance and achieves resolution.
- Deals with under-performance promptly.

4.4 **Displays resilience**

- Persists and focuses on achieving objectives even in difficult circumstances.
- Remains positive and responds to pressure in a controlled manner.
- Continues to move forward despite criticism or setbacks.

4.5 **Demonstrates self-awareness and a commitment to personal development**

- Self-evaluates performance and seeks feedback from others.
- Communicates and acts on strengths and acknowledges development needs.
- Reflects on own behaviour and recognises the impact on others.
- Shows strong commitment to learning and self-development, and accepts challenging new opportunities.
## 1 Supports strategic direction

### Description

#### 1.1 Inspires a sense of purpose and direction

Provides direction to others regarding the purpose and importance of their work. Illustrates the relationship between operational tasks and organisational goals. Sets work tasks that align with strategic objectives and communicates expected outcomes.

#### 1.2 Focuses strategically

Understands the organisation’s objectives and aligns operational activities accordingly. Considers the ramifications of issues and longer term impact of own work and work area.

#### 1.3 Harnesses information and opportunities

Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints. Probes information and identifies any critical gaps. Maintains an awareness of the organisation, monitors the context in which the organisation operates and finds out about best practice approaches.

#### 1.4 Shows judgement, intelligence and common sense

Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Breaks through problems and weighs up the options to identify solutions. Explores possibilities and innovative alternatives.

### Behavioural Indicators

- Communicates with others regarding the purpose of their work and the relationship between operational activities and organisational goals.
- Translates high-level goals and outcomes into appropriate tasks for others.
- Conveys expectations regarding outcomes and the timely achievement of objectives.
- Demonstrates an awareness of the implication 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 organisation and develops work plans accordingly.
- 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 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.
- Analyses information systematically to identify relationships between factors.
- Identifies problems and assesses their significance.
- Takes appropriate action to resolve them.
- Checks and clarifies information and avoids unwarranted assumptions.
- Draws accurate conclusions and presents logical arguments.
- Explores various possibilities and generates innovative alternatives.
- Selects the best option from a range of potential solutions.
- Demonstrates how recommendations solve the key problems identified.
## 2 Achieves results

<table>
<thead>
<tr>
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</table>
| **2.1 Builds organisational capability and responsiveness** | - Identifies and utilises key individuals who will contribute to deliver the best results.  
- Evaluates projects to understand critical factors for success, and engages in activities to achieve continuous improvement.  
- Responds flexibly to changing demands while maintaining sight of the end goal. |
| Reviews project performance and focuses on identifying opportunities for continuous improvement. Identifies key talent to support performance. Remains flexible and responsive to changes in requirements. |
| **2.2 Organises professional expertise** | - Consists internal and external experts.  
- Taps into their occupation-specific knowledge and experience to improve work outcomes.  
- Contributes own expertise for the benefit of the business unit.  
- Encourages others to draw upon this knowledge. |
| Values specialist expertise and capitalises on the expert knowledge and skills of others. Contributes own expertise to achieve outcomes for the business unit. |
| **2.3 Steers and implements change and deals with uncertainty** | - Constructs project plans that have clear and appropriate goals, timeframes and budgets.  
- Anticipates change and builds contingencies into plans.  
- Deals positively with uncertainty and copes effectively in an environment characterised by change.  
- Determines a course of action despite lack of clarity.  
- Shares appropriate information with staff and colleagues during times of change.  
- Helps others adapt to ensure a smooth transition. |
| Establishes clear plans and timeframes for project implementation and outlines specific activities. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt. |
| **2.4 Ensures closure and delivers intended results** | - Seeks regular feedback from stakeholders to gauge their satisfaction.  
- Ensures work is delivered to a high standard.  
- Maintains focus on quality to achieve key outcomes.  
- Adheres to documentation procedures.  
- Sees tasks through to completion.  
- Monitors projects against plans.  
- Manages priorities and agrees on adjustments to milestones as required. |
| Sees projects through to completion. Monitors project progress and adjusts plans as required. Commits to achieving quality outcomes and ensures documentation procedures are maintained. Seeks feedback from stakeholders to gauge satisfaction. |
### 3 Cultivates productive working relationships

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<thead>
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| **3.1 Nurtures internal and external relationships**                        | • Develops and maintains a network with others internally and externally.  
• Builds and sustains relationships.  
• Liaises with a range of stakeholders including other teams, peers and colleagues across the organisation, and in other organisations.  
• Offers reciprocal assistance in achieving mutually beneficial outcomes.  
• Anticipates the needs of clients and provides courteous, prompt and professional service to them.                                                                 |
| Builds and sustains relationships with a network of key people internally and externally.  
Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to internal and external client needs. |                                                                                                                                                                                                                      |
| **3.2 Facilitates cooperation and partnerships**                            | • Operates as an effective team member.  
• Works collaboratively and cooperatively.  
• Draws on team strengths.  
• Involves others and encourages their input.  
• Recognises the contributions made by other people.  
• Consults and shares information with own team and upwards.  
• Ensures people are kept informed of progress and issues.                                                                 |
| Involves people, encourages them and recognises their contribution. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member. |                                                                                                                                                                                                                      |
| **3.3 Values individual differences and diversity**                         | • Discerns the differing and preferred working styles of individuals and factors this into the management of people and tasks.  
• Recognises that others have different views and experience, explores their contributions and capitalises on the differing perspectives.  
• Tries to see things from the other person’s perspective.  
• Maintains an awareness of personalities, motivations and other diverse qualities of people, and uses this to enhance interactions. |
| Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views. Harnesses understanding of differences to enhance interactions. Recognises the different working styles of individuals, and tries to see things from different perspectives. |                                                                                                                                                                                                                      |
| **3.4 Guides, mentors and develops people**                                | • Makes time for people despite competing priorities.  
• Provides guidance and offers full support when required.  
• Encourages staff to engage in development opportunities.  
• Identifies knowledge gaps and works with them to determine appropriate development activities.  
• Delegates tasks effectively, providing clear direction and articulating parameters.  
• Congratulates people on achievements and gives timely recognition for good performance.  
• Provides clear, constructive and timely feedback (both positive and negative) in a manner that encourages learning and achieves any required resolution.  
• Agrees on performance standards and conducts regular reviews.  
• Addresses under-performance promptly, identifies causes and agrees on improvement targets. |
| Identifies learning opportunities for others and empowers them by delegating tasks. Agrees on clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive, objective feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly. |                                                                                                                                                                                                                      |
4 Exemplifies personal drive and integrity

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| 4.1 Demonstrates public sector professionalism and probity | • Adheres to public sector values and Code of Conduct and consistently behaves in an honest, ethical and professional way.  
• Treats people fairly and equitably and is transparent in dealings with them.  
• Makes decisions for the corporate good without favouritism or bias.  
• Places the aims of the organisation above personal ambitions.  
• Understands and operates within legal and public policy constraints and limitations.  
• Operates in a professional manner when representing the organisation in public and internal forums. |
| 4.2 Engages with risk and shows personal courage | • Listens when own ideas are challenged.  
• Stands ground and defends own views when appropriate.  
• Challenges issues and raises objections constructively.  
• Discusses alternatives to find a way forward.  
• Provides impartial and forthright advice.  
• Takes responsibility for mistakes and learns from them.  
• Acknowledges when in the wrong.  
• Seeks advice and assistance from colleagues and senior managers when uncertain. |
| 4.3 Commits to action | • Takes the initiative.  
• Progresses work and engages in additional tasks as required.  
• Gets on with the job at hand and applies self with energy and drive.  
• Commits to meeting objectives.  
• Recognises and seeks to resolve issues impacting the achievement of desired outcomes. |
| 4.4 Displays resilience | • Maintains effective performance levels in highly charged or high pressure situations.  
• Demonstrates persistence and works hard to achieve objectives.  
• Maintains an optimistic outlook and focuses on the positives in difficult situations.  
• Stays controlled when under pressure.  
• Does not react personally to criticism. |
| 4.5 Demonstrates self-awareness and a commitment to personal development | • 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.  
• Communicates areas of strength and acknowledges development needs.  
• 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. |
## 5 Communicates with influence

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| **5.1 Communicates clearly** | - Focuses on communicating key points clearly.  
- Limits the use of jargon and abbreviations.  
- Explains complex information using language appropriate for the audience.  
- Presents messages confidently and selects the appropriate medium for maximum effect.  
- Structures messages clearly and succinctly, both orally and in writing. |
| **5.2 Listens, understands and adapts to audience** | - Adjusts presentation style on the basis of subtle non-verbal cues.  
- Maximises personal communication strengths and takes into account shortcomings.  
- Focuses on gaining a clear understanding of others’ comments by listening, asking clarification questions and reflecting back.  
- Understands and addresses the key concerns of the audience.  
- Tailors communication style and language to the audience’s level of knowledge, skill and experience. |
| **5.3 Negotiates persuasively** | - Presents persuasive counterarguments.  
- Puts forward a case firmly without getting personal or aggressive.  
- Encourages relevant stakeholders in supporting the position.  
- Anticipates the stance of other parties in advance and positions own case accordingly.  
- Commences negotiations with a clear understanding of the organisation’s objectives and desired outcomes. |
### Individual profile

#### All capabilities and components for CLF 9

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**1.1 Inspires a sense of purpose and direction**
- Translates the strategy into operational goals and creates a shared sense of purpose within the business unit.
- Engages others in the strategic direction of the work area, encourages their contribution and communicates expected outcomes.

**1.2 Focuses strategically**
- Understands the organisation’s contribution and communicates the work area.
- Encourages their others in the strategic direction of the business unit. Engages shared sense of purpose within operational goals and creates a positive and flexible manner to deal with uncertainty.

**1.3 Harnesses information and opportunities**
- Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints.
- Probes information and identifies any critical gaps. Maintains an awareness of the organisation, looks for recent developments that may impact on own business area and finds out about best practice approaches.

**2.1 Builds organisational capability and responsiveness**
- Builds and sustains relationships with a network of key people internally and externally.
- Instigates continuous improvement activities.
- Responds flexibly to changing demands. Builds teams with complementary skills and allocates resources in a manner that delivers results.

**2.2 Organises professional expertise**
- Values specialist expertise and capitalises on the knowledge within the organisation as well as consulting externally as appropriate.
- Manages contracts judiciously. Contributes own expertise to achieve outcomes for the business unit.

**2.3 Steers and implements change and deals with uncertainty**
- Establishes clear plans and timetables for project implementation and outlines specific activities. Responds in a positive and flexible manner to change and uncertainty.
- Shares information with others and assists them to adapt.

**3.1 Nurtures internal and external relationships**
- Builds and sustains relationships with a network of key people internally and externally.
- Instigates continuous improvement activities.
- Responds flexibly to changing demands. Builds teams with complementary skills and allocates resources in a manner that delivers results.

**3.2 Facilitates cooperation and partnerships**
- Brings people together and encourages input from key stakeholders. Finds opportunities to share information and ensures others are kept informed of issues.
- Fosters teamwork and rewards cooperative and collaborative behaviour. Resolves conflict using appropriate strategies.

**3.3 Values individual differences and diversity**
- Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views.
- Harnesses understanding of differences to anticipate reactions and enhance interactions.
- Recognises the different working styles of individuals and tries to see things from different perspectives.

**4.1 Demonstrates public sector professionalism and probity**
- Adopts a principled approach and adheres to public sector values and Code of Conduct.
- Acts professionally and impartially at all times and operates within the boundaries of organisational processes and legal and public policy constraints.
- Operates as an effective representative of the organisation in public and internal forums.

**4.2 Engages with risk and shows personal courage**
- Provides impartial and forthright advice. Challenges important issues constructively, stands by own position and supports others when required.
- Acknowledges mistakes and learns from them, and seeks guidance and advice when required.

**4.3 Commits to action**
- Takes personal responsibility for meeting objectives and progressing work. Shows initiative and proactively steps in and does what is required.
- Commits energy and drive to see that goals are achieved.

**5.1 Communicates clearly**
- Presents messages confidently in a clear, concise and articulate manner. Translates information for others, focusing on key points and using appropriate unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.

**5.2 Listens, understands and adapts to audience**
- Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Anticipates reactions and is prepared to respond.
- Checks own understanding of others’ comments and does not allow misunderstandings to linger.

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### Individual profile

#### All capabilities and components for CLF 9

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<td>Ensures closure and delivers on intended results</td>
<td>Guides, mentors and develops people</td>
<td>Displays resilience</td>
<td>Negotiates confidently</td>
</tr>
<tr>
<td></td>
<td>Undertakes objective, critical analysis and extracts the core issues. Presents logical arguments and draws accurate conclusions. Anticipates and seeks to minimise risks. Breaks through problems and weighs up the options to identify solutions. Explores possibilities and creative alternatives.</td>
<td>Strives to achieve and encourages others to do the same. Monitors progress and identifies risks that may impact on outcomes. Adjusts plans as required. Commits to achieving quality outcomes and ensures documentation procedures are maintained. Seeks feedback from stakeholders to gauge satisfaction.</td>
<td>Encourages and motivates people to engage in continuous learning, and empowers them by delegating tasks. Agrees on clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly.</td>
<td>Persists and focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a controlled manner. Maintains momentum and sustains effort despite criticism or setbacks.</td>
<td>Approaches negotiations with a strong grasp of the key issues, having prepared well in advance. Understands the desired objectives and associated strengths and weaknesses. Anticipates the position of the other party and adapts approach accordingly. Encourages the support of relevant stakeholders. Encourages debate and identifies common ground to facilitate agreement and acceptance of mutually beneficial solutions. Strives to achieve an outcome that delivers benefits for both parties.</td>
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# Individual profile

## 1 Shapes strategic thinking

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</table>
| **1.1 Inspires a sense of purpose and direction** | • Encourages others to provide input and comment on the strategic direction of the business unit.  
• Communicates with others regarding the purpose of their work and the relationship between work unit objectives and organisational goals.  
• Builds a shared sense of purpose and direction.  
• Translates the vision into shorter-term goals and objectives.  
• Frames objectives in a meaningful way and communicates expectations of their achievement. |
| **1.2 Focuses strategically** | • Considers a wide range of issues and their implications for the business unit.  
• Thinks about the future.  
• Develops long-term plans and anticipates likely priorities.  
• Understands the organisation’s direction and how the work of own business area fits into the organisation, wider community and whole-of-government agenda. |
| **1.3 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 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. |
| **1.4 Shows judgement, intelligence and common sense** | • Extracts 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 risks.  
• Draws accurate conclusions and presents logical arguments that address key issues.  
• Explores various possibilities and generates innovative alternatives.  
• Selects the best option from a range of potential solutions.  
• Demonstrates how recommendations solve the key problems identified. |

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1. **Behaviours**

- Inspires a sense of purpose and direction
- Focuses strategically
- Harnesses information and opportunities
- Shows judgement, intelligence and common sense
## Individual profile

### 2 Achieves results

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</table>
| **2.1 Builds organisational capability and responsiveness** | - Builds effective teams with complementary skills.  
- Allocates resources in a flexible manner across work area to deliver the best results for the organisation.  
- Evaluates projects and business processes to understand critical factors for success.  
- Engages in and encourages others to contribute to continuous improvement.  
- Responds flexibly to changing demands while maintaining sight of the end goals. |
| **2.2 Organises professional expertise** | - Supplements internal knowledge with technical expertise from external providers and other government organisations.  
- Manages contracts judiciously.  
- Consults internal and external experts.  
- Taps into their occupation-specific knowledge and experience to improve work outcomes.  
- Contributes own expertise for the benefit of the business unit.  
| **2.3 Steers and implements change and deals with uncertainty** | - Constructs project plans that have clear and appropriate goals, timeframes and budgets.  
- Anticipates change and builds contingencies into plans.  
- Deals positively with uncertainty and copes effectively in an environment characterised by change.  
- Determines a course of action despite lack of clarity.  
- Shares appropriate information with staff and colleagues during times of change.  
- Helps others adapt to ensure a smooth transition. |
| **2.4 Ensures closure and delivers intended results** | - Commits to targets and strives to achieve results.  
- Encourages others to do the same.  
- Identifies and addresses risks that may impede work completion.  
- Proactively escalates issues that have not been controlled to ensure work remains on track.  
- Seeks regular feedback from stakeholders to gauge their satisfaction.  
- Acts to ensure work is delivered to a high standard.  
- Maintains focus on quality to achieve key outcomes.  
- Adheres to documentation procedures and sees tasks through to completion.  
- Monitors projects against plans.  
- Manages priorities and agrees on adjustments to milestones as required. |
### 3 Cultivates productive working relationships

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| **3.1 Nurtures internal and external relationships**<br>Builds and sustains relationships with a network of key people internally and externally. Recognises shared agendas and works towards mutually beneficial outcomes. Anticipates and responds to internal and external client needs. | • Develops and maintains a network with others internally and externally.  
• Builds and sustains long-term relationships.  
• Liaises with a range of stakeholders including other teams, peers and colleagues across the organisation and in other organisations.  
• Recognises shared agendas and works towards mutually beneficial outcomes.  
• Anticipates the needs of clients and provides courteous, prompt and professional service. |
| **3.2 Facilitates cooperation and partnerships**<br>Brings people together and encourages input from key stakeholders. Finds opportunities to share information and ensures others are kept informed of issues. Fosters teamwork and rewards cooperative and collaborative behaviour. Resolves conflict using appropriate strategies. | • Uses appropriate strategies to resolve conflicts and address concerns rapidly.  
• Fosters teamwork by working collaboratively and cooperatively.  
• Encourages and rewards those behaviours in others.  
• Brings people together and ensures the key stakeholders are involved in discussions.  
• Encourages people’s input and seeks contribution.  
• Consults and promotes open discussion.  
• Shares information with key stakeholders internally and externally.  
• Ensures people in own team and upwards are kept informed of progress and issues. |
| **3.3 Values individual differences and diversity**<br>Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views. Harnesses understanding of differences to anticipate reactions and enhance interactions. Identifies the different working styles of individuals, and tries to see things from different perspectives. | • Discerns the differing and preferred working styles of individuals and factors this into the management of people and tasks.  
• Recognises that others have different views and experience.  
• Explores their contributions and capitalises on the differing perspectives.  
• Tries to see things from the other person’s perspective.  
• Anticipates their reactions and adopts strategies to address them.  
• Maintains an awareness of personalities, motivations and other diverse qualities of people and uses this to enhance interactions. |
| **3.4 Guides, mentors and develops people**<br>Encourages and motivates people to engage in continuous learning and empowers them by delegating tasks. Agrees on clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly. | • Makes time for people despite competing priorities.  
• Provides guidance and offers full support when required.  
• Acts as a coach and works with people to facilitate their development.  
• Identifies development opportunities and encourages continuous learning.  
• Delegates tasks effectively, providing clear direction and articulating parameters.  
• Congratulates people on achievements and gives timely recognition for good performance.  
• Provides clear, constructive and timely feedback (both positive and negative) in a manner that encourages learning and achieves any required resolution.  
• Agrees on performance standards and conducts regular reviews.  
• Addresses under-performance promptly, identifies causes and agrees on improvement targets. |
### Individual profile

### 4 Exemplifies personal drive and integrity

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **4.1 Demonstrates public sector professionalism and probity** | • Adheres to public sector values and Code of Conduct and behaves consistently in an honest, ethical and professional way.  
• Treats people fairly and equitably and is transparent in dealings with them.  
• Makes decisions for the corporate good without favouritism or bias.  
• Places the aims of the organisation above personal ambitions.  
• Understands and operates within legal and public policy constraints and limitations.  
• Operates in a professional manner when representing the organisation in public and internal forums. |

Adopts a principled approach and adheres to public sector values and Code of Conduct. Acts professionally and impartially at all times and operates within the boundaries of organisational processes, and legal and public policy constraints. Operates as an effective representative of the organisation in public and internal forums.

| **4.2 Engages with risk and shows personal courage** | • Listens when own ideas are challenged, stands own ground and supports others when appropriate.  
• Challenges issues and raises objections constructively.  
• Discusses alternatives to find a way forward.  
• Provides impartial and forthright advice.  
• Takes responsibility for mistakes and learns from them.  
• Acknowledges when in the wrong.  
• Seeks advice and assistance from colleagues and managers when uncertain. |

Provides impartial and forthright advice. Challenges important issues constructively, stands by own position and supports others when required. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.

| **4.3 Commits to action** | • Takes the initiative, progressing work and engaging in additional tasks as required.  
• Shows energy and drive.  
• Commits to meeting objectives.  
• Recognises and seeks to resolve issues impacting the achievement of desired outcomes. |

Takes personal responsibility for meeting objectives and progressing work. Shows initiative and proactively steps in and does what is required. Commits energy and drive to see that goals are achieved.

| **4.4 Displays resilience** | • Sustains high levels of effort and energy following a setback.  
• Maintains momentum and continues to move forward.  
• Demonstrates persistence, adapts approach when required, and works hard to achieve objectives.  
• Maintains an optimistic outlook and focuses on the positives in difficult situations.  
• Withstands criticism from stakeholders and maintains composure when under pressure. |

Persists and focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a controlled manner. Maintains momentum and sustains effort despite criticism or setbacks.

| **4.5 Demonstrates self-awareness and a commitment to personal development** | • Reflects on own behaviours and work style, and considers how they impact on others, and performance on the job.  
• Demonstrates commitment to self-development.  
• Steps out of own comfort zone and embraces challenging opportunities for growth.  
• Communicates areas of strength confidently 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. |

Critically analyses own performance and seeks feedback from others. Communicates strengths confidently and acknowledges development needs. Acts on negative feedback to improve performance. Reflects on own behaviour and recognises the impact on others. Shows strong commitment to learning and self-development and embraces challenging new opportunities.
### Individual profile

#### 5 Communicates with influence

<table>
<thead>
<tr>
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</thead>
</table>
| **5.1 Communicates clearly** | - Translates information for others and focuses on communicating key points clearly.
- Limits the use of jargon and abbreviations.
- Explains complex information using language appropriate for the audience.
- Presents messages confidently and selects the appropriate medium for maximum effect.
- Structures messages clearly and succinctly both orally and in writing. |

Presents messages confidently in a clear, concise and articulate manner. Translates information for others, focusing on key points and using appropriate unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.

| **5.2 Listens, understands and adapts to audience** | - Adjusts presentation style on the basis of subtle non-verbal cues.
- Maximises personal communication strengths and takes into account shortcomings.
- Focuses on gaining a clear understanding of others’ comments by listening, asking clarification questions and reflecting back.
- Anticipates others’ reactions and is prepared to respond.
- Tailors communication style and language to the audience’s level of knowledge, skill and experience. |

Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Anticipates reactions and is prepared to respond. Checks own understanding of others’ comments and does not allow misunderstandings to linger.

| **5.3 Negotiates confidently** | - Ensures debate and seeks to develop a clear understanding about conflicting issues.
- Puts forward a case firmly without getting personal or aggressive.
- Encourages relevant stakeholders in supporting the position.
- Anticipates the stance of other parties in advance and positions own case accordingly.
- Identifies common ground.
- Develops a convincing argument and presents the rationale with solid supporting evidence. |

Approaches negotiations with a strong grasp of the key issues having prepared well in advance. Understands the desired objectives and associated strengths and weaknesses. Anticipates the position of the other party and adapts approach accordingly. Encourages the support of relevant stakeholders. Encourages debate and identifies common ground to facilitate agreement and acceptance of mutually beneficial solutions.
Individual profile

All capabilities and components for CLF 10

<table>
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<th>Cultivates productive working relationships</th>
<th>Exemplifies personal drive and integrity</th>
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</thead>
<tbody>
<tr>
<td>1.1 <strong>Inspires a sense of purpose and direction</strong></td>
<td>2.1 <strong>Builds organisational capability and responsiveness</strong></td>
<td>3.1 <strong>Nurtures internal and external relationships</strong></td>
<td>4.1 <strong>Demonstrates public sector professionalism and probity</strong></td>
<td>5.1 <strong>Communicates clearly</strong></td>
</tr>
<tr>
<td>Develops the strategic direction for the business unit and creates shared sense of purpose by demonstrating how elements of the strategy fit together and contribute to higher level goals. Encourages others' input and communicates required actions and expected outcomes.</td>
<td>Investigates ways to improve effectiveness by harnessing technology and implementing continuous improvement activities. Builds teams with complementary skills and engages in succession planning. Responds flexibly to changing circumstances, deploys resources astutely, and identifies optimum resourcing combinations. Creates a flexible environment that enables others to meet changing demands.</td>
<td>Builds and sustains relationships within the organisation with the Minister’s office, across the public sector, and with a diverse range of external stakeholders. Looks for shared agendas and uses these to bring people together. Shows a commitment to client service through own actions and those of the business unit.</td>
<td>Adheres to and promotes public sector values and Code of Conduct and acts with utmost integrity and professionalism. Encourages these standards in others. Operates professionally and within the boundaries of organisational processes and legal and public policy constraints. Represents the organisation effectively in public and internal forums and advocates the corporate agenda.</td>
<td>Presents messages clearly in a clear, concise and articulate manner. Focuses on key points for the audience, uses appropriate unambiguous language, and explains the implications and ensures the conclusion is conveyed clearly. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.</td>
</tr>
<tr>
<td>1.2 <strong>Focuses strategically</strong></td>
<td>2.2 <strong>Organises professional expertise</strong></td>
<td>3.2 <strong>Facilitates cooperation and partnerships</strong></td>
<td>4.2 <strong>Engages with risk and shows personal courage</strong></td>
<td>5.2 <strong>Listens, understands and adapts to audience</strong></td>
</tr>
<tr>
<td>Understands the organisation’s direction and role within government and community including the whole-of-government agenda. Considers multiple perspectives when assessing the ramifications of key issues. Develops plans that address both current and likely future requirements. Seeks to align business unit activities with strategic priorities.</td>
<td>Integrates professional expertise into the organisation to improve overall performance and delivery of business outcomes. Manages contracts judiciously. Actively ensures relevant professional input from others is obtained and shares own experience.</td>
<td>Brings people together and encourages input from key stakeholders. Facilitates cooperation within and between organisations. Promotes the reciprocal sharing of information to build knowledge. Fosters teamwork and business outcomes. Encourages these standards in others.</td>
<td>Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. Challenges and encourages debate on difficult or controversial issues. Stands by own position and supports others when required. Takes responsibility for mistakes and learns from them. Seeks guidance and advice when required.</td>
<td>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Anticipates reactions and prepares a response to address the audience’s concerns. Checks own understanding of others’ comments and does not allow misunderstandings to linger.</td>
</tr>
<tr>
<td>1.3 <strong>Harnesses information and opportunities</strong></td>
<td>2.3 <strong>Steers and implements change and deals with uncertainty</strong></td>
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<td>4.3 <strong>Commits to action</strong></td>
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<tr>
<td>Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. Seizes opportunities and adjusts approach to respond to threats.</td>
<td>Adopts a planned approach to the management of programs. Defines high-level objectives and supports translation into implementation strategies. Operates effectively in an environment of ongoing change and uncertainty and maintains flexibility. Actively involves stakeholders are kept informed during times of change.</td>
<td></td>
<td>Commits to achieving key outcomes for the organisation. Demonstrates personal drive, focus and energy. Galvanises others to act. Acts decisively and initiates urgent action to overcome difficult problems.</td>
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Continued next page...
# Individual profile

## All capabilities and components for CLF10

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</tr>
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<tbody>
<tr>
<td>1.4</td>
<td>Shows judgement, intelligence and common sense</td>
<td>2.4 Ensures closure and delivers on intended results</td>
<td>3.3 Values individual differences and diversity</td>
<td>4.4 Displays resilience</td>
<td>5.3 Negotiates confidently</td>
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<tr>
<td></td>
<td>Applies intellect and knowledge to weigh up complex information and identify critical factors and issues. Works effectively when all of the information is not available. Explores the options in full and makes sound decisions under pressure. Considers opportunities and anticipates risk. Applies lateral thinking and identifies innovative solutions.</td>
<td>Drives a culture of achievement. Ensures ideas and intended actions become a reality and that planned projects result in expected outputs. Strives for quality and ensures compliance with regulatory requirements. Puts systems in place to establish and measure accountabilities. Manages risks that may impede on project outcomes and ensures key stakeholders are across all relevant issues.</td>
<td>Recognises the positive benefits that can be gained from diversity and capitalises on these for the benefit of the business unit. Harnesses understanding of differences to anticipate interactions and enhance perspectives. Recognises the different working styles of individuals, and tries to see things from different perspectives.</td>
<td>Persists and focuses on achieving organisational objectives even in difficult circumstances. Monitors own emotional reactions and responds to pressure in a controlled manner. Displays a positive outlook and maintains momentum in difficult situations.</td>
<td>Approaches negotiations with a strong grasp of the key issues. Presents a convincing and balanced rationale. Anticipates the position of the other party and is aware of the extent of potential for compromise. Acknowledges and addresses disagreements to facilitate mutually beneficial solutions. Engages the support of credible others. Focuses on the desired objectives and ensures negotiations remain on track.</td>
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<td>3.4</td>
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<td></td>
<td>Encourages and motivates people to engage in continuous learning and empowers them by delegating responsibility for work. Sets clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback and manages under-performance. Offers support in times of high pressure and engages in activities to maintain morale.</td>
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## Individual profile

### 1 Shapes strategic direction

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<thead>
<tr>
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</tr>
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</table>
| **1.1 Inspires a sense of purpose and direction** | - Engages others in the organisation’s vision and encourages comment.  
- Articulates the need for action.  
- Establishes the strategic goals for the business unit.  
- 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. |

Develops the strategic direction for the business unit and creates shared sense of purpose by demonstrating how elements of the strategy fit together and contribute to higher level goals. Encourages others’ input and communicates required actions and expected outcomes.

**1.2 Focuses strategically**

Understands the organisation’s direction and role within government and community including the whole-of-government agenda. Considers multiple perspectives when assessing the ramifications of key issues. Develops plans that address both current and likely future requirements. Seeks to align business unit activities with strategic priorities.

- Focuses on the future and pursues strategic alignment of actions within the business unit.  
- Considers multiple perspectives when contemplating the impact key issues may have on the business unit.  
- Thinks about the future and develops plans that balance potential future needs with immediate requirements.  
- Understands the organisation’s direction and how the work of own business area fits into the organisation, wider community and whole-of-government agenda.

**1.3 Harnesses information and opportunities**

Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. Seizes opportunities and adjusts approach to respond to threats. Addresses any critical information gaps. Uses knowledge of the organisation to provide a context for others.

- Understands the cultural, social, historical and political factors affecting the organisation.  
- 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, nationally and internationally.  
- Scans the internal and external environments and uses resulting information to adjust approach, identify threats and seize emerging opportunities for the organisation.  
- Draws on information and alternative viewpoints from a variety of sources.  
- Monitors information channels such as the media, the internet and Hansard to understand new issues of importance to the government.  
- Explores new ideas with an open mind.

**1.4 Shows judgement, intelligence and common sense**

Applies intellect and knowledge to weigh up complex information and identify critical factors and issues. Works effectively when all of the information is not available. Explores the options in full and makes sound decisions under pressure. Considers opportunities and anticipates risk. Applies lateral thinking and identifies innovative solutions.

- Identifies relationships between issues quickly, synthesises complex information, and discerns the key implications for the organisation in the context of government priorities.  
- Anticipates problems and takes steps to minimise or prevent them.  
- Identifies and manages risk.  
- Makes clear, well-reasoned and timely decisions.  
- Balances intuition and intellect to form effective judgements.  
- Applies lateral and creative thinking to generate ideas and solutions.  
- Works effectively in situations of ambiguity and with issues that cannot be resolved immediately.
## Individual profile

### 2 Achieves results

<table>
<thead>
<tr>
<th>Description</th>
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</table>
| 2.1 Builds organisational capability and responsiveness | • Creates a flexible environment within the business unit that enables people to move between projects to meet changing demands.  
• Builds effective teams with complementary skills.  
• Attracts and recruits talent and engages in succession planning.  
• Deploys resources astutely.  
• Considers resource requirements, resource gaps and the capability of individuals to ensure the best result.  
• Challenges the status quo by looking for ways to improve effectiveness.  
• Harnesses the potential of technology and implements continuous improvement activities.  
• Responds flexibly and manages resources to meet changing demands in the environment. |
| 2.2 Organises professional expertise | • Strikes a balance between using external expertise and internal knowledge and experience.  
• Supplements internal knowledge with technical expertise from external providers and other government organisations.  
• Manages contracts judiciously.  
• Consults internal experts.  
• Taps into their occupation-specific knowledge and experience to improve organisational outcomes.  
• Contributes own expertise for the benefit of the organisation.  
• Encourages others to draw upon this knowledge. |
| 2.3 Steers and implements change and deals with uncertainty | • Adopts a planned approach to the management of programs.  
• Develops high-level plans that define required outcomes.  
• Operates effectively in an environment of ongoing change.  
• Maintains a flexible approach to achieve organisational objectives.  
• Shares appropriate information with stakeholders during times of change.  
• Anticipates likely objections and addresses them in a timely manner. |
| 2.4 Ensures closure and delivers on intended results | • Commits to targets, strives to achieve results and encourages others to do the same.  
• Identifies and addresses risks that may impede project completion.  
• Proactively escalates issues that have not been controlled to ensure work remains on track.  
• Reports achievements to key stakeholders, engages them in program outcomes and seeks feedback.  
• Acts to ensure work is delivered to a high standard.  
• Strives for high-quality outputs throughout the business unit and accepts accountability for achieving agreed outcomes.  
• Establishes systems to monitor progress against objectives and ensures projects comply with regulatory requirements. |
### 3 Cultivates productive working relationships

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<tbody>
<tr>
<td><strong>3.1 Nurtures internal and external relationships</strong>&lt;br&gt;Builds and sustains relationships within the organisation, with the Minister’s office, across the public sector and with a diverse range of external stakeholders. Looks for shared agendas and uses these to bring people together. Shows a commitment to client service through own actions and those of the business unit.</td>
<td>- Invests time to sustain and broaden networks.&lt;br&gt;- Follows up and maintains regular contact.&lt;br&gt;- 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.&lt;br&gt;- Finds shared agendas and uses these to bring people together to develop mutually beneficial outcomes.&lt;br&gt;- Takes steps to ensure the provision of prompt, efficient and responsive client service both personally and through the activities of the business unit.</td>
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<tr>
<td><strong>3.2 Facilitates cooperation and partnerships</strong>&lt;br&gt;Brings people together and encourages input from key stakeholders. Facilitates cooperation within and between organisations. Promotes the reciprocal sharing of information to build knowledge. Fosters teamwork and rewards cooperative and collaborative behaviour. Resolves conflict and manages the sensitivities involved.</td>
<td>- Facilitates cooperation between organisations by sharing information.&lt;br&gt;- Maintains a cross-government focus.&lt;br&gt;- Resolves conflict using appropriate strategies.&lt;br&gt;- Finds solutions that manage the sensitivities involved.&lt;br&gt;- Fosters teamwork by working collaboratively and cooperatively.&lt;br&gt;- Encourages and rewards those behaviours in others.&lt;br&gt;- Brings people together and ensures the key stakeholders are involved in discussions.&lt;br&gt;- Seeks input and facilitates joint ownership.&lt;br&gt;- Consults and promotes open discussion.&lt;br&gt;- Shares information with key stakeholders internally and externally.&lt;br&gt;- Facilitates reciprocal sharing of information to build knowledge.</td>
</tr>
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<td><strong>3.3 Values individual differences and diversity</strong>&lt;br&gt;Recognises the positive benefits that can be gained from diversity and capitalises on these for the benefit of the business unit. Harnesses understanding of differences to anticipate reactions and enhance interactions. Recognises the different working styles of individuals, and tries to see things from different perspectives.</td>
<td>- Discerns the differing and preferred working styles of individuals and uses this information to enhance the operation of the business unit.&lt;br&gt;- Recognises that others have different views and experience.&lt;br&gt;- Encourages input, listens and takes action to harness the varied input for the benefit of the business unit.&lt;br&gt;- Tries to see things from the other person’s perspective, anticipates their reactions and adopts strategies to address them.&lt;br&gt;- Maintains an awareness of personalities, motivations and other diverse qualities of people and uses this to enhance interactions.</td>
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<tr>
<td><strong>3.4 Guides, mentors and develops people</strong>&lt;br&gt;Encourages and motivates people to engage in continuous learning, and empowers them by delegating responsibility for work. Sets clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback and manages under-performance. Offers support in times of high pressure and engages in activities to maintain morale.</td>
<td>- Engages in activities to maintain optimism and enthusiasm.&lt;br&gt;- Implements formal and informal team-building activities.&lt;br&gt;- Assists people in managing their time and emotional responses when under high levels of pressure.&lt;br&gt;- Makes time for people despite competing priorities, particularly when people are challenged or during difficult times.&lt;br&gt;- Acts as a coach and works with people to facilitate continuous learning.&lt;br&gt;- Sets stretching development tasks linked to individual performance and potential.&lt;br&gt;- Delegates responsibility for work to others with broad parameters.&lt;br&gt;- Motivates others to take ownership.&lt;br&gt;- Congratulates people on achievements and gives timely recognition for good performance.&lt;br&gt;- Provides clear, constructive and timely feedback (both positive and negative) in a manner that encourages learning and achieves any required resolution.&lt;br&gt;- Sets performance standards and conducts regular reviews.&lt;br&gt;- Identifies under-performance and addresses it constructively.</td>
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## Individual profile

### 4 Exemplifies personal drive and integrity

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</table>
| **4.1 Demonstrates public sector professionalism and probity** | - Leads by example and maintains high standards of professionalism and impartiality.  
- Adheres to public sector values and Code of Conduct and behaves consistently in an honest, ethical and professional way.  
- Treats people fairly and equitably and is transparent in dealings with them.  
- Makes decisions for the corporate good without favouritism or bias.  
- Places the aims of the organisation above personal ambitions.  
- Understands and operates within legal and public policy constraints and limitations.  
- Supports and promotes the organisation’s agenda appropriately.  
- Presents a united leadership voice and supports other leaders. |
| **4.2 Engages with risk and shows personal courage** | - Makes tough corporate decisions that are in the best interests of the government even when these may not be popular.  
- Encourages and contributes to debate on own ideas and the ideas of others.  
- Stands own ground and supports others when appropriate.  
- Confronts difficult or controversial issues directly.  
- Shows willingness to make unpopular stands and voice own position clearly.  
- Provides forthright and impartial advice in a constructive manner that facilitates the achievement of government outcomes.  
- Takes ownership for decisions and accepts responsibility when things go wrong.  
- Learns from mistakes.  
- Seeks advice and guidance.  
- Admits to not always knowing the answer to a question. |
| **4.3 Commits to action** | - Takes the initiative and acts decisively to move things forward.  
- Shows drive, energy and initiative.  
- Gets involved and galvanises others to act to deliver key results for the organisation.  
- Initiates urgent action and is responsive when there are issues impacting the achievement of outcomes. |
| **4.4 Displays resilience** | - Sustains high levels of effort and energy following a setback.  
- Maintains momentum and continues to move forward.  
- Demonstrates tenacity and persists with initiatives that are of benefit to the organisation and/or government.  
- Maintains an optimistic outlook and focuses on the positives in difficult situations.  
- Monitors own emotional reactions, remains calm and maintains focus when faced with criticism or pressure. |
| **4.5 Demonstrates self-awareness and a commitment to personal development** | - Examines own behaviour and the impact on others regularly.  
- Identifies learning opportunities.  
- Demonstrates commitment to self-development, proactively identifies development opportunities and seeks to extend skills and experience.  
- Promotes areas of strength confidently and acknowledges development needs.  
- Seeks regular feedback on performance.  
- Translates negative feedback into actions for improvement.  
- Examines own behaviour with reference to performance.  
- Identifies areas of strength and limitation. |

Adheres to and promotes public sector values and Code of Conduct and acts with utmost integrity and professionalism. Encourages these standards in others. Operates professionally and within the boundaries of organisational processes and legal and public policy constraints. Represents the organisation effectively in public and internal forums and advocates the corporate agenda.

Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. Challenges and encourages debate on difficult or controversial issues. Stands by own position and supports others when required. Takes responsibility for mistakes and learns from them. Seeks guidance and advice when required.

Committed to achieving key outcomes for the organisation. Demonstrates personal drive, focus and energy. Galvanises others to act. Acts decisively and initiates urgent action to overcome difficult problems.

Persists and focuses on achieving organisational objectives even in difficult circumstances. Monitors own emotional reactions and responds to pressure in a controlled manner. Displays a positive outlook and maintains momentum in difficult situations.
## Individual profile

### CLF 10

### 5 Communicates with influence

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| **5.1 Communicates clearly** | - Presents key information effectively, outlines the implications, and ensures key conclusions are conveyed.  
- Limits the use of jargon and abbreviations.  
- Explains complex information using language appropriate for the audience.  
- Presents messages confidently and selects the appropriate medium for maximum effect.  
- Structures messages clearly and succinctly both orally and in writing. |
| **5.2 Listens, understands and adapts to audience** | - Adjusts presentation style on the basis of subtle non-verbal cues.  
- Maximises personal communication strengths and takes into account shortcomings.  
- Focuses on gaining a clear understanding of others’ comments by listening, asking clarifying questions and reflecting back.  
- Anticipates the audience's response and is prepared to address their concerns and objections.  
- Tailors communication style and language according to the audience’s level of knowledge, skill and experience. |
| **5.3 Negotiates confidently** | - Ensures negotiations remain focused on the important issues.  
- Acknowledges differences of opinion and addresses disagreements objectively.  
- Offers a convincing rationale and makes a strong case without getting personal or aggressive.  
- Engages credible others in supporting the position.  
- Anticipates other people’s likely expectations and concerns.  
- Determines the extent of potential compromise for all parties.  
- Positions case in a balanced manner, avoiding overselling by acknowledging risks and potential disadvantages. |

Approaches negotiations with a strong grasp of the key issues. Presents a convincing and balanced rationale. Anticipates the position of the other party and is aware of the extent of the potential for compromise. Acknowledges and addresses disagreements to facilitate mutually beneficial solutions. Engages the support of credible others. Focuses on the desired objectives and ensures negotiations remain on track.
## Individual profile

### All capabilities and components for CLF 11

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<td><strong>2.1</strong> Builds organisational capability and responsiveness</td>
<td><strong>3.1</strong> Nurtures internal and external relationships</td>
<td><strong>4.1</strong> Demonstrates public sector professionalism and probity</td>
<td><strong>5.1</strong> Communicates clearly</td>
</tr>
<tr>
<td>Champions the organisation’s vision and goals and promotes a shared commitment to the strategic direction. Helps create organisational strategies that are aligned with government objectives and likely future requirements. Encourages others’ input and communicates expected outcomes from organisational strategies.</td>
<td>Focuses on activities that support organisational sustainability. Nurtures talent and engages in succession planning. Facilitates information accessibility and sharing. Looks for ways to improve effectiveness by harnessing technology and implementing continuous improvement activities. Monitors and manages resourcing pressures for optimum outcomes. Creates a flexible environment that enables others to meet changing demands.</td>
<td>Builds and sustains relationships within the organisation, with the Minister’s office, across the public sector and with a diverse range of external stakeholders. Encourages stakeholders to work together and establishes cross-agency approaches to address issues. Shows a commitment to client service through own actions and those of the organisation.</td>
<td>Adheres to and promotes public sector values and Code of Conduct and aligns business processes accordingly. Addresses breaches of protocol and probity. Operates professionally and within the boundaries of organisational processes and legal and public policy constraints. Represents the organisation effectively in public and internal forums and advocates the corporate agenda.</td>
<td>Presents messages confidently in a clear, concise and articulate manner. Focuses on key points for the audience and states the facts. Structures concise messages and presents with precision and confidence, harnessing the most appropriate methods of communication. Creates meaning for the audience by using analogies and stories to illustrate key points.</td>
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<td><strong>2.2</strong> Organises professional expertise</td>
<td><strong>3.2</strong> Facilitates cooperation and partnerships</td>
<td><strong>4.2</strong> Engages with risk and shows personal courage</td>
<td><strong>5.2</strong> Listens, understands and adapts to audience</td>
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<td>Understands the organisation’s role within community and considers multiple perspectives when assessing the ramifications of key issues on the organisation and community. Provides advice to government that reflects analysis of a broad range of issues and the whole-of-government agenda. Considers emerging trends, identifies long-term opportunities and aligns organisational operations with strategic priorities.</td>
<td>Integrates professional expertise into the organisation to improve overall performance and delivery of organisational outcomes. Manages contracts judiciously. Actively ensures relevant professional input is obtained from others and shares own experience.</td>
<td>Consults broadly to obtain buy-in. Draws on the knowledge of key stakeholders within and outside the organisation and facilitates cooperation by sharing information. Promotes information exchange by maintaining open communication channels. Personally manifests strong interpersonal relations and rewards cooperative and collaborative behaviour. Anticipates and resolves conflict.</td>
<td>Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. Voices own opinion clearly and enthusiastically, difficult or controversial issues. Stands by own position and supports others when required. Takes responsibility for mistakes and learns from them. Seeks guidance and advice when required.</td>
<td>Seeks to understand the audience and adapts communication style and message to meet their needs. Listens carefully to others and ensures their views have been understood. Anticipates reactions and prepares a response to address the audience’s concerns. Checks own understanding of others’ comments and does not allow misunderstandings to linger.</td>
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<td><strong>4.3</strong> Commits to action</td>
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<td>Commits to achieving key outcomes for the organisation and uses personal drive, focus and energy to enthuse others. Galvanises others to act. Acts decisively and initiates urgent action to overcome difficult problems.</td>
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</tbody>
</table>

Continued next page...
All capabilities and components for CLF 11

<table>
<thead>
<tr>
<th>1.3 Harnesses information and opportunities</th>
<th>2.3 Steers and implements change and deals with uncertainty</th>
<th>3.3 Values individual differences and diversity</th>
<th>4.4 Displays resilience</th>
<th>5.3 Negotiates persuasively</th>
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<tr>
<td>Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. Positions the organisation to seize opportunities and minimise threats. Addresses any critical information gaps. Uses knowledge of the organisation to tailor approaches to different issues.</td>
<td>Oversees the implementation of multiple change initiatives with a focus on the desired outcomes. Defines high-level objectives and ensures translation into practical implementation strategies. Operates effectively in an environment of ongoing change and uncertainty and maintains flexibility. Actively ensures stakeholders are kept informed during times of change.</td>
<td>Capitalises on the positive benefits that can be gained from diversity and harnessing different viewpoints. Uses understanding of differences to anticipate reactions and enhance the operation of the organisation. Recognises the different working styles of individuals, anticipates reactions and tries to see things from different perspectives.</td>
<td>Persists and focuses on achieving organisational objectives even in difficult circumstances. Monitors own emotional reactions and responds to pressure in a controlled manner. Overcomes obstacles and recovers rapidly from setbacks. Displays a positive outlook in difficult situations.</td>
<td>Approaches negotiations with a strong grasp of the key issues. Presents a convincing and balanced rationale. Focuses on the way in which the message is delivered and uses techniques to illustrate the argument persuasively. Anticipates the position of the other party and is aware of the extent of the potential for compromise.</td>
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<td>1.4 Shows judgement, intelligence and common sense</td>
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<td>3.4 Guides, mentors and develops people</td>
<td></td>
<td>5.5 Demonstrates self-awareness and a commitment to personal development</td>
</tr>
<tr>
<td>Applies intellect and knowledge to weigh up information and identify critical factors and issues. Demonstrates effective judgement to weigh up options and develop realistic solutions. Anticipates risks, addresses them rapidly and helps others to recognise them. Capitalises on innovative alternatives to resolve complex problems.</td>
<td>Drives a culture of achievement and fosters a quality focus in the organisation. Ensures ideas and intended actions become a reality and that planned projects result in expected outputs. Enables the achievement of outcomes by identifying and removing potential barriers to success. Keeps stakeholders informed of progress and any issues that arise.</td>
<td>Identifies and develops talent. Encourages and motivates people to engage in continuous learning and empowers them by delegating responsibly for work. Sets clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback and manages under-performance. Offers support in times of high pressure. Celebrates success and engages in activities to maintain morale.</td>
<td></td>
<td>Demonstrates a high level of self-awareness and acknowledges areas of both strength and limitation. Promotes areas of strength confidently, and proactively identifies learning opportunities to extend skills and experience. Reflects on the impact of own behaviour on others and is responsive in adjusting behaviour.</td>
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</table>
1 **Shapes strategic direction**

### Description

#### 1.1 Inspires a sense of purpose and direction

Champions the organisation’s vision and goals and promotes a shared commitment to the strategic direction. Helps create organisational strategies that are aligned with government objectives and likely future requirements. Encourages others’ input and communicates expected outcomes from organisational strategies.

- 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.

#### 1.2 Focuses strategically

Understands the organisation’s role within the community and considers multiple perspectives when assessing the ramifications of key issues on the organisation and community. Provides advice to government that reflects analysis of a broad range of issues and the whole-of-government agenda. Considers emerging trends, identifies long-term opportunities and aligns organisational operations with strategic priorities.

- 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 the community and considers community expectations.

#### 1.3 Harnesses information and opportunities

Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. Positions the organisation to seize opportunities and minimise threats. Addresses any critical information gaps. Uses knowledge of the organisation to tailor approaches to different issues.

- Understands the cultural, social, historical and political factors affecting the organisation.
- 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, nationally and internationally.
- Recognises and is sensitive to changes in the internal and external environments.
- Uses resulting information to position the organisation 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, the internet and Hansard to understand new issues of importance to the government.
- Explores new ideas with an open mind.

#### 1.4 Shows judgement, intelligence and common sense

Applies intellect and knowledge to weigh up information and identify critical factors and issues. Demonstrates effective judgement to weigh up options and develop realistic solutions. Anticipates risks, addresses them rapidly and helps others to recognise them. Capitalises on innovative alternatives to resolve complex problems.

- Identifies relationships between issues quickly, synthesises complex information, and discerns the key implications for the organisation in the context of government priorities.
- Anticipates problems and takes steps to minimise or prevent them.
- Identifies and manages risk.
- Makes clear, well-reasoned and timely decisions.
- Balances intuition and intellect to form effective judgements.
- Applies lateral and creative thinking to generate ideas and solutions.
- Works effectively in situations of ambiguity and with issues that cannot be resolved immediately.
### Individual profile

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| 2.1 Builds organisational capability and responsiveness | - Creates a flexible organisational environment that enables people to move between projects to meet changing demands.  
- Attracts and recruits talent.  
- Engages in succession planning to nurture talent and contribute to organisational sustainability.  
- Monitors resourcing pressures and implements strategies to ensure the best results are obtained for the organisation.  
- Challenges the status quo by looking for ways to improve effectiveness, harnesses the potential of technology, and implements continuous improvement activities.  
- Facilitates information accessibility and sharing to create knowledge management strategies. |
| 2.2 Organises professional expertise | - Strikes a balance between using external expertise and internal knowledge and experience.  
- Supplements internal knowledge with technical expertise from external providers and other government organisations.  
- Manages contracts judiciously.  
- Consults internal experts.  
- Taps into their occupation-specific knowledge and experience to improve organisational outcomes.  
- Contributes own expertise for the benefit of the organisation.  
- Encourages others to draw upon this knowledge. |
| 2.3 Steers and implements change and deals with uncertainty | - Drives multiple change initiatives, oversees implementation, and ensures focus on end goals is maintained.  
- Adopts a planned approach to the management of programs.  
- Develops organisational plans that define required outcomes.  
- Operates effectively in an environment of ongoing change.  
- Maintains a flexible approach to achieve organisational objectives.  
- Shares appropriate information with stakeholders during times of change.  
- Anticipates likely objections and addresses them in a timely manner. |
| 2.4 Ensures closure and delivers on intended results | - Commits to targets, strives to achieve results, and encourages others to do the same.  
- Identifies and seeks to remove barriers to achieve desired organisational outcomes.  
- Adopts a ‘no surprises’ policy and ensures key stakeholders are kept appropriately informed of progress.  
- Fosters a quality focus across the organisation and accepts accountability for achieving agreed outcomes.  
- Reviews the progress of key programs and stays focused on achieving outcomes. |
## 3 Cultivates productive working relationships

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<thead>
<tr>
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</table>
| **3.1 Nurtures internal and external relationships**                      | • Proactively builds cross-agency relationships.  
• Establishes cross-agency approaches to address issues.  
• Invests time to sustain and broaden networks.  
• Engages the support and allegiance of informal networks in formal situations.  
• Builds and sustains a diverse range of relationships with key people in other organisations such as the Minister’s office, the private sector, industry groups and other relevant stakeholder groups.  
• Encourages key stakeholders to work together.  
• Recognises and capitalises on opportunities for mutual benefit.  
• Takes steps to ensure the provision of prompt, efficient and responsive client service both personally and through the activities of the organisation. |
| Builds and sustains relationships within the organisation, with the Minister’s office, across the public sector and with a diverse range of external stakeholders. Encourages stakeholders to work together and establishes cross-agency approaches to address issues. Shows a commitment to client service through own actions and those of the organisation. |                                                                                                                                                                                                                       |
| **3.2 Facilitates cooperation and partnerships**                           | • Facilitates cooperation between organisations by sharing information.  
• Maintains a cross-government focus.  
• Anticipates conflict and uses appropriate strategies to resolve conflict when it arises.  
• Models effective team-working behaviours.  
• Works collaboratively and cooperatively and rewards those behaviours in others.  
• Draws on the knowledge of key stakeholders in and outside the organisation.  
• Seeks input from the deputy Chief Executive and/ or Chief Executive on contentious issues.  
• Consults broadly to obtain buy-in.  
• Shares information and facilitates the exchange of information by maintaining open communication channels. |
| Consults broadly to obtain buy-in. Draws on the knowledge of key stakeholders within and outside the organisation and facilitates cooperation by sharing information. Promotes information exchange by maintaining open communication channels. Personally manifests strong interpersonal relations and rewards cooperative and collaborative behaviour. Anticipates and resolves conflict. |                                                                                                                                                                                                                       |
| **3.3 Values individual differences and diversity**                       | • Discerns the differing and preferred working styles of individuals and uses this information to enhance the operation of the organisation.  
• Capitalises on the diversity present in the organisation.  
• Harnesses different viewpoints.  
• Anticipates when different stakeholders may clash due to differing views, cultural perspectives, or drivers.  
• Adopts strategies to address these.  
• Maintains an awareness of personalities, motivations and other diverse qualities of people and uses this to enhance interactions. |
| Capitalises on the positive benefits that can be gained from diversity and harnesses different viewpoints. Uses understanding of differences to anticipate reactions and enhance the operation of the organisation. Recognises the different working styles of individuals, anticipates reactions, and tries to see things from different perspectives. |                                                                                                                                                                                                                       |
| **3.4 Guides, mentors and develops people**                               | • Engages in activities to maintain optimism and enthusiasm.  
• Implements formal and informal team-building activities.  
• Assists people in managing their time and emotional responses when under high levels of pressure.  
• Makes time for people despite competing priorities, particularly when people are challenged or during difficult times.  
• Identifies and nurtures talent.  
• Provides talented people with access to targeted and stretching development opportunities.  
• Delegates responsibility for work appropriately and provides people with opportunities to take ownership.  
• Provides people with the opportunity to build their capability.  
• Celebrates success and acknowledges and rewards achievements.  
• Provides clear, constructive and timely feedback (both positive and negative) in a manner that encourages learning and achieves any required resolution.  
• Sets performance standards and conducts regular reviews.  
• Identifies under-performance and addresses it constructively. |
| Identifies and develops talent. Encourages and motivates people to engage in continuous learning, and empowers them by delegating responsibility for work. Sets clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback and manages under-performance. Offers support in times of high pressure. Celebrates success and engages in activities to maintain morale. |                                                                                                                                                                                                                       |
### Individual profile

#### CLF 11

## 4 Exemplifies personal drive and integrity

<table>
<thead>
<tr>
<th>Description</th>
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</tr>
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</table>
| **4.1 Demonstrates public sector professionalism and probity** | - Aligns business processes with public sector values.  
- Leads by example and maintains high standards of professionalism and impartiality.  
- Expects and encourages team and colleagues to apply the same high standards.  
- Adheres to public sector values and Code of Conduct and behaves consistently in an honest, ethical and professional way.  
- Addresses breaches of protocol and probity in an appropriate manner.  
- Treats people fairly and equitably and is transparent in dealings with them.  
- Makes decisions for the corporate good without favouritism or bias.  
- Places the aims of the organisation above personal ambitions.  
- Understands and operates within legal and public policy constraints and limitations.  
- Represents the organisation in public forums.  
- Supports and promotes the organisation's agenda appropriately.  
- Presents a united leadership voice and supports other leaders. |
| **4.2 Engages with risk and shows personal courage** | - Makes tough corporate decisions that are in the best interests of the government even when these may not be popular.  
- Encourages and contributes to debate on own ideas and the ideas of others.  
- Stands own ground and supports others when appropriate.  
- Confronts difficult or controversial issues directly with others.  
- Shows willingness to make unpopular stands and voice own position clearly.  
- Provides forthright and impartial advice in a constructive manner that facilitates the achievement of government outcomes.  
- Takes ownership for decisions and accepts responsibility when things go wrong.  
- Learns from mistakes.  
- Seeks advice and guidance.  
- Admits to not always knowing the answer to a question. |
| **4.3 Commits to action** | - Takes the initiative and acts decisively to move things forward.  
- Shows drive, energy and initiative.  
- Gets involved and galvanises others to act to deliver key results for the organisation.  
- Initiates urgent action and is responsive when there are significant issues to address. |
| **4.4 Displays resilience** | - Recovers quickly from setbacks and maintains momentum.  
- Sustains high levels of effort towards the achievement of outcomes.  
- Demonstrates tenacity and persists with initiatives that are of benefit to the organisation and government.  
- Maintains an optimistic outlook and focuses on the positives in difficult situations.  
- Monitors own emotional reactions, remains calm, and maintains focus when faced with criticism or pressure. |
| **4.5 Demonstrates self-awareness and a commitment to personal development** | - Reflects regularly 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.  
- Promotes confidently areas of strength and knowledge within limits of own expertise.  
- Seeks regular feedback on performance.  
- Translates negative feedback into actions for improvement.  
- Examines own behaviour and performance.  
- Identifies strengths and development needs. |

Adheres to and promotes public sector values and Code of Conduct and aligns business processes accordingly. Addresses breaches of protocol and probity. Operates professionally and within the boundaries of organisational processes and legal and public policy constraints. Represents the organisation effectively in public and internal forums, and advocates the corporate agenda.

Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. Voices own opinion clearly and challenges difficult or controversial issues. Stands by own position and supports others when required. Takes responsibility for mistakes and learns from them. Seeks guidance and advice when required.

Commits to achieving key outcomes for the organisation and uses personal drive, focus and energy to enthuse others. Galvanises others to act. Acts decisively and initiates urgent action to overcome difficult problems.

Persists and focuses on achieving organisational objectives even in difficult circumstances. Monitors own emotional reactions and responds to pressure in a controlled manner. Overcomes obstacles and recovers rapidly from setbacks. Displays a positive outlook in difficult situations.

Demonstrates a high level of self-awareness and acknowledges areas of both strength and limitation. Promotes areas of strength confidently and proactively identifies learning opportunities to extend skills and experience. Reflects on the impact of own behaviour on others and is responsive in adjusting behaviour.
## Individual profile

### 5  Communicates with influence

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>5.1 Communicates clearly</strong>&lt;br&gt;Presents messages confidently in a clear, concise and articulate manner. Focuses on key points for the audience and states the facts. Structures messages for brevity and presents with precision and confidence, harnessing the most appropriate methods of communication. Creates meaning for the audience by using analogies and stories to illustrate key points.</td>
<td>• Engages the audience using anecdotes and analogies to illustrate key points and bring messages to life.&lt;br&gt;• Presents key information effectively, outlines the implications, and ensures key conclusions are conveyed.&lt;br&gt;• Limits the use of jargon and abbreviations.&lt;br&gt;• Explains complex information using language appropriate for the audience.&lt;br&gt;• Presents messages with precision and confidence and selects the appropriate medium for maximum effect.&lt;br&gt;• Structures messages clearly and succinctly both orally and in writing.</td>
</tr>
<tr>
<td><strong>5.2 Listens, understands and adapts to audience</strong>&lt;br&gt;Seeks to understand the audience and adapts communication style and message to meet their needs. Listens carefully to others and ensures their views have been understood. Anticipates reactions and prepares a response to address the audience’s concerns. Checks own understanding of others’ comments and does not allow misunderstandings to linger.</td>
<td>• Adjusts presentation style on the basis of subtle non-verbal cues.&lt;br&gt;• Maximises personal communication strengths and takes into account shortcomings.&lt;br&gt;• Focuses on gaining a clear understanding of others’ comments by listening, asking clarifying questions, and reflecting back.&lt;br&gt;• Anticipates the likely reaction of the audience to a message and adjusts approach to gain maximum impact.&lt;br&gt;• Tailors communication style and language according to the audience’s level of knowledge, skill and experience.</td>
</tr>
<tr>
<td><strong>5.3 Negotiates confidently</strong>&lt;br&gt;Approaches negotiations with a strong grasp of the key issues. Presents a convincing and balanced rationale. Focuses on the way in which the message is delivered and uses techniques to illustrate the argument persuasively. Anticipates the position of the other party and is aware of the extent of potential for compromise. Acknowledges and addresses disagreements to facilitate mutually beneficial solutions. Identifies key stakeholders and engages their support. Focuses on the desired objectives and ensures negotiations remain on track.</td>
<td>• Pitches messages in a way that facilitates the desired outcomes.&lt;br&gt;• Uses techniques to illustrate the argument persuasively.&lt;br&gt;• Ensures negotiations remain focused on the important issues.&lt;br&gt;• Acknowledges differences of opinion and addresses disagreements objectively.&lt;br&gt;• Offers a convincing rationale and makes a strong case without getting personal or aggressive.&lt;br&gt;• Identifies key stakeholders and seeks their support early in the negotiation.&lt;br&gt;• Analyses other people’s agendas and identifies potential ‘weak spots’.&lt;br&gt;• Determines the extent of potential compromise for all parties.&lt;br&gt;• Positions case by highlighting its merit clearly.&lt;br&gt;• Avoids overselling by acknowledging risks and potential disadvantages.</td>
</tr>
<tr>
<td>Shapes strategic thinking</td>
<td>Achieves results</td>
</tr>
<tr>
<td>---------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td><strong>1.1</strong> Inspires a sense of purpose and direction</td>
<td><strong>2.1</strong> Builds organisational capability and responsiveness</td>
</tr>
<tr>
<td>Champions the organisation’s vision and goals and unifies business units with the strategic direction. Helps create organisational strategies that are aligned with government objectives and likely future requirements. Encourages others’ input and communicates expected outcomes from organisational strategies.</td>
<td>Focuses on activities that support organisational sustainability. Nurtures talent and engages in succession planning. Facilitates information accessibility and sharing. Seeks operational efficiency and streamlines and adapts processes. Investigates ways to improve effectiveness by harnessing technology and implementing continuous improvement activities. Engages in flexible resource management and looks beyond the organisation’s boundaries to achieve the optimum resourcing combination.</td>
</tr>
<tr>
<td><strong>1.2</strong> Focuses strategically</td>
<td><strong>2.2</strong> Organises professional expertise</td>
</tr>
<tr>
<td>Understands the organisation’s current and potential future role within community. Considers multiple perspectives when assessing the ramifications of key issues and develops solutions with long-term viability for the organisation and community. Provides advice to government that reflects analysis of a broad range of issues. Considers emerging trends, identifies long-term opportunities and balances organisational requirements with desired whole-of-sector outcomes.</td>
<td>Integrates professional expertise into the organisation to improve overall performance and delivery of organisational outcomes. Manages contracts judiciously. Actively ensures relevant professional input is obtained from others and shares own experience.</td>
</tr>
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### All capabilities and components for CLF 12

<table>
<thead>
<tr>
<th>Shapes strategic thinking</th>
<th>Achieves results</th>
<th>Cultivates productive working relationships</th>
<th>Exemplifies personal drive and integrity</th>
<th>Communicates with influence</th>
</tr>
</thead>
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<tr>
<td><strong>1.3</strong> Harnesses information and opportunities</td>
<td><strong>2.3</strong> Steers and implements change and deals with uncertainty</td>
<td><strong>3.3</strong> Values individual differences and diversity</td>
<td><strong>4.3</strong> Commits to action</td>
<td><strong>5.3</strong> Negotiates persuasively</td>
</tr>
<tr>
<td>Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. Positions the organisation to seize opportunities and minimise threats. Addresses any critical information gaps. Uses knowledge of the organisation to tailor approaches to different issues. Recognises the opportunities offered through whole-of-government approaches and seeks to realise them.</td>
<td>Drives the change agenda, defines high level objectives, and ensures translation into practical implementation strategies. Coordinates projects across multiple agencies. Recognises the constant nature of change and maintains flexibility. Secures stakeholder commitment to change and maintains open communication channels during the change process.</td>
<td>Communicates the value of harnessing diversity for the organisation. Capitalises on the positive benefits that can be gained from diversity and harnesses different viewpoints. Uses understanding of differences to anticipate reactions and enhance the operation of the organisation. Recognises the different working styles of individuals, anticipates reactions, and tries to see things from different perspectives.</td>
<td>Acts decisively to ensure strategies are implemented and issues are addressed. Demonstrates personal drive, focus and energy. Galvanises others to act. Commits to getting the job done. Maintains control and initiates urgent action to resolve issues when required.</td>
<td>Approaches negotiations with a strong grasp of the key issues. Presents a convincing and balanced rationale. Focuses on the way in which the message is delivered and uses techniques to illustrate the argument persuasively. Anticipates the position of the other party and is aware of the extent of potential for compromise. Acknowledges and addresses disagreements to facilitate mutually beneficial solutions. Identifies key stakeholders and engages their support. Focuses on the desired objectives and ensures negotiations remain on track.</td>
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<td><strong>1.4</strong> Shows judgement, intelligence and common sense</td>
<td><strong>2.4</strong> Ensures closure and delivers on intended results</td>
<td><strong>3.4</strong> Guides, mentors and develops people</td>
<td><strong>4.4</strong> Displays resilience</td>
<td><strong>5.4</strong> Demonstrates self-awareness and a commitment to personal development</td>
</tr>
<tr>
<td>Engages in high-level critical thinking to identify links and discern the critical issues. Identifies the implications for the organisation to seize opportunities and minimise threats. Recognises the constant nature of change and maintains flexibility. Secures stakeholder commitment to change and maintains open communication channels during the change process.</td>
<td>Drives a culture of achievement and fosters a quality focus in the organisation. Ensures ideas and intended actions become a reality and that planned projects result in expected outputs. Enables the achievement of outcomes by identifying and removing potential barriers to success. Keeps stakeholders informed of progress and any issues that arise.</td>
<td>Identifies and develops talent. Encourages and motivates people to engage in continuous learning and empowers them by delegating responsibility for work. Sets clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback and manages under-performance. Offers support in times of high pressure. Celebrates success and engages in activities to maintain morale.</td>
<td>Persists and focuses on achieving organisational objectives throughout periods of extreme pressure. Monitors own emotional reactions and responds to pressure in a controlled manner. Retains focus on the end goal and overcomes significant barriers and obstacles. Recovers rapidly from setbacks. Displays a positive outlook in difficult situations.</td>
<td>Demonstrates a high level of self-awareness and acts as a role model by communicating strengths and development needs openly. Uses self-insight to identify areas in which own capabilities complement those of other people. Welcomes feedback and is responsive in adjusting behaviour. Strives for continual learning.</td>
</tr>
</tbody>
</table>
1 Shapes strategic thinking

### Description

**1.1 Inspires a sense of purpose and direction**
Champions the organisation’s vision and goals and unifies business units with the strategic direction. Helps create organisational strategies that are aligned with government objectives and likely future requirements. Encourages others’ input and communicates expected outcomes from organisational strategies.

- 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.
- Cascades this vision through the organisation.
- Builds a sense of shared purpose and direction by actively promoting the vision and creating alignment between organisational units and strategy.
- Steers the vision through the organisation.
- Communicates the parameters and expectations surrounding the strategy.

### Behavioural Indicators

- Applies a broad view that balances organisational requirements with desired whole-of-government outcomes.
- Positions advice to government in a broad context, with reference to stakeholder interests and the whole-of-government agenda.
- Focuses on the future and seeks to improve the organisation’s ongoing capacity to deliver outcomes for the community.
- Considers multiple perspectives when contemplating the impact of key issues and develops solutions with consideration of their long-term viability for the organisation and the 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 the community and considers community expectations.

**1.2 Focuses strategically**
Understands the organisation’s current and potential future role within the community. Considers multiple perspectives when assessing the ramifications of key issues and develops solutions with long-term viability for the organisation and community. Provides advice to government that reflects analysis of a broad range of issues. Considers emerging trends, identifies long-term opportunities, and balances organisational requirements with desired whole-of-government outcomes.

- Recognises the opportunities available through whole-of-government and seeks to realise them.
- Understands the cultural, social, historical and political factors affecting the organisation.
- Identifies critical information gaps and ensures required information is obtained.
- Investigates and applies contemporary best practice approaches in both public and private organisations, nationally and internationally.
- Recognises and is sensitive to changes in the internal and external environments.
- Uses resulting information to position the organisation 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, the internet and Hansard to understand new issues of importance to the government.
- Explores new ideas with an open mind.

**1.3 Harnesses information and opportunities**
Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. Positions the organisation to seize opportunities and minimise threats. Addresses any critical information gaps. Uses knowledge of the organisation to tailor approaches to different issues. Recognises the opportunities offered through whole-of-government approaches and seeks to realise them.

- Engages in high-level critical thinking to identify the links and connections between complex issues.
- Discerns the key implications for the organisation.
- Anticipates problems and addresses them quickly.
- Develops strategies and thinks through contingencies to manage long-term and strategic risks.
- Weighs up options and applies sound judgement to develop realistic solutions for the organisation.
- Generates innovative solutions to effectively resolve complex problems that may not have been experienced previously.
- Works effectively in situations of ambiguity and with issues that cannot be resolved immediately.

**1.4 Shows judgement, intelligence and common sense**
Engages in high-level critical thinking to identify links and discern the critical issues. Identifies the implications for the organisation and applies effective judgement to develop solutions. Anticipates long-term and strategic risks, addresses them rapidly, and helps others to recognise them. Capitalises on innovative alternatives to resolve complex problems.
## Individual profile

### CLF 12

### 2 Achieves results

<table>
<thead>
<tr>
<th>Description</th>
<th>Behavioural Indicators</th>
</tr>
</thead>
</table>
| **2.1 Builds organisational capability and responsiveness** | - Implements strategies to achieve operational efficiencies.  
- Integrates and streamlines processes to maximise effectiveness.  
- Attracts and recruits talent.  
- Engages in succession planning to nurture talent and contribute to organisational sustainability.  
- Engages in flexible resource management.  
- Looks beyond the organisation's boundaries to identify optimum resourcing combinations.  
- Challenges the status quo by looking for ways to improve effectiveness.  
- Harnesses the potential of technology and implements continuous improvement activities.  
- Facilitates information accessibility and sharing to create knowledge management strategies. |
| **2.2 Organises professional expertise** | - Strikes a balance between utilising external expertise and internal knowledge and experience.  
- Supplements internal knowledge with technical expertise from external providers and other government organisations.  
- Manages contracts judiciously.  
- Consults internal and external experts.  
- Taps into their occupation-specific knowledge and experience to improve organisational outcomes.  
- Contributes own expertise for the benefit of the organisation and encourages others to draw upon this knowledge. |
| **2.3 Steers and implements change and deals with uncertainty** | - Coordinates projects across multiple organisations.  
- Drives the change agenda and creates an organisation that can shift focus rapidly.  
- Adopts a planned approach to the management of programs.  
- Develops organisational plans that define required outcomes.  
- Accepts and embraces the ongoing nature of change.  
- Maintains a flexible approach to achieve organisational objectives.  
- Identifies key stakeholders and seeks their commitment to change.  
- Shares relevant information to facilitate an effective change process. |
| **2.4 Ensures closure and delivers on intended results** | - Commits to targets and strives to achieve results.  
- Encourages others to do the same.  
- Identifies and seeks to remove barriers to achieve desired organisational outcomes.  
- Adopts a ‘no surprises’ policy and keeps key stakeholders appropriately informed of progress.  
- Fosters a quality focus across the organisation and accepts accountability for achieving agreed outcomes.  
- Reviews the progress of key programs and stays focused on achieving outcomes. |
### 3 Cultivates productive working relationships

<table>
<thead>
<tr>
<th>Description</th>
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</table>
| 3.1 Nurtures internal and external relationships | • Proactively builds cross-agency relationships.  
• Establishes cross-agency approaches to address issues.  
• Builds effective working relationships with Ministers and seeks to understand their needs and expectations.  
• Encourages key stakeholders to work together.  
• Recognises and capitalises on opportunities for mutual benefit.  
• Takes steps to ensure the provision of prompt, efficient and responsive client service both personally and through the activities of the organisation. |
| 3.2 Facilitates cooperation and partnerships | • Communicates the importance of consulting with key stakeholders and recognises when input is required.  
• Overcomes organisational silos.  
• Facilitates cooperation between organisations by sharing information.  
• Anticipates conflict and uses appropriate strategies to resolve conflict when it arises.  
• Bridges differences in understanding between key stakeholders.  
• Models effective team-working behaviours.  
• Works collaboratively and cooperatively and rewards those behaviours in others.  
• Engages the Minister’s office on key issues.  
• Facilitates others’ relationships with the Minister.  
• Consults broadly to obtain buy-in.  
• Shares information and facilitates the exchange of information by maintaining open communication channels. |
| 3.3 Values individual differences and diversity | • Acts as a positive role model by proactively communicating the value and importance of capitalising on the diversity for the organisation.  
• Discerns the differing and preferred working styles of individuals and uses this information to enhance the operation of the organisation.  
• Capitalises on the diversity present in the organisation.  
• Harnesses different viewpoints.  
• Anticipates when different stakeholders may clash due to differing views, cultural perspectives or drivers.  
• Adopts strategies to address these.  
• Maintains an awareness of personal qualities, motivations and other diverse qualities of people and uses this to enhance interactions. |
| 3.4 Guides, mentors and develops people | • Engages in activities to maintain optimism and enthusiasm.  
• Implements formal and informal team-building activities.  
• Assists people in managing their time and emotional responses when under high levels of pressure.  
• Makes time for people despite competing priorities, particularly when people are challenged or during difficult times.  
• Identifies and nurtures talent.  
• Provides talented people with access to targeted and stretching development opportunities.  
• Delegates responsibility for work appropriately and provides people with opportunities to take ownership.  
• Provides people with the opportunity to build their capability.  
• Celebrates success and acknowledges and rewards achievements.  
• Provides clear, constructive and timely feedback (both positive and negative) in a manner that encourages learning and achieves any required resolution.  
• Sets performance standards and conducts regular reviews.  
• Identifies under-performance and addresses it constructively. |
### 4 Exemplifies personal drive and integrity

<table>
<thead>
<tr>
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</table>
| 4.1 Demonstrates public sector professionalism and probity | - Aligns business processes with public sector values.  
- Leads by example and maintains high standards of professionalism and impartiality.  
- Adheres to public sector values and Code of Conduct and behaves consistently in an honest, ethical and professional way; addresses breaches of protocol and probity in an appropriate manner.  
- Treats people fairly and equitably and is transparent in dealings with them.  
- Makes decisions for the corporate good without favouritism or bias.  
- Supports and promotes the organisation's agenda appropriately.  
- Presents a united leadership voice and supports other leaders. |
| 4.2 Engages with risk and shows personal courage | - Acts as a role model for leadership courage by adopting a principled stance on important issues.  
- Makes tough corporate decisions that are in the best interests of the government even when these may not be popular.  
- Encourages and contributes to debate on own ideas and the ideas of others, stands own ground and supports others when appropriate.  
- Confronts difficult issues and challenges the position of others, including the Minister when appropriate.  
- Engages in constructive debate to address the issues.  
- Provides forthright and impartial advice in a constructive manner that facilitates the achievement of government outcomes.  
- Takes ownership for decisions and accepts responsibility when things go wrong.  
- Learns from mistakes.  
- Seeks advice and guidance.  
- Admits to not always knowing the answer to a question. |
| 4.3 Commits to action | - Strives to achieve targets and maintains focus on long-term outcomes.  
- Does not give up and modifies approach to achieve targets for the organisation.  
- Is prepared to commit to a decision without all of the information.  
- Takes responsibility for issues that are escalated.  
- Shows drive, energy and initiative.  
- Gets involved and galvanises others to act to deliver key results for the organisation.  
- Maintains control, initiates urgent action and is responsive when there are significant issues to address. |
| 4.4 Displays resilience | - Recovers quickly from setbacks and maintains momentum.  
- Sustains high levels of effort towards the achievement of outcomes.  
- Demonstrates tenacity and persists with initiatives.  
- Copes with extreme and changing demands from numerous stakeholders and maintains focus on objectives.  
- Maintains an optimistic outlook and focuses on the positives in difficult situations.  
- Stays in control of emotions and does not react negatively to stress or pressure.  
- Remains relaxed, composed and focused during a crisis. |
| 4.5 Demonstrates self-awareness and a commitment to personal development | - Capitalises on the varying strengths of individuals, identifies areas in which own strengths and weaknesses complement those of colleagues, and adjusts behaviours to capitalise on these.  
- Strives for continual learning.  
- Identifies new challenges to extend experience.  
- Acts as a role model to create an environment where individuals discuss their strengths and development needs openly.  
- Seeks regular feedback on performance.  
- Translates negative feedback into actions for improvement.  
- Displays self-insight and is highly aware of own strengths and limitations. |
## Individual profile

### 5 Communicates with influence

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</table>
| **5.1 Communicates clearly** | • Engages the audience, using anecdotes and analogies to illustrate key points and bring messages to life.  
• States the facts clearly, outlines the implications, and ensures key conclusions are conveyed.  
• Limits the use of jargon and abbreviations.  
• Explains complex information using language appropriate for the audience.  
• Presents messages confidently and selects the appropriate medium for maximum effect.  
• Structures messages clearly and succinctly both orally and in writing. |
| **5.2 Listens, understands and adapts to audience** | • Adjusts presentation style on the basis of subtle non-verbal cues.  
• Maximises personal communication strengths and takes into account shortcomings.  
• Focuses on gaining a clear understanding of others’ comments by listening, asking clarification questions and reflecting back.  
• Anticipates the likely reaction of the audience to a message and adjusts approach to gain maximum impact.  
• Tailors communication style and language according to the audience’s level of knowledge, skill and experience. |
| **5.3 Negotiates confidently** | • Pitches messages in a way that facilitates the desired outcomes.  
• Uses techniques to illustrate the argument persuasively.  
• Senses when negotiations are stalling and takes proactive action to ensure effective resolution.  
• Acknowledges differences of opinion and addresses disagreements objectively.  
• Offers a convincing rationale and makes a strong case without getting personal or being aggressive.  
• Identifies key stakeholders and seeks their support early in the negotiation.  
• Analyses other people’s agendas and identifies potential ‘weak spots’.  
• Determines the extent of potential compromise for all parties.  
• Positions a case by highlighting its merit clearly.  
• Avoids overselling by acknowledging risks and potential disadvantages. |
## Individual profile

### All capabilities and components for CLF 13

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<tr>
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<th>Shapes strategic thinking</th>
<th>Achieves results</th>
<th>Cultivates productive working relationships</th>
<th>Exemplifies personal drive and integrity</th>
<th>Communicates with influence</th>
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<tbody>
<tr>
<td>1</td>
<td><strong>1.1 Inspires a sense of purpose and direction</strong></td>
<td><strong>2.1 Builds organisational capability and responsiveness</strong></td>
<td><strong>3.1 Nurtures internal and external relationships</strong></td>
<td><strong>4.1 Demonstrates public sector professionalism and probity</strong></td>
<td><strong>5.1 Communicates clearly</strong></td>
</tr>
<tr>
<td></td>
<td>Drives the organisation’s vision and long-term direction. Strategies to achieve government and agency objectives. Creates and sustains a sense of shared purpose and direction.</td>
<td>Drives activities that support organisational sustainability, operational efficiency and flexible resource management. Engenders a culture of accountability and transparency. Uses workforce planning to develop and maintain the capability and capacity to deliver services effectively. Fosters a culture of sharing knowledge across the organisation and with partner organisations. Promotes and supports continuous and effective learning and development.</td>
<td>Builds and sustains relationships within the organisation, with the Minister, across the public sector and with a diverse range of external stakeholders. Seeks to understand their needs and expectations. Identifies and manages critical relationships to ensure departmental objectives and deliverables are enhanced. Shows a commitment to client service through own actions and those of the organisation.</td>
<td>Demonstrates public sector professionalism and probity. Displays personal commitment to the purpose and philosophy of the public sector. Exhibits high levels of ethics and probity. Challenges personal and organisational breaches of values and standards openly. Presents a united leadership voice and supports other leaders.</td>
<td>Adapts approach to audiences to optimise impact and understanding. Communicates in a way that engages, persuades and impresses a wide range of internal and external audiences. Communicates the big picture clearly to a broad audience. Clarifies and communicates broad and highly complex issues effectively to a wide range of audiences. Ensures open communication is operating throughout the organisation.</td>
</tr>
<tr>
<td>2</td>
<td><strong>2.2 Organises professional expertise</strong></td>
<td><strong>3.2 Facilitates cooperation and partnerships</strong></td>
<td><strong>3.3 Values individual differences and diversity</strong></td>
<td><strong>4.2 Engages with risk and shows personal courage</strong></td>
<td><strong>5.2 Listens, understands and adapts to audience</strong></td>
</tr>
<tr>
<td></td>
<td>Optimises professional expertise within and into the organisation to improve overall performance and delivery of organisational outcomes. Explores innovative approaches to ensure value for money in service delivery. Ensures comprehensive analysis and informed decision-making regarding options for resource allocation.</td>
<td>Drives a culture of collaboration and participation. Communicates the importance of consultation and engagement with stakeholders. Facilitates cooperation between units within the organisation. Sets high personal standards of cooperative and collaborative behaviour.</td>
<td>Recognises, responds and capitalises on diverse backgrounds, ideas and behaviours. Anticipates reactions and tries to see things from different perspectives.</td>
<td>Engages with risk and shows personal courage. Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. Accepts accountability for mistakes made in the organisation and ensures corrective action is taken.</td>
<td>Reads the environment and cues from others rapidly and easily to assess when and how to change planned approaches. Uses a variety of influencing approaches tailored to different clients, stakeholders and stakeholder groups. Displays empathy and listens carefully to others and checks to ensure their views have been understood.</td>
</tr>
<tr>
<td>3</td>
<td><strong>4.1 Demonstrates public sector professionalism and probity</strong></td>
<td><strong>4.3 Commits to action</strong></td>
<td><strong>4.4 Displays resilience</strong></td>
<td><strong>5.1 Communicates clearly</strong></td>
<td><strong>5.2 Listens, understands and adapts to audience</strong></td>
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<td></td>
<td>Displays personal commitment to the purpose and philosophy of the public sector. Exhibits high levels of ethics and probity. Challenges personal and organisational breaches of values and standards openly. Presents a united leadership voice and supports other leaders.</td>
<td>Creates a sense of urgency around the achievement of key outcomes. Acts decisively to create and exploit opportunities. Demonstrates personal drive, focus and energy. Takes responsibility and initiates timely action to resolve issues. Supports others to take initiative and get the job done.</td>
<td>Persists and focuses on achieving organisational objectives under constant pressure.</td>
<td>Adapts approach to audiences to optimise impact and understanding. Communicates in a way that engages, persuades and impresses a wide range of internal and external audiences. Communicates the big picture clearly to a broad audience. Clarifies and communicates broad and highly complex issues effectively to a wide range of audiences. Ensures open communication is operating throughout the organisation.</td>
<td>Reads the environment and cues from others rapidly and easily to assess when and how to change planned approaches. Uses a variety of influencing approaches tailored to different clients, stakeholders and stakeholder groups. Displays empathy and listens carefully to others and checks to ensure their views have been understood.</td>
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Individual profile

All capabilities and components for CLF 13

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</tr>
</thead>
<tbody>
<tr>
<td><strong>1.3 Harnesses information and opportunities</strong> Draws on information and alternative points of view. Utilises information channels to disseminate information and engages audiences on critical issues. Anticipates and addresses change in the environment. Addresses any critical information gaps. Uses knowledge of the whole-of-government and organisation to drive different approaches to complex and chronic issues.</td>
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<tr>
<td><strong>2.3 Steers and implements change and deals with uncertainty</strong> Drives the change agenda and demonstrates understanding of the complex range of factors which effect change. Leads projects across multiple agencies. Questions established approaches and conventional wisdom openly and acts on opportunities for change. Ensures systems are in place to support staff in adjusting to change.</td>
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<tr>
<td><strong>2.4 Ensures closure and delivers on intended results</strong> Drives a culture of achievement and creates a sense of urgency and commitment to action related to achieving outcomes. Demonstrates a drive to achieve beyond expectations. Optimises achieving outcomes by anticipating and removing barriers to success. Keeps stakeholders informed of progress and any issues that arise.</td>
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<tr>
<td><strong>3.4 Guides, mentors and develops people</strong> Develops agency’s workforce capability to meet needs. Encourages and motivates people to engage in continuous learning and empowers them by delegating responsibility. Establishes and maintains a performance culture and gives regular feedback and recognition. Celebrates success and engages in activities to maintain morale.</td>
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<tr>
<td><strong>4.5 Demonstrates self-awareness and a commitment to personal development</strong> Models the effective management of own personal and professional development. Uses self-insight to identify strengths and areas for development. Is open to feedback and is responsive in adjusting behaviour. Continues to learn and improve effectiveness.</td>
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<tr>
<td><strong>5.3 Negotiates persuasively</strong> Approaches negotiations with a strong grasp of the key issues. Anticipates, acknowledges and addresses disagreements to facilitate mutually beneficial solutions. Demonstrates long-term, complex and multi-phased plans to influence others. Focuses on the desired objectives and ensures negotiations remain on track.</td>
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</table>
1 Shapes strategic thinking

<table>
<thead>
<tr>
<th>Description</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1 Inspires a sense of purpose and direction</strong></td>
<td>• Conceptualises, communicates and champions the vision.</td>
</tr>
<tr>
<td>Drives the organisation’s vision and long-term direction. Strategies to achieve government and agency objectives. Creates and sustains a sense of shared purpose and direction.</td>
<td>• Leverages stakeholders’ commitment to strategic plans and directions.</td>
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<td>• Ensures organisational strategies link with government objectives and cascade through the organisation.</td>
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<td>• Translates the vision into meaningful performance expectations for internal and external audiences.</td>
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<td></td>
<td>• Requires demonstrated adherence to agency and whole-of-government strategic directions.</td>
</tr>
<tr>
<td><strong>1.2 Focuses strategically</strong></td>
<td>• Positions advice to government in a broad context with reference to stakeholder interests and the whole-of-government agenda.</td>
</tr>
<tr>
<td>Understands the organisation’s role within the community and considers multiple perspectives when assessing the ramifications of key issues on the organisation and community. Provides advice to government that reflects analysis of a broad range of issues and the whole-of-government agenda. Considers emerging trends and identifies long-term opportunities and risks. Negotiates and drives change to position the organisation for the future.</td>
<td>• Focuses on the future and aligns business operations with corporate priorities and whole-of-government outcomes.</td>
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<tr>
<td></td>
<td>• Thinks conceptually about long-term opportunities and risks.</td>
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<tr>
<td></td>
<td>• Considers strategic options in conjunction with emerging trends and community expectations.</td>
</tr>
<tr>
<td><strong>1.3 Harnesses information and opportunities</strong></td>
<td>• Understands the economic, social, historical and political factors affecting the organisation and uses this knowledge to tailor different approaches to issues.</td>
</tr>
<tr>
<td>Draws on information and alternative points of view. Utilises information channels to disseminate information and engage audiences on critical issues. Anticipates and addresses change in the environment. Addresses any critical information gaps. Uses knowledge of the whole-of-government and organisation to drive different approaches to complex and chronic issues.</td>
<td>• Identifies critical information gaps and ensures required information is obtained.</td>
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<td>• Recognises and is sensitive to changes in the internal and external environments.</td>
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<td>• Uses information to position the organisation to capitalise on emerging opportunities and minimise threats.</td>
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<td></td>
<td>• Draws on information, latest research and alternative viewpoints to understand the impact of organisational policy and decisions.</td>
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<td></td>
<td>• Explores new ideas with an open mind.</td>
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<tr>
<td><strong>1.4 Shows judgement, intelligence and common sense</strong></td>
<td>• Identifies relationships between issues quickly, synthesises complex information, and discerns the key implications for the organisation in the context of government priorities.</td>
</tr>
<tr>
<td>Demonstrates a sophisticated understanding of political, social and economic factors affecting the organisation. Anticipates implications and applies effective judgement to develop solutions. Drives innovative alternatives to resolve complex problems and capitalises on them. Manages urgent demands with measured and reasoned responses.</td>
<td>• Anticipates problems and addresses them rapidly.</td>
</tr>
<tr>
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<td>• Develops strategies and thinks through contingencies to manage risk.</td>
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<td>• Weighs up options and applies sound judgement to develop realistic solutions for the organisation.</td>
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<td>• Generates and capitalises on innovative solutions to resolve complex problems effectively.</td>
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<td>• Works effectively in situations of ambiguity and with issues that cannot be resolved immediately.</td>
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## Individual profile

### 2 Achieves results

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<thead>
<tr>
<th>Description</th>
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</thead>
</table>
| 2.1 Builds organisational capability and responsiveness | - Creates a flexible organisational environment that enables optimal allocation and deployment of resources.  
- Attracts and develops talent.  
- Monitors resourcing pressures and implements strategies to maximise outcomes.  
- Harnesses and encourages innovation.  
- Implements performance management and accountability frameworks throughout the organisation.  
- Ensures the organisation has integrated, reliable information and knowledge management systems to support decisions.  |
| 2.2 Organises professional expertise | - Makes appropriate use of external expertise and internal knowledge and experience to maintain depth and breadth of required skill sets.  
- Uses internal and external experts to strengthen governance, probity and transparency.  
- Uses professional standing to support others to take calculated risks to improve organisational performance.  
- Encourages and values knowledge and expertise of staff and stakeholders and their contribution to robust debate.  |
| 2.3 Steers and implements change and deals with uncertainty | - Drives multiple change initiatives, oversees implementation and focuses on desired outcomes.  
- Challenges the status quo to improve effectiveness.  
- Operates effectively in an environment of ongoing change and manages the level of change occurring at any one time.  
- Assesses the level and use of flexible approaches to enable the achievement of organisational objectives.  
- Shares appropriate information with stakeholders during times of change.  
- Anticipates responses and addresses them in a timely manner.  |
| 2.4 Ensures closure and delivers on intended results | - Commits to targets, strives to achieve results, and expects others to do the same.  
- Identifies and removes barriers to achieve desired outcomes.  
- Adopts a systematic approach to the management of multiple programs.  
- Adopts a ‘no surprises’ policy that keeps stakeholders informed of progress.  
- Fosters a quality focus across the organisation and accepts accountability for achieving agreed outcomes.  
- Fosters a culture of regular evaluation and promotes findings to improve practices.  
- Implements reporting systems to measure and analyse programs against outcomes.  |
### 3 Cultivates productive working relationships

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<td><strong>3.1 Nurtures internal and external relationships</strong>&lt;br&gt;Builds and sustains relationships within the organisation, with the Minister, across the public sector and with a diverse range of external stakeholders. Seeks to understand their needs and expectations. Identifies and manages critical relationships to ensure departmental objectives and deliverables are enhanced. Shows a commitment to client service through own actions and those of the organisation.</td>
<td>• Uses cross-agency relationships and networks to drive change and deliver outcomes.&lt;br&gt;• Demonstrates prompt, efficient and responsive client service.&lt;br&gt;• Engenders a service culture through the organisation.&lt;br&gt;• Builds and sustains a productive working relationship with the Minister while maintaining Westminster principles.&lt;br&gt;• Champion’s workplace health and safety and other initiatives designed to improve staff morale and wellbeing.</td>
</tr>
<tr>
<td><strong>3.2 Facilitates cooperation and partnerships</strong>&lt;br&gt;Drives a culture of collaboration and participation. Communicates the importance of consultation and engagement with stakeholders. Facilitates cooperation between units within the organisation. Sets high personal standards of cooperative and collaborative behaviour.</td>
<td>• Anticipates conflict and uses appropriate strategies to resolve conflict when it arises.&lt;br&gt;• Works collaboratively and cooperatively and rewards those behaviours in others.&lt;br&gt;• Advocates and orchestrates cross-team cooperation and collaboration.&lt;br&gt;• Encourages stakeholders to work together.&lt;br&gt;• Recognises and capitalises on opportunities for mutual benefit.&lt;br&gt;• Develops creative partnerships to suit business requirements that are supported by appropriate governance and protocols.</td>
</tr>
<tr>
<td><strong>3.3 Values individual differences and diversity</strong>&lt;br&gt;Drives a culture that values diversity and inclusiveness. Recognises, responds and capitalises on diverse backgrounds, ideas and behaviours. Anticipates reactions and tries to see things from different perspectives.</td>
<td>• Harnesses diversity for innovative policy design and service delivery.&lt;br&gt;• Anticipates and adopts strategies to manage differing views, cultural perspectives and stakeholders’ goals.&lt;br&gt;• Uses an awareness of the personalities, motivations and other diverse qualities of people to enhance interactions.&lt;br&gt;• Acts as a positive role model by communicating the value and importance of diversity for the organisation.&lt;br&gt;• Engenders and promotes an environment of fairness, equity, consistency and trust internally and externally.</td>
</tr>
<tr>
<td><strong>3.4 Guides, mentors and develops people</strong>&lt;br&gt;Develops agency’s workforce capability to meet needs. Encourages and motivates people to engage in continuous learning and empowers them by delegating responsibility. Establishes and maintains a performance culture and gives regular feedback and recognition. Celebrates success and engages in activities to maintain morale.</td>
<td>• Champions leadership and capability development of all staff within Northern Territory Public Sector guidelines.&lt;br&gt;• Delegates responsibility appropriately and enables people to take ownership and develop their capability.&lt;br&gt;• Identifies and develops talent equitably.&lt;br&gt;• Sets performance standards and monitors progress.&lt;br&gt;• Delivers constructive feedback and manages under-performance.&lt;br&gt;• Celebrates success and acknowledges and rewards achievements.&lt;br&gt;• Supports staff to maintain optimism and commitment.</td>
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## 4 Exemplifies personal drive and integrity

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| **4.1 Demonstrates public sector professionalism and probity** | • Leads by example and maintains high standards of professionalism and impartiality reflecting public sector values and Code of Conduct.  
• Expects and encourages team and colleagues to apply the same high standards.  
• Addresses breaches of protocol and probity in an appropriate manner.  
• Treats people fairly and equitably and is transparent in dealings with them.  
• Acts in a socially acceptable and ethical manner within legal and policy parameters.  
• Presents the corporate position to hostile audiences in a professional and respectful manner. |
| Displays personal commitment to the purpose and philosophy of the public sector. Exhibits high levels of ethics and probity. Challenges personal and organisational breaches of values and standards openly. Presents a united leadership voice and supports other leaders. | • Encourages and contributes to robust debate.  
• Takes ownership for decisions and accepts responsibility when things go wrong.  
• Maintains objectivity and achieves a timely resolution of difficult decisions.  
• Seeks advice and guidance and admits to not always knowing the answer.  
• States concerns clearly on the potential risks and benefits of government positions.  
• Manages impact of difficult corporate decisions on stakeholders.  
• Ensures comprehensive risk assessment occurs at strategic and business levels.  
• Supports a culture of calculated risk-taking. |
| **4.2 Engages with risk and shows personal courage** | • Creates opportunities and prepares for crises.  
• Takes the initiative and acts decisively to move things forward.  
• Initiates clear action to ensure success against long-term priorities.  
• Clears blockages to facilitate progress and achieve milestones.  
• Develops a culture of responsiveness to critical issues. |
| Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. Accepts accountability for mistakes made in the organisation and ensures corrective action is taken. | • Maintains composure and responds to pressure in a controlled manner.  
• Recovers quickly from setbacks and maintains momentum.  
• Sustains high levels of effort towards the achievement of outcomes.  
• Demonstrates tenacity and persists with initiatives that are of benefit to the organisation and government.  
• Maintains an optimistic outlook and focuses on the positives in difficult situations.  
• Monitors own emotional reactions, remains calm, and maintains focus when faced with criticism or pressure. |
| **4.3 Commits to action** | • Monitors and manages the impact of their behaviour to increase managerial effectiveness.  
• Identifies new challenges to broaden experience.  
• Shares strengths and knowledge internally and externally.  
• Seeks a range of regular feedback on performance.  
• Actively commits to and promotes ongoing professional development.  
• Uses self-insight and feedback from others to identify development needs. |
| Creates a sense of urgency around the achievement of key outcomes. Acts decisively to create and exploit opportunities. Demonstrates personal drive, focus and energy. Takes responsibility and initiates timely action to resolve issues. Supports others to take initiative and get the job done. | • Models the effective management of own personal and professional development. Uses self-insight to identify strengths and areas for development. Is open to feedback and is responsive in adjusting behaviour. Continues to learn and improve effectiveness. |
| **4.4 Displays resilience** | • Monitors and manages the impact of their behaviour to increase managerial effectiveness.  
• Identifies new challenges to broaden experience.  
• Shares strengths and knowledge internally and externally.  
• Seeks a range of regular feedback on performance.  
• Actively commits to and promotes ongoing professional development.  
• Uses self-insight and feedback from others to identify development needs. |
5 Communicates with influence

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5.1 Communicates clearly
Adapts approach to audiences to optimise impact and understanding. Communicates in a way that engages, persuades and impresses a wide range of internal and external audiences. Communicates the big picture clearly to a broad audience. Clarifies and communicates broad and highly complex issues effectively to a wide range of audiences. Ensures open communication is operating through the organisation.

- Presents information effectively, outlines the implications, and ensures key conclusions are conveyed.
- Explains complex information using language appropriate for the audience and limits the use of jargon and abbreviations.
- Undertakes suitable groundwork with key decision makers and stakeholders before addressing audiences within the organisation or externally.
- Structures messages clearly and succinctly both orally and in writing.
- Makes a positive, credible and authoritative impression on others.

5.2 Listens, understands and adapts to audience
Reads the environment and cues from others quickly and easily to assess when and how to change planned approaches. Uses a variety of influencing approaches tailored to different clients, stakeholders and stakeholder groups. Displays empathy and listens carefully to others and checks to ensure their views have been understood.

- Maximises personal communication strengths and takes into account shortcomings.
- Focuses on gaining a clear understanding of others’ comments by listening, asking clarification questions and reflecting back.
- Anticipates the likely reaction of the audience to a message and adjusts approach to gain maximum impact.
- Tailors communication style and language according to the audience’s level of knowledge, skill and experience.
- Checks own understanding of others’ comments and does not allow misunderstandings to linger.

5.3 Negotiates confidently
Approaches negotiations with a strong grasp of the key issues. Anticipates, acknowledges and addresses disagreements to facilitate mutually beneficial solutions. Demonstrates long-term, complex and multi-phased plans to influence others. Focuses on the desired objectives and ensures negotiations remain on track.

- Identifies key stakeholders and seeks their support early in the negotiation.
- Positions case by highlighting its merit clearly.
- Avoids overselling by acknowledging risks and potential disadvantages.
- Acknowledges differences of opinion and addresses disagreements objectively.
- Presents a convincing and balanced rationale and makes a strong case without getting personal or being aggressive.
- Anticipates the position of the other party and is aware of the potential for compromise.
- Utilises a range of complex techniques to negotiate with and influence others.
- Ensures negotiations remain focused on the important issues and key objectives.