

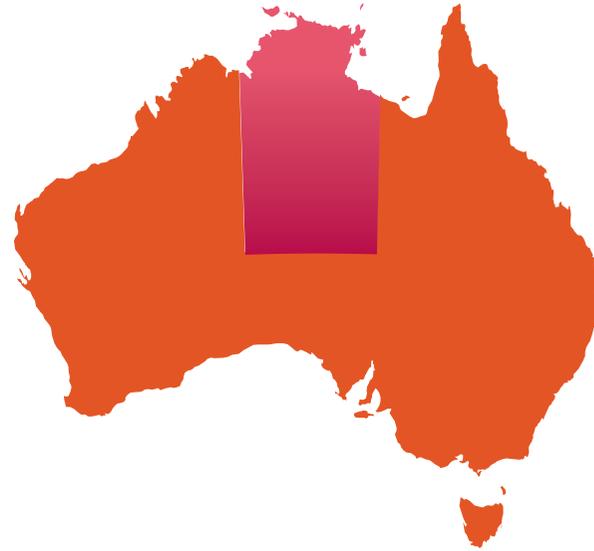
# Capability Framework

NT Public Sector

# Acknowledgement of Country

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We acknowledge the traditional custodians of the lands on which we work and gather, and their continuing connection to land and waters. We pay respects to Elders past, present and emerging. We pay tribute to the diversity of First Nations peoples of Australia and their ongoing culture.



## Contact details

For any enquiries or feedback relating to the NT Public Sector Capability Framework and its reproduction, rights, resources and information, please contact us at:

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## Accessibility

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# About the Capability Framework

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The Northern Territory Public Sector (NTPS) Capability Framework (CF) is a foundational tool that supports the public sector to develop and maintain a highly capable, flexible, sustainable and future focused workforce.

The Capability Framework describes the capabilities and associated behaviours expected of all NTPS employees. It provides our diverse public sector a shared language to describe the capabilities needed for effective performance across all classifications, occupations and organisations.

The capabilities in the CF reflect the knowledge, skills, abilities and attitudes the NTPS requires to strategically position and develop our workforce so that it is fit for purpose to deliver outcomes for the Territory now and into the future.

Regardless of our role or profession, the purpose of our work is to serve Territorians, the NT Government, and to put customers at the centre of everything we do. Each of us is accountable for developing our capability so we can continue to meet our purpose in an environment of change.

**The Capability Framework is underpinned by NTPS values.**



Accountability



Commitment to service



Diversity



Ethical Practice



Impartiality

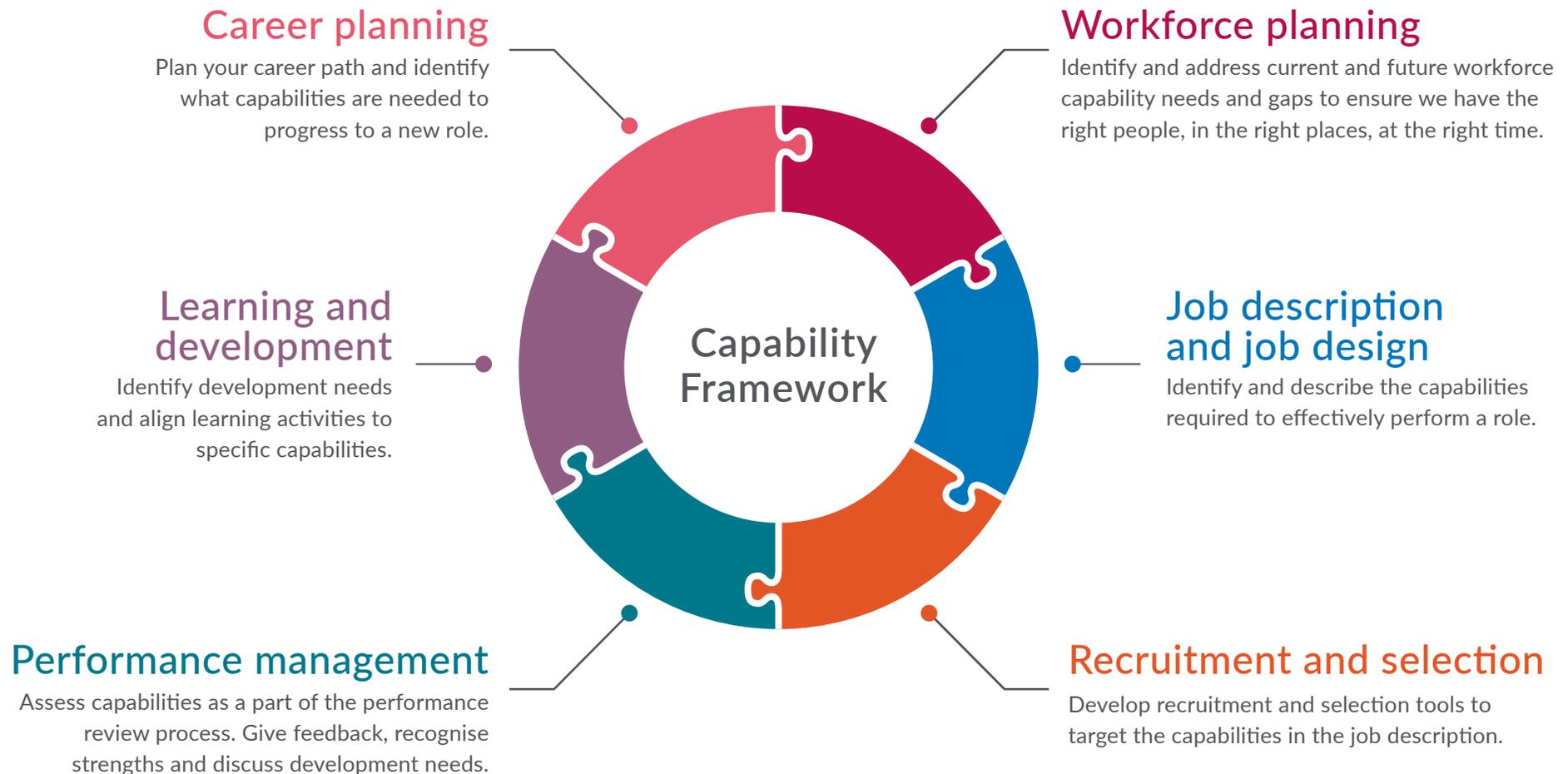


Respect

# How to use the Capability Framework

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The Capability Framework supports consistent practices across the public sector in all areas of workforce development.

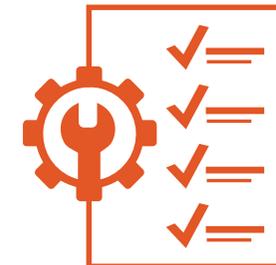


# Occupation specific capabilities

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The NT public sector has a diverse workforce. Many roles require occupation specific technical, professional and business capabilities that are unique to the profession and organisation.

The Capability Framework is designed to complement occupation specific capabilities, standards and frameworks. Some organisations may need to implement the CF in a flexible way to work alongside internal occupation specific capability sets or external frameworks such as cross jurisdictional standards or professional association standards.



# Structure of the Capability Framework

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## Capabilities

The Capability Framework has 20 capabilities organised into five groups that describe the knowledge, skills, abilities and attitudes required for effective performance in NT public sector roles.

## Capability groups

- **Personal attributes**
- **Productive relationships**
- **Meaningful outcomes**
- **Deliver solutions**
- **People leadership**

The capabilities in the Personal attributes, Productive relationships, Meaningful outcomes and Deliver solutions groups apply to all roles.

The People leadership capabilities only apply to roles with people management responsibilities. Leadership can be demonstrated through capabilities at all levels of the CF; however, the capabilities in the People leadership group describe specific behaviours required by people leaders.

## Behavioural indicators

Capabilities are demonstrated through observable behaviours. The behavioural indicators at each level of the CF serve as a benchmark for the behaviours or actions that demonstrate effective performance.

Behavioural indicators progressively increase in complexity at each level in line with the expected escalation of responsibility, accountability, strategic focus and organisational impact.

A person should be able to demonstrate the behaviours required at each level up to and including the level of their role.

The behavioural indicators are not an exhaustive list and not every indicator is relevant to every role. They are meant to be used as a guide, not a checklist. Behavioural indicators can be customised and prioritised to focus on what is relevant for the role.

# Capability levels

The Capability Framework has 13 levels: CF 1-13. These relate to classifications and employment streams for most agencies.

Identify which CF level your position aligns to by using the table below or the occupation alignment documents at Appendix A.

CF	Administrative	Physical	Technical	Professional	
CF 1		Phy2 – Phy3			
CF 2	AO2	Phy4 – Phy5	T1		
CF 3	AO3	Phy6	T2		
CF 4	AO4	Phy7	T3	P1	
CF 5	AO5	Phy8 – Phy9	T4	P1 6-8 years of service	
CF 6	AO6		T5	P2	
CF 7	AO7		T6	P3	
CF 8	SAO1				SP1
CF 9	SAO2/ECO1				SP2
CF 10	ECO2				
CF 11	ECO3				
CF 12	ECO4				
CF 13	ECO5/ECO6				

# NTPS Capability Framework

The NTPS Capability Framework (CF) describes the capabilities and behaviours expected of all employees.



## CF 1

### Personal attributes

Capabilities that support the standards of behaviour and performance for the public sector

### Integrity

*Act ethically and professionally, upholding and promoting public sector values.*

- Demonstrates an understanding that they work in the public sector and must behave in line with the Code of Conduct.
- Demonstrates an awareness of public sector and agency values and how they apply to own behaviour.
- Builds an understanding of what constitutes inappropriate workplace behaviour and misconduct, and how to report it.

### Resilience and courage

*Express open and honest views and persevere through challenges.*

- Remains calm in challenging situations.
- Does not give up easily when issues or problems arise.
- Supports a positive working environment.
- Seeks advice from colleagues and supervisor when uncertain.
- Offers opinions, asks questions and makes suggestions.
- Does not react defensively to constructive feedback.
- Develops an awareness that mistakes are an opportunity for improvement. Accepts responsibility and learns from them.

### Agility

*Flexible, adaptable and open to change.*

- Understands that change at work is normal.
- Changes tasks and priorities when required.
- Accepts new ways of doing things and does so when asked.
- Shows willingness to develop and apply new skills and knowledge with the support of team members and supervisor.

### Manage self

*Motivated, self aware and committed to personal development.*

- Approaches work with drive and energy.
- Demonstrates awareness that own behaviour has an effect on others.
- Recognises where they have done well or need to improve.
- Asks for, listens to and thinks about feedback from others.
- Participates in performance conversations and commits to agreed performance standards.
- Proactively seeks instruction and guidance when required.
- Willing to learn and try out new skills.

## CF 1

### Productive relationships

### Capabilities that build and maintain productive relationships

#### Value inclusion and diversity

*Respect and value diversity in cultures, experiences and perspectives.*

- Treats all people with respect and courtesy.
- Demonstrates an awareness that people have different cultures, backgrounds and perspectives.
- Stays calm when others express different opinions.
- Tries to see things from the perspective of others.
- Seeks to understand and participate in an inclusive and culturally safe working environment where differences are valued, and people feel comfortable, supported and respected.

#### Collaboration

*Build relationships and work with others to meet shared objectives.*

- Works as an inclusive, supportive, cooperative team member.
- Develops relationships with team members.
- Participates in team discussions and teamwork.
- Helps and supports team members.

#### Effective communication

*Communicate clearly, actively listen and maximise understanding and impact.*

- Explains things clearly.
- Focuses on communicating key points.
- Uses appropriate language.
- Answers the telephone in a professional manner.
- Speaks at an appropriate volume, tone and pace.
- Allows others time to speak and listens carefully to understand them.
- Checks own understanding of others' comments by asking appropriate, respectful questions.

#### Influence and negotiate

*Gain commitment and cooperation from others and resolve issues and conflicts.*

- Can explain a problem clearly and describe who it affects and why it is important.
- Suggests ways to fix the problem.
- Remains calm when faced with an issue or conflict.

## CF 1

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Strategic mindset

*See the big picture, consider the broader context, and plan for the future.*

- Shows awareness of the organisation's main functions and why they are important.
- Understands how own work fits into team priorities.
- Understands what is required of their role and how to get it done.
- Knows what other team members do and why.
- Understands and follows supervisor directions.
- Thinks through tasks and plans ahead to get work done on time.
- Understands how issues might impact work, such as absences or lack of supplies.
- Joins in team goal setting.

### Customer focus

*Put customers at the centre to ensure their needs are met.*

- Shows awareness that the purpose of own work is to serve the customer and the community.
- Demonstrates an understanding that the customer should be at the centre of work activities.
- Recognises that customers can be internal or external.
- Able to identify who customers are for own work.
- Demonstrates an awareness of how own work meets customer needs.

### Critical thinking and problem solving

*Think critically and resolve problems through research, analysis and judgement.*

- Knows where to find information relating to work.
- Recognises when to ask for help and does so.
- Asks questions to understand an issue.
- Refers issues and problems to supervisor.
- Participates in problem solving discussions.

### Curiosity and innovation

*Explore new ways of thinking, working and serving our customers.*

- Asks questions to gain better a understanding.
- Participates in discussions about how to improve work practices.
- Keeps an open mind to new ideas.

## CF 1

Deliver solutions

Capabilities that deliver quality solutions for our customers

### Accountability

*Responsible for actions and adhere to legislation and policy.*

- Is reliable, punctual and ensures they are fit for work.
- Takes responsibility for own actions.
- Checks and proofs own work.
- Accurately records basic information.
- Seeks supervisor guidance to determine what information should be communicated to others.
- Demonstrates an awareness of decisions that need to be referred to a supervisor, and acts accordingly.
- Uses resources responsibly.
- Takes care of own and others' safety and wellbeing by following safe work practices.

### Manage work and resources

*Plan work and use resources efficiently and effectively.*

- Uses own time effectively to complete tasks.
- Reorganises work to make best use of time.
- Alerts supervisor if they will not finish a task on time.
- Tells supervisor and team members if circumstances change.
- Takes care with resources to minimise waste.
- Able to use the technology required in the role.
- Suggests ways to save time.

### Achieve results

*Proactive and achieve results.*

- Keeps a list of tasks to complete.
- Performs work under regular guidance and direction from supervisor.
- Knows who can provide assistance with work and seeks help when required.
- Puts a good effort into work and keeps trying when it's hard.
- Takes pride in own work and finishing a job well.
- Completes routine tasks with regular guidance from supervisor.
- Seeks feedback on work and incorporates feedback into future performance.

### Customer service

*Deliver quality customer service.*

- Shows respect, courtesy and fairness when dealing with customers.
- Demonstrates an awareness of the customer service charter that relates to own work.
- Responds to customer requests promptly and within agreed service standards.
- Listens and asks questions to understand customer needs.
- Communicates calmly and with empathy.
- Demonstrates an awareness of the 'no wrong door' approach to customer service, and makes an effort to assist customers or direct them to the person who can.
- Provides service updates to customers to keep them informed of progress.
- Sees customer interactions through to a solution.
- Checks with customers to ensure needs are met.

## CF 2

### Personal attributes

## Capabilities that support the standards of behaviour and performance for the public sector

### Integrity

*Act ethically and professionally, upholding and promoting public sector values.*

- Understands and applies public sector values, agency values and the 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 that are fair, equitable and transparent, without favouritism, self interest or bias.
- Demonstrates an understanding of what inappropriate workplace behaviour and improper conduct are, and speaks up or reports it.
- Builds an understanding of conflict of interest.

### Resilience and courage

*Express open and honest views and persevere through challenges.*

- Remains calm in challenging situations.
- Does not give up easily when issues or problems arise.
- Stays focused in challenging circumstances.
- Supports a positive working environment.
- Seeks advice from colleagues and supervisor when uncertain.
- Provides frank and honest feedback and advice.
- Asks questions and offers own opinion.
- Listens when ideas are challenged.
- Does not react defensively to constructive feedback.
- Acknowledges when in the wrong.
- Views mistakes as an opportunity for improvement. Accepts responsibility and learns from them.

### Agility

*Flexible, adaptable and open to change.*

- Understands change at work is normal.
- Demonstrates flexibility and adapts when responsibilities or priorities change.
- Collaborates with others and shares appropriate information during times of change.
- Accepts new ways of doing things and does so when asked.
- Willing to develop and apply new skills and knowledge with the support of team members and supervisor.

### Manage self

*Motivated, self aware and committed to personal development.*

- Approaches work with drive and energy.
- Demonstrates awareness of the impact of own behaviour on others.
- Seeks feedback on behaviour and work performance from supervisor and colleagues, and is open and responsive to guidance.
- Participates in performance conversations and commits to agreed performance standards.
- Works with supervisor to develop an understanding of personal strengths, capabilities and development areas.
- Shows an interest in developing own knowledge and capabilities, and works with supervisor to identify development activities.
- Proactively seeks instruction and guidance when required.
- Engages in development activities and applies new knowledge and capabilities at work.
- Shares learning with others.

## CF 2

### Productive relationships

### Capabilities that build and maintain productive relationships

## Value inclusion and diversity

*Respect and value diversity in cultures, experiences and perspectives.*

- Treats all people with respect and courtesy.
- Understands that people have different cultures, experiences and perspectives.
- Develops an understanding of what cultural awareness is, why it's important and how it relates to own work.
- Seeks to understand and use inclusive language.
- Tries to see things from the perspective of others.
- Understands that others think and work in different ways.
- Demonstrates an awareness of own personal values and biases.
- Supports an inclusive and culturally safe working environment where differences are valued, and people feel comfortable, supported and respected.

## Collaboration

*Build relationships and work with others to meet shared objectives.*

- Works as an inclusive, supportive, cooperative team member.
- Develops and maintains positive relationships with team members, colleagues and customers.
- Works collaboratively to achieve team objectives.
- Shares knowledge and information with team and contributes to team discussions.
- Uses appropriate approaches, including digital technologies, to share information and work with others.
- Helps team members and takes on additional tasks when workloads are high.
- Supports the contributions of others and congratulates people on achievements.
- Demonstrates awareness of the wellbeing of team members, and provides support as appropriate.

## Effective communication

*Communicate clearly, actively listen and maximise understanding and impact.*

- Explains things clearly and focuses on communicating key points.
- Speaks at an appropriate volume, tone and pace.
- Explains information using appropriate language for the audience.
- Limits the use of jargon and abbreviations.
- Writes in a way that is easy to follow and uses correct spelling and grammar.
- Uses appropriate communication channels to obtain and share information.
- Shows sensitivity to differences in cultures, experiences and perspectives when communicating with others.
- Adapts communication style and approach to address the needs of different people.
- Shows awareness of how own communication style affects others.
- Listens to others when they are speaking.
- Checks own understanding of others' comments by asking appropriate, respectful questions.
- Checks to ensure own message is understood.

## Influence and negotiate

*Gain commitment and cooperation from others and resolve issues and conflicts.*

- Uses facts to explain problems and support claims.
- Listens to, considers and acknowledges differing ideas.
- Discusses issues without getting personal or confrontational.
- Helps to find solutions that contribute to positive outcomes.
- Responds to conflict without making the situation worse and refers to a supervisor when appropriate.

## CF 2

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Strategic mindset

*See the big picture, consider the broader context, and plan for the future.*

- Shows awareness of the organisation's vision, mission and objectives.
- Understands team priorities and goals and shows awareness of organisational goals.
- Shows awareness of the relationship between team priorities, goals and specific tasks.
- Recognises how own work contributes to the achievement of team goals.
- Takes time to learn about other areas of the organisation.
- Follows direction provided by supervisor and asks for clarification if needed.
- Understands the work environment.
- Thinks and plans ahead.
- Understands the reasons for decisions and recommendations and how they are relevant to own work. Seeks guidance when required.
- Demonstrates an awareness of issues that could impact work tasks.
- Participates in team planning and goal setting.

### Customer focus

*Put customers at the centre to ensure their needs are met.*

- Shows awareness that the purpose of own work is to serve the customer and the community.
- Understands that the customer should be at the centre of work activities.
- Demonstrates an understanding of own internal and external customers and how own work meets customer needs.
- Demonstrates knowledge of the features of customer programs, products or services relevant to the position.
- Asks questions, listens and uses empathy to understand customer perspective.
- Shares ideas on how to make things easier for customers.

### Critical thinking and problem solving

*Think critically and resolve problems through research, analysis and judgement.*

- Knows where to find relevant information to assist own work.
- Researches information relevant to work tasks and responsibilities.
- Organises information to help others make decisions.
- Knows who to ask for help or information.
- Asks questions to gain a better understanding of an issue or problem.
- Identifies issues that could impact work tasks and alerts supervisor.
- Solves problems by using policy and process guidelines, thinking through the options available, and checking suggested approach with colleagues or supervisor.
- Refers difficult problems and issues to supervisor.
- Participates in collaborative decision making and problem solving.

### Curiosity and innovation

*Explore new ways of thinking, working and serving our customers.*

- Supports a team environment where innovation and creativity are encouraged and rewarded, and where mistakes are regarded as opportunities for learning and improvement.
- Asks questions to gain a better understanding.
- Recognises the need for improved work practices.
- Participates in discussions about how to improve work practices.
- Demonstrates an open mind when presented with new ideas or ways of working.

## CF 2

Deliver  
solutions

Capabilities that  
deliver quality  
solutions for  
our customers

### Accountability

*Responsible for actions and adhere to legislation and policy.*

- Is reliable, punctual and ensures they are fit for work.
- Takes responsibility for own actions.
- Takes time to learn the legislation, policies and procedures that apply to own work and understands why they exist.
- Understands and complies with the legislation, regulatory frameworks, policies and procedures that apply to own work.
- Records information in compliance with information management policies and procedures.
- Uses guidelines and supervisor guidance to determine what information should be communicated to others.
- Checks and confirms information is accurate before release.
- Demonstrates an awareness of decisions that need to be referred to a supervisor, and acts accordingly.
- Uses resources responsibly.
- Takes care of own and others' safety and wellbeing by following safe work practices.
- Able to identify risks in the workplace and speaks up about them.

### Manage work and resources

*Plan work and use resources efficiently and effectively.*

- Uses own time effectively to complete tasks.
- Reschedules and reorganises work to reflect changes in priority.
- Adjusts own schedule to suit colleagues and business needs.
- Seeks clarification when unsure of work tasks or priorities.
- Makes effective use of own knowledge and capabilities.
- Monitors task progress against performance expectations.
- Alerts supervisor early if work is behind or cannot be done.
- Able to use the technology required in the role.
- Able to identify how resources could be used more efficiently.

## CF 2

Deliver solutions

### Capabilities that deliver quality solutions for our customers

#### Achieve results

*Proactive and achieve results.*

- Commits and works to agreed priorities and outputs under direction of supervisor.
- Progresses own work with energy and drive.
- Takes on additional duties when required to meet team objectives.
- Knows who can provide assistance with work and seeks help when required.
- Keeps supervisor informed of work progress and of issues impacting the achievement of designated tasks.
- Checks own work for accuracy, quality and completeness.
- Completes routine tasks on time and to the required standard, with guidance.
- Communicates outcomes to supervisor.
- Seeks feedback on work and incorporates into future performance.

#### Customer service

*Deliver quality customer service.*

- Shows respect, courtesy and fairness when dealing with customers.
- Demonstrates an understanding of the customer charter that relates to own work.
- Responds to customer requests promptly and within agreed service standards.
- Shares information with customers regarding the programs, products or services available.
- Listens and asks questions to understand customer needs.
- Communicates calmly and with empathy.
- Takes responsibility for resolving customer issues and needs.
- Escalates complex issues to supervisor.
- Understands and seeks to adopt a 'no wrong door' approach to customer service, and makes best effort to assist customers or direct them to the person who can.
- Provides service updates to customers to keep them informed of progress.
- Sees customer interactions through to a solution.
- Checks with customers to ensure needs are met.

## CF 3

### Personal attributes

Capabilities that support the standards of behaviour and performance for the public sector

## Integrity

*Act ethically and professionally, upholding and promoting public sector values.*

- Understands and applies public sector values, agency values and the 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 that are fair, equitable and transparent, without favouritism, self interest or bias.
- Operates in a professional manner when representing the business unit in internal or external forums.
- Recognises and reports inappropriate workplace behaviour, improper conduct and conflict of interest.

## Resilience and courage

*Express open and honest views and persevere through challenges.*

- Remains calm in challenging situations.
- Works through challenges.
- Able to bounce back from setbacks.
- Stays focused and works effectively in challenging circumstances.
- Supports a positive working environment.
- Seeks advice from colleagues and supervisor when uncertain.
- Provides frank and honest feedback and advice.
- Asks questions, offers own opinion and is able to raise issues.
- Listens when ideas are challenged and responds appropriately.
- Does not react defensively to constructive feedback.
- Acknowledges when in the wrong.
- Views mistakes as an opportunity for improvement. Accepts responsibility and learns from them.

## Agility

*Flexible, adaptable and open to change.*

- Accepts that change at work is normal.
- Demonstrates flexibility and adapts when responsibilities or priorities change.
- Maintains effective performance despite changes in tasks or work environment.
- Collaborates with others and shares appropriate information during times of change.
- Is open to new ideas and ways of working, even if they feel uncomfortable at first.
- Develops and applies new skills and knowledge with the support of team members and supervisor.

## Manage self

*Motivated, self aware and committed to personal development.*

- Approaches work with drive and energy.
- Recognises own behaviour and emotional response to people or situations, and is aware of the impact of own behaviour on others.
- Seeks feedback on behaviour and work performance from supervisor and colleagues, and is open and responsive to guidance.
- Participates in performance conversations and commits to agreed performance standards.
- Demonstrates an awareness of strengths and development areas.
- Works with supervisor to identify strengths, capability gaps and development activities.
- Shows interest and willingness to develop own knowledge and capabilities.
- Proactively seeks instruction and guidance when required.
- Engages in development activities and applies new knowledge and capabilities at work.
- Shares learning with others.

## CF 3

### Productive relationships

### Capabilities that build and maintain productive relationships

## Value inclusion and diversity

*Respect and value diversity in cultures, experiences and perspectives.*

- Treats all people with respect and courtesy.
- Acknowledges and respects diverse cultures, experiences and perspectives.
- Demonstrates cultural awareness when working with others and the community.
- Seeks to understand and use inclusive language.
- Uses empathy to understand the perspectives of others.
- Recognises the value of individual differences and understands that others think and work in different ways.
- Demonstrates an awareness of own personal values and biases.
- Supports an inclusive and culturally safe working environment where differences are valued, and people feel comfortable, supported and respected.

## Collaboration

*Build relationships and work with others to meet shared objectives.*

- Works as an inclusive, supportive, cooperative team member.
- Develops and maintains positive relationships with team members, colleagues and customers.
- Works collaboratively to achieve team objectives.
- Shares knowledge and information with team and contributes to team discussions.
- Uses appropriate approaches, including digital technologies, to share information and work with others.
- Helps team members and takes on additional tasks when workloads are high.
- Supports the contributions of others and congratulates people on achievements.
- Demonstrates awareness of the wellbeing of team members and colleagues, and provides support as appropriate.

## Effective communication

*Communicate clearly, actively listen and maximise understanding and impact.*

- Communicates clearly and concisely, focusing on key points.
- Explains information using appropriate language for the audience.
- Limits the use of jargon and abbreviations.
- Writes in a way that is easy to follow and uses correct spelling and grammar.
- Uses appropriate communication channels to obtain and share information.
- Shows sensitivity to differences in cultures, experiences and perspectives when communicating with others.
- Adapts communication style and approach for different audiences.
- Shows awareness of how own communication style affects others.
- Shows awareness of own and others' body language and facial expressions when communicating with others.
- Listens to others when they are speaking.
- Checks own understanding of others' comments by asking appropriate, respectful questions.
- Checks to ensure own message is understood.

## Influence and negotiate

*Gain commitment and cooperation from others and resolve issues and conflicts.*

- Uses facts and reasoning to explain problems and support claims.
- Listens to, considers and acknowledges differing ideas.
- Discusses issues without getting personal or confrontational.
- Helps to find solutions that contribute to positive outcomes.
- Responds to conflict without making the situation worse and refers to a supervisor when appropriate.

## CF 3

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Strategic mindset

*See the big picture, consider the broader context, and plan for the future.*

- Understands and supports the organisation's vision, mission and objectives.
- Understands team priorities and goals and shows awareness of organisational goals.
- Understands the relationship between team priorities and goals and specific tasks.
- Recognises how own work contributes to the achievement of team and business unit goals.
- Takes time to learn about the functions of other areas of the organisation.
- Follows direction provided by supervisor and asks for clarification if needed.
- Thinks and plans ahead.
- Understands the work environment.
- Demonstrates an awareness of factors and issues that could impact work tasks.
- Understands the reasons for decisions and recommendations, and can explain how they are relevant to own work.
- Contributes to the development of team work plans and goals.

### Customer focus

*Put customers at the centre to ensure their needs are met.*

- Understands that the purpose of own work is to serve the customer and the community.
- Understands that the customer should be at the centre of work activities.
- Demonstrates an understanding of own internal and external customers, and how the services provided by own work area and related work areas meet customer needs.
- Demonstrates knowledge of the features of new customer programs, products or services relevant to the position.
- Asks questions, listens and uses empathy to understand the customer perspective and experience.
- Shares ideas on how to make things easier for customers.

## CF 3

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Critical thinking and problem solving

*Think critically and resolve problems through research, analysis and judgement.*

- Knows where to find relevant information to assist own work.
- Researches and analyses information relevant to work tasks and responsibilities.
- Organises information to help others make quick and informed decisions.
- Knows who to ask for help or information.
- Asks questions to gain a better understanding of an issue or problem.
- Identifies issues that could impact work tasks and alerts supervisor.
- Solves problems by using policy and process guidelines; otherwise seeks guidance from colleagues or supervisor by providing information and ideas relevant to solving the problem.
- Refers difficult issues and problems to supervisor.
- Participates in collaborative decision making and problem solving.

### Curiosity and innovation

*Explore new ways of thinking, working and serving our customers.*

- Supports a team environment where innovation and creativity are encouraged and rewarded, and where mistakes are regarded as opportunities for learning and improvement.
- Asks questions to gain a better understanding.
- Recognises where work practices could be improved.
- Participates in continuous improvement discussions and contributes ideas to improve the effectiveness of work area.
- Demonstrates an open mind when presented with new ideas or ways of working.

## CF 3

Deliver solutions

Capabilities that deliver quality solutions for our customers

### Accountability

*Responsible for actions and adhere to legislation and policy.*

- Demonstrates reliability and punctuality.
- Takes responsibility for own actions.
- Takes time to learn the legislation, policies and procedures that apply to own work and understands why they exist.
- Understands and complies with the legislation, regulatory frameworks, policies and procedures that apply to own work.
- Understands what decisions need to be referred to a supervisor and acts accordingly.
- Records information in compliance with information management policies and procedures.
- Uses guidelines and supervisor guidance to determine what information should be communicated to others.
- Checks and confirms information is accurate before release.
- Understands the financial policies and procedures related to role. Complies with them when performing financial management tasks.
- Works to develop an understanding of delegations and who the relevant delegates are for own work.
- Uses resources responsibly.
- Takes care of own and others' safety and wellbeing by following safe work practices.
- Identifies and speaks up about risks in the workplace.

### Manage work and resources

*Plan work and use resources efficiently and effectively.*

- Creates and manages own schedule to deliver objectives.
- Reschedules and reorganises work to reflect changes in priority.
- Adjusts own schedule to suit colleagues and business needs.
- Seeks clarification when unsure of work tasks or priorities.
- Makes effective use of own knowledge and capabilities.
- Identifies key people who need to be involved with work.
- Monitors task progress against performance expectations to ensure deadlines are met.
- Alerts supervisor early if work is behind or cannot be done. Makes alternative arrangements where appropriate.
- Competently uses core office software and other digital applications relevant to role.
- Able to identify how resources could be used more efficiently.

## CF 3

Deliver solutions

### Capabilities that deliver quality solutions for our customers

#### Achieve results

*Proactive and achieve results.*

- Commits and works to agreed priorities and outputs under direction of supervisor.
- Progresses own work with energy and drive.
- Maintains effective performance, even in challenging circumstances.
- Takes on additional duties when required to meet team objectives.
- Knows who can provide assistance with work and seeks help when required.
- Keeps supervisor informed of work progress and issues impacting task completion.
- Checks own work for accuracy, quality and completeness.
- Completes routine tasks and accepts more challenging tasks.
- Finishes tasks on time and to the required standard, with guidance.
- Communicates outcomes to supervisor.
- Seeks feedback on work and incorporates into future performance.

#### Customer service

*Deliver quality customer service.*

- Demonstrates respect, courtesy and fairness when dealing with customers.
- Demonstrates an understanding of the customer charter and how it applies to own work.
- Responds to customer requests in the manner detailed in the customer charter.
- Helps customers to understand the available programs, products or services.
- Listens and asks questions to understand customer needs.
- Communicates calmly and with empathy.
- Takes responsibility for resolving customer issues and needs, and seeks team member or supervisor support to resolve more complex issues.
- Adopts a 'no wrong door' approach to customer service, and collaborates across work areas to resolve customer issues.
- Manages customer expectations by being clear about timelines and outcomes.
- Provides proactive service updates to customers.
- Sees customer interactions through to a solution.
- Seeks and records customer feedback.

## CF 4

### Personal attributes

### Capabilities that support the standards of behaviour and performance for the public sector

#### Integrity

*Act ethically and professionally, upholding and promoting public sector values.*

- Understands and adheres to public sector values, agency values and the Code of Conduct, and behaves consistently in an honest, ethical and professional way.
- Treats people fairly, equitably and is transparent in dealings with them.
- Makes decisions that are fair, equitable and transparent, without favouritism, self interest or bias.
- Operates in a professional manner when representing the business unit in internal or external forums.
- Takes steps to clarify ethical issues and seeks advice when unsure what to do.
- Recognises and reports inappropriate workplace behaviour, improper conduct and conflict of interest.

#### Resilience and courage

*Express open and honest views and persevere through challenges.*

- Remains calm under pressure and in challenging situations.
- Works through challenges.
- Bounces back from setbacks.
- Stays focused and works effectively in challenging circumstances.
- Supports a positive working environment.
- Seeks advice from colleagues and supervisor when uncertain.
- Demonstrates the ability to make difficult decisions when necessary, with the appropriate level of support.
- Provides frank and honest feedback and advice.
- Asks questions, offers own opinion and raises issues.
- Listens when ideas or actions are challenged and responds appropriately.
- Does not react defensively to constructive feedback.
- Acknowledges when in the wrong.
- Views mistakes as an opportunity for improvement. Accepts responsibility and learns from them.

## CF 4

Personal attributes

Capabilities that support the standards of behaviour and performance for the public sector

### Agility

*Flexible, adaptable and open to change.*

- Accepts that change at work is normal.
- Demonstrates flexibility and adapts when responsibilities or priorities change.
- Maintains effective performance despite changes in tasks or work environment.
- Collaborates with others and shares appropriate information during times of change.
- Is open and accepting of new ideas and ways of working.
- Develops and applies new skills and knowledge in order to adapt to change.

### Manage self

*Motivated, self aware and committed to personal development.*

- Pursues own and team goals with drive and commitment.
- Recognises own behaviour and emotional response to people or situations, and is aware of the impact of own behaviour on others.
- Reviews own performance and is able to identify strengths, capabilities and development areas.
- Seeks feedback on behaviour and work performance from supervisor and colleagues, and is open and responsive to guidance.
- Participates in performance conversations and commits to agreed performance standards.
- Works with supervisor to identify strengths, capability gaps and development activities.
- Shows interest and willingness to develop own knowledge and capabilities.
- Proactively seeks instruction and guidance when required.
- Engages in development activities and applies new knowledge and capabilities in own work.
- Shares learning with others.

## CF 4

### Productive relationships

### Capabilities that build and maintain productive relationships

## Value inclusion and diversity

*Respect and value diversity in cultures, experiences and perspectives.*

- Treats all people with respect and courtesy.
- Acknowledges and respects diverse cultures, experiences and perspectives.
- Demonstrates cultural awareness when working with others and the community.
- Uses inclusive language and understands why it matters.
- Recognises the value of individual differences and understands that others think and work in different ways.
- Uses empathy to understand the perspectives of others.
- Demonstrates an awareness of own personal values and biases, and considers how they can affect others.
- Supports an inclusive and culturally safe working environment where differences are valued, and people feel comfortable, supported and respected.

## Collaboration

*Build relationships and work with others to meet shared objectives.*

- Contributes to an inclusive, supportive, cooperative team environment.
- Develops and maintains positive relationships with team members, colleagues and customers.
- Works collaboratively to achieve team objectives.
- Shares knowledge and information within and across teams, contributes to discussions and seeks input from others.
- Uses appropriate approaches, including digital technologies, to share information and work with others.
- Helps team members and takes on additional tasks when workloads are high.
- Supports the contributions of others and congratulates people on achievements.
- Looks out for the wellbeing of team members and colleagues, and provides support as appropriate.

## Effective communication

*Communicate clearly, actively listen and maximise understanding and impact.*

- Communicates clearly and concisely, focusing on key points.
- Communicates in 'plain English' and uses appropriate language for the audience.
- Limits the use of jargon and abbreviations.
- Writes in a way that is clear and easy to follow.
- Uses appropriate communication channels to obtain and share information.
- Shows sensitivity to differences in cultures, experiences and perspectives when communicating with others.
- Tailors communication style and language to the audience.
- Shows awareness of how own communication style affects others.
- Shows awareness of own and others' body language and facial expressions when communicating with others.
- Demonstrates an understanding of the key concerns of the audience.
- Actively listens and asks questions to gain a clear understanding of others' comments.
- Checks to ensure own message is understood.
- Demonstrates an awareness of own communication strengths and development areas.

## Influence and negotiate

*Gain commitment and cooperation from others and resolve issues and conflicts.*

- Uses facts and reasoning to explain problems and support claims.
- Identifies relevant stakeholders who should be involved in discussions.
- Listens to, considers and acknowledges differing ideas.
- Discusses issues credibly and thoughtfully without getting personal or confrontational.
- Contributes to resolving differences or conflict with colleagues and customers.
- Helps to find solutions that contribute to positive outcomes.
- Responds to conflict without making the situation worse and refers to a supervisor when appropriate.

## CF 4

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Strategic mindset

*See the big picture, consider the broader context, and plan for the future.*

- Understands and supports the organisation's vision, mission and objectives.
- Demonstrates an understanding of team priorities and goals and organisational goals.
- Understands the relationship between team priorities and goals and specific tasks.
- Recognises how own work contributes to the achievement of team, business unit and organisational goals.
- Learns about the functions of other areas of the organisation and considers how their work relates to own role.
- Follows direction provided by supervisor and asks for clarification if needed.
- Thinks and plans ahead.
- Understands the work environment.
- Demonstrates an awareness of factors and issues that could impact work tasks, and the implications for own work.
- Understands the reasons for decisions and recommendations and can explain how they are relevant to own work.
- Contributes to the development of team work plans and goals.

### Customer focus

*Put customers at the centre to ensure their needs are met.*

- Understands that the purpose of own work is to serve the customer and the community.
- Puts the customer at the centre of work activities.
- Demonstrates a sound understanding of who customers are and how the services provided by own work area and related work areas meet customer needs.
- Demonstrates knowledge of the features of customer programs, products or services relevant to the position.
- Asks questions, listens and uses empathy to understand the customer perspective and experience.
- Shares ideas on how to make things easier for customers.

## CF 4

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Critical thinking and problem solving

*Think critically and resolve problems through research, analysis and judgement.*

- Knows where to find relevant information to assist own work.
- Researches and analyses information and draws evidence based conclusions.
- Asks questions to gain a full understanding of an issue or problem.
- Questions basic inconsistencies or gaps in information and raises to appropriate level.
- Identifies issues that could impact work objectives and informs supervisor.
- Identifies uncertainties or issues with processes and tasks.
- Solves problems by using policy and process guidelines; otherwise seeks guidance from colleagues or supervisor by providing information and ideas relevant to solving the problem.
- Refers complex issues and problems to supervisor.
- Participates in collaborative decision making and problem solving.

### Curiosity and innovation

*Explore new ways of thinking, working and serving our customers.*

- Supports a team environment where innovation and creativity are encouraged and rewarded, and where mistakes are regarded as opportunities for learning and improvement.
- Asks questions to gain a better understanding and explore how things could be done differently.
- Recognises where work practices could be improved.
- Demonstrates an understanding of how data is used to evaluate outcomes and continuously improve.
- Participates in continuous improvement discussions and contributes ideas to improve the effectiveness of work area.
- Demonstrates an open mind and accepts new ideas and ways of working.

## CF 4

Deliver  
solutions

Capabilities that  
deliver quality  
solutions for  
our customers

### Accountability

*Responsible for actions and adhere to legislation and policy.*

- Demonstrates reliability and punctuality.
- Takes responsibility for own actions.
- Understands and complies with the legislation, regulatory frameworks, policies and procedures that apply to own work.
- Knows what decisions need to be referred to a supervisor and acts accordingly.
- Records information in compliance with information management policies and procedures.
- Works within guidelines to make decisions about the use and communication of information.
- Checks and confirms information is accurate before releasing.
- Understands the financial policies and procedures related to role. Complies with them when performing financial management tasks.
- Understands delegations and who relevant delegates are for own work.
- Uses resources responsibly.
- Takes care of own and others' safety and wellbeing by following safe work practices.
- Identifies and speaks up about risks in the workplace.

### Manage work and resources

*Plan work and use resources efficiently and effectively.*

- Constructs task plans to deliver objectives.
- Reschedules and reorganises work to reflect changes in priority.
- Seeks clarification on work tasks or priorities when required.
- Understands individual and team knowledge and capabilities and makes effective use of own capabilities.
- Identifies key people who need to be involved with work.
- Monitors task progress against performance expectations to ensure deadlines are met.
- Alerts supervisor early if work is behind or cannot be done. Makes alternative arrangements where appropriate.
- Competently uses core office software and other digital applications relevant to role.
- Contributes ideas about how resources could be used more efficiently.

## CF 4

Deliver solutions

Capabilities that deliver quality solutions for our customers

### Achieve results

*Proactive and achieve results.*

- Commits and works to agreed priorities, outputs and timeframes.
- Progresses own and team work with energy and drive.
- Maintains effective performance in challenging circumstances.
- Takes on additional duties when required to meet team objectives.
- Seeks help with work when required.
- Keeps supervisor and team informed of work progress and issues.
- Recognises barriers to achieving results and makes suggestions to supervisor about how to resolve them.
- Checks own work for accuracy, quality and completeness.
- Completes routine and more challenging tasks.
- Finishes tasks on time and to the required standard.
- Communicates outcomes to supervisor.
- Seeks feedback on work and incorporates into future performance.

### Customer service

*Deliver quality customer service.*

- Demonstrates respect, courtesy and fairness when dealing with customers.
- Demonstrates an understanding of the customer charter and how it applies to own work.
- Responds to customer requests in the manner detailed in the customer charter.
- Helps customers to understand the available programs, products or services.
- Listens and ask questions to understand customer needs.
- Communicates calmly and with empathy.
- Takes responsibility for resolving customer issues and needs, and seeks to understand and resolve more complex customer issues under guidance of colleagues or supervisor.
- Supports a 'no wrong door' approach to customer service, and collaborates across work areas to resolve customer issues.
- Manages customer expectations by being clear about timelines and outcomes.
- Provides proactive service updates to customers.
- Sees customer interactions through to a solution.
- Seeks, records and acts on customer feedback.

## CF 4

### People leadership

## Capabilities that enable effective leadership of our workforce

### Drive engagement

*Inspire, engage and motivate people.*

- Supports the organisation's vision, mission and objectives, and helps team members to understand them.
- Understands the team's goals, objectives and priorities, and helps team members to develop this understanding.
- Understands the relationship between team priorities and specific tasks, and helps team members to understand how their work activities align with team goals and objectives, with supervisor's support.
- Keeps team members informed of the reasons for decisions and how decisions relate to their work.
- Demonstrates drive and commitment to achieve team goals.
- Acknowledges and celebrates team and individual achievements.
- Looks out for the wellbeing of team members and provides appropriate support.
- Supports a positive, inclusive, culturally safe team culture.

### Manage talent

*Attract, develop, engage and retain talent.*

- Develops an understanding of operational workforce planning and assists with workforce planning activities.
- Demonstrates an awareness of the skills, strengths and development needs of team members.
- Demonstrates an understanding that making time to help team members is a people leader responsibility.
- Assists others with their work when required.
- Identifies appropriate learning and development opportunities for team members with supervisor support.
- Supports people to develop their capabilities.
- Recognises good performance and provides constructive feedback.
- Recognises performance issues that need to be addressed and raises with supervisor.

### Manage teams

*Lead others to achieve results.*

- Understands and communicates the direction provided by supervisor to team members.
- Clearly explains the tasks that the team must complete.
- Thinks about the best use of the skills and strengths of team members when delegating tasks.
- Clarifies the work required, the timeframe, and expected behaviours and outputs.
- Delegates responsibility with supervisor support.
- Monitors team task progress against performance expectations to ensure deadlines are met.
- Reschedules and reorganises team work to reflect changes in priority, with supervisor support.
- Works to maintain effective team performance and focuses on achieving outcomes.
- Recognises barriers to achieving team results and makes suggestions to supervisor about how to resolve them.
- Keeps others informed of team progress and outcomes.

### Manage change

*Promote change and support others to adapt to change.*

- Demonstrates an understanding of the reasons for change.
- Responds to change under guidance of supervisor and supports team members to adapt to change.
- Shares appropriate information with team members during times of change.
- Corrects misunderstandings or incorrect information regarding change initiatives.
- Seeks clarification when required and shares information with others.

## CF 5

### Personal attributes

### Capabilities that support the standards of behaviour and performance for the public sector

#### Integrity

*Act ethically and professionally, upholding and promoting public sector values.*

- Adheres to public sector values, agency values and the Code of Conduct, behaves consistently in an honest, ethical and professional way, and encourages others to do so.
- Treats people fairly and equitably and is transparent in dealings with them.
- Makes decisions that are fair, equitable and transparent, without favouritism, self interest or bias.
- Operates in a professional manner when representing the business unit in internal or external forums.
- Respectfully challenges behaviour that is not aligned with public sector values and the Code of Conduct.
- Takes steps to clarify ethical issues and supports others to do so.
- Recognises and reports inappropriate behaviour, improper conduct and conflict of interest, and supports others to do so.

#### Resilience and courage

*Express open and honest views and persevere through challenges.*

- Remains calm and acts constructively under pressure and in challenging situations.
- Works through challenges.
- Bounces back from setbacks.
- Stays focused and works effectively in challenging circumstances.
- Promotes a positive working environment and offers support to others when required.
- Seeks advice from colleagues and supervisor when uncertain.
- Makes difficult decisions when necessary, with the appropriate level of support.
- Provides frank and honest feedback and advice.
- Asks questions, offers own opinion and raises issues.
- Listens when ideas or actions are challenged and seeks to understand criticisms in order to respond appropriately.
- Does not react defensively to constructive feedback.
- Acknowledges when in the wrong.
- Understands that mistakes are a learning opportunity. Takes ownership and uses them to improve performance.

## CF 5

### Personal attributes

Capabilities that support the standards of behaviour and performance for the public sector

## Agility

*Flexible, adaptable and open to change.*

- Adapts quickly to changes in priorities, responsibilities and the work environment.
- Maintains effective performance during times of change or uncertainty.
- Collaborates with others and shares appropriate information during times of change.
- Supports others to adapt to change.
- Welcomes new ideas and ways of working.
- Seeks opportunities to develop and apply new skills and knowledge in order to adapt to change.

## Manage self

*Motivated, self aware and committed to personal development.*

- Pursues own and team goals with drive and commitment.
- Recognises own behaviour and emotional response to people or situations. Reflects on the impact these have on job performance and other people.
- Reviews own performance and identifies strengths, capabilities and development areas.
- Seeks feedback on behaviour and work performance from supervisor, colleagues and direct reports. Reflects and acts on feedback.
- Participates in performance conversations and commits to agreed performance standards.
- Communicates areas of strength and acknowledges development areas.
- Actively engages with supervisor to identify strengths, capability gaps and development activities.
- Proactively seeks coaching and guidance when required.
- Seeks and engages in development activities and applies new knowledge and capabilities in own work.
- Shares learning with others.

## CF 5

### Productive relationships

### Capabilities that build and maintain productive relationships

## Value inclusion and diversity

*Respect and value diversity in cultures, experiences and perspectives.*

- Treats all people with respect and courtesy.
- Acknowledges and respects diverse cultures, experiences and perspectives.
- Demonstrates empathy and cultural responsiveness when working with others and the community.
- Uses inclusive language and understands why it matters.
- Recognises the value of individual differences and understands that others think and work in different ways.
- Recognises own personal biases and considers how they can affect others.
- Understands the benefits of an inclusive and culturally safe working environment.
- Respectfully addresses non inclusive behaviour, practices and attitudes within the team.
- Promotes an inclusive and culturally safe working environment where differences are valued, and people feel comfortable, supported and respected.

## Collaboration

*Build relationships and work with others to meet shared objectives.*

- Promotes an inclusive, supportive, cooperative team environment.
- Develops and maintains respectful working relationships with team members, other teams, colleagues and customers.
- Builds a network of contacts.
- Works collaboratively to achieve team objectives.
- Contributes to team discussions and planning.
- Shares information within and across teams and seeks input from others.
- Collaborates with own team and other teams on shared problems and initiatives.
- Uses appropriate approaches, including digital technologies, to share information and collaborate with others.
- Makes time for people.
- Supports others to deliver results during busy times or in challenging situations.
- Acknowledges the efforts and contributions of others and congratulates people on achievements.
- Looks out for the wellbeing of team members and colleagues, and provides support as appropriate.

## CF 5

### Productive relationships

### Capabilities that build and maintain productive relationships

#### Effective communication

*Communicate clearly, actively listen and maximise understanding and impact.*

- Communicates confidently in a clear and concise manner.
- Focuses on communicating key points.
- Communicates in 'plain English' and uses appropriate language for the audience.
- Limits the use of jargon and abbreviations.
- Writes clearly and concisely.
- Uses appropriate communication channels to obtain and share information.
- Tailors communication style and language to the audience.
- Shows sensitivity by adapting communication content and style for diverse audiences.
- Monitors own and others' non verbal cues of and adapts communication style when necessary.
- Understands the key concerns of the audience.
- Actively listens and asks questions to gain a clear understanding of others' comments.
- Checks to ensure own message is understood.
- Draws on communication strengths, acknowledges development areas, and seeks opportunities to improve capability.

#### Influence and negotiate

*Gain commitment and cooperation from others and resolve issues and conflicts.*

- Uses facts, knowledge and experience to support recommendations.
- Identifies relevant stakeholders who should be involved in discussions.
- Identifies the expectations and concerns of others.
- Listens to differing ideas and views to develop a clear understanding of the issues.
- Discusses issues credibly and thoughtfully without getting personal or confrontational.
- Contributes to resolving differences or conflict with colleagues and customers.
- Helps to find solutions that contribute to positive outcomes.
- Responds constructively to conflict and disagreement and is open to compromise.

## CF 5

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Strategic mindset

*See the big picture, consider the broader context, and plan for the future.*

- Understands and promotes the organisation's vision, mission and objectives.
- Understands organisational priorities and business context.
- Understands the relationship between organisational priorities and specific tasks.
- Recognises how own work relates to and supports team, business unit and organisational goals.
- Understands the functions of other business units and how their work relates to own work.
- Follows supervisor direction and communicates it to others.
- Thinks and plans ahead.
- Anticipates and identifies factors and issues that could impact the achievement of own and team work objectives, and understands the potential implications for work.
- Understands the reasons for decisions and recommendations, can explain how they are relevant to work, and helps others to understand.
- Contributes to the development of business unit plans, strategies and goals.

### Customer focus

*Put customers at the centre to ensure their needs are met.*

- Promotes a culture that puts the customer at the centre.
- Builds relationships with customers to understand their needs and experience, and obtain ideas, insights and input.
- Demonstrates a sound understanding of the interests and needs of customers. Assists others to develop this understanding.
- Uses understanding of customer needs to tailor solutions to meet expectations.
- Demonstrates a thorough knowledge of the features of customer programs, products or services relevant to the position. Assists others to develop this knowledge.
- Contributes to the design and development of processes and policies based on customer point of view and need.
- Collaborates across work areas to improve customer experience and outcomes.
- Shares ideas on how to improve customer experience, and supports others to do so.

## CF 5

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Critical thinking and problem solving

*Think critically and resolve problems through research, analysis and judgement.*

- Seeks information from appropriate sources. Determines what information is relevant and how it should be used.
- Researches and analyses data and information to form evidence based conclusions and recommendations.
- Asks questions to gain full understanding of an issue and to define the problem clearly.
- Questions basic inconsistencies or gaps in information, seeks to find the relevant information and raises to appropriate level, if required.
- Anticipates and identifies issues and problems that could impact tasks and works to resolve them.
- Resolves issues through comprehensive understanding and interpretation of policy or guidelines. If these are not available, considers potential solutions, selects the best option and takes action when appropriate, or in consultation with others.
- Thinks creatively and considers issues from different viewpoints to explore problems and develop solutions.
- Develops an understanding of the types of risk, and can identify risks and uncertainties of tasks and processes.
- Demonstrates an awareness of how to assess, mitigate and manage risk using established risk management tools.
- Actively contributes to collaborative decision making and problem solving.

### Curiosity and innovation

*Explore new ways of thinking, working and serving our customers.*

- Promotes a team environment where innovation and creativity are encouraged and rewarded, and where mistakes are regarded as opportunities for learning and improvement.
- Asks questions to gain a better understanding and identify opportunities for improvement.
- Reflects on how approaches from previous roles and experience could be adapted and applied to current work.
- Reviews project performance to identify opportunities for improvement.
- Uses data and information to evaluate outcomes and continuously improve.
- Contributes ideas and feedback in continuous improvement discussions and encourages others to do so.
- Demonstrates an open mind and readily explores new ideas, different viewpoints and new ways of working.
- Identifies improvement opportunities and proposes solutions to enhance work systems, processes and practices.
- Considers how technology could be used to improve efficiency and effectiveness.

## CF 5

Deliver  
solutions

Capabilities that  
deliver quality  
solutions for  
our customers

### Accountability

*Responsible for actions and adhere to legislation and policy.*

- Takes responsibility for own actions and follows through reliably.
- Understands and complies with the legislation, regulatory frameworks, policies and procedures that apply to own work.
- Makes decisions within own level of authority.
- Records information in compliance with information management policies and procedures.
- Works within guidelines to make decisions about the use and communication of information.
- Checks and confirms information is accurate before release.
- Understands the financial policies and procedures related to role. Complies with them when performing financial management tasks.
- Uses financial and other resources responsibly.
- Understands delegations and exercises them responsibly and with due diligence.
- Is vigilant about the use of safe work practices by self and others.
- Is alert to risks in the workplace and raises them to the appropriate level.

### Manage work and resources

*Plan work and use resources efficiently and effectively.*

- Constructs task plans and single project plans with measurable milestones to achieve objectives.
- Reschedules and reorganises work to reflect changes in priority.
- Assists with monitoring projects against plans and responds to requirement changes.
- Makes effective use of team and individual capabilities.
- Contributes own expertise for the benefit of the business unit.
- Identifies key individuals who need to be involved with work.
- Recognises the value of specialist expertise and consults experts with relevant knowledge and experience within own agency and in other agencies.
- Demonstrates a sound understanding of technology relevant to the business unit.
- Considers options and identifies the most appropriate technology for projects and tasks.
- Uses financial resources in compliance with budget and financial limits.
- Demonstrates the ability to coordinate, assess and administer procurement activity, and manage contractual arrangements.
- Contributes ideas about how resources could be used more efficiently.

## CF 5

Deliver solutions

### Capabilities that deliver quality solutions for our customers

#### Achieve results

*Proactive and achieve results.*

- Commits and works to agreed priorities, outputs and timeframes.
- Takes initiative and progresses own and team work with energy and drive.
- Maintains effective performance in challenging or uncertain circumstances.
- Takes on additional duties when required to meet team objectives.
- Seeks guidance when required.
- Keeps supervisor and team informed of work progress and issues.
- Recognises barriers to achieving results and works to resolve them with support, when required.
- Assists with managing key risks to ensure projects are delivered on schedule.
- Finishes tasks on time and to the required standard.
- Communicates outcomes to supervisor.
- Seeks feedback on work and incorporates into future performance.
- Contributes to the evaluation of project and program performance.

#### Customer service

*Deliver quality customer service.*

- Promotes a culture that encourages, empowers and enables people to deliver quality customer experiences.
- Demonstrates respect, courtesy and fairness when dealing with customers.
- Demonstrates a comprehensive understanding of the customer charter and how it applies to work. Supports others to develop this understanding.
- Responds to customer requests in the manner detailed in the customer charter, and supports others to do so.
- Helps customers to understand the available programs, products or services.
- Listens and responds calmly and with empathy to customers.
- Takes responsibility for resolving customer issues and is able to resolve more complex customer issues.
- Promotes a 'no wrong door' approach to customer service, and collaborates across work areas to resolve customer issues.
- Manages customer expectations and provides them with proactive service updates.
- Sees customer interactions through to a solution.
- Seeks, records and acts on customer feedback.

## CF 5

### People leadership

## Capabilities that enable effective leadership of our workforce

### Drive engagement

*Inspire, engage and motivate people.*

- Promotes the organisation's vision, mission and objectives, and helps team members to understand them.
- Communicates with team members regarding the purpose of their work and explains how their work contributes to business unit objectives.
- Helps others understand how their work creates value for customers and the organisation.
- Explains the reasons for decisions and helps people understand how they relate to their work.
- Demonstrates drive and commitment to achieve team goals.
- Acknowledges and celebrates team and individual achievements.
- Promotes employee wellbeing initiatives and practices, looks out for the wellbeing of team members, and provides appropriate support.
- Promotes a positive, inclusive, culturally safe team culture that engages, supports and motivates people.

### Manage talent

*Attract, develop, engage and retain talent.*

- Contributes to operational workforce planning in the business unit.
- Develops an understanding of the capabilities, strengths and development needs of team members.
- Makes time for people despite competing priorities.
- Provides guidance and offers full support to others when required.
- Demonstrates an understanding that performance management is a key responsibility of people leaders.
- Discusses and agrees on clear standards of performance and behaviour in line with established performance development processes.
- Monitors progress and performance of team members.
- Gives regular, timely, actionable feedback to improve performance and help others learn and develop.
- Works with team members to help them identify their capabilities, strengths and development areas.
- Identifies appropriate learning and development opportunities for team members, and supports them to develop their capabilities.
- Congratulates people on achievements and recognises good performance.
- Recognises performance issues, seeks appropriate support to address and resolve them.

## CF 5

### People leadership

## Capabilities that enable effective leadership of our workforce

### Manage teams

#### *Lead others to achieve results.*

- Translates business unit objectives and plans into individual and team tasks and goals, with supervisor support.
- Communicates the direction provided by supervisor to team members.
- Considers and makes the best use of the capabilities and strengths of team members when delegating tasks and developing work plans.
- Involves team members in decisions about their work and collaborates to agree on individual responsibilities for work outcomes, where appropriate.
- Clearly communicates individual roles and responsibilities.
- Clarifies the work required, the timeframe, and expected behaviours and outputs.
- Delegates responsibilities fairly.
- Monitors team task progress against performance expectations to ensure deadlines are met.
- Reschedules and reorganises team work to reflect changes in priority.
- Works to maintain effective team performance and focuses on achieving outcomes.
- Recognises barriers to achieve team results and works to resolve them with appropriate support.
- Keeps others informed of team progress and outcomes.
- Works to ensure the team delivers results within time and quality requirements.

### Manage change

#### *Promote change and support others to adapt to change.*

- Supports change initiatives and helps others understand their purpose and benefits.
- Responds to change under guidance of supervisor and supports team members to adapt to change.
- Shares appropriate information with team members during times of change.
- Corrects misunderstandings or incorrect information regarding change initiatives.
- Seeks clarification when required and shares information with others.

## CF 6

### Personal attributes

Capabilities that support the standards of behaviour and performance for the public sector

## Integrity

*Act ethically and professionally, upholding and promoting public sector values.*

- Adheres to public sector values, agency values and the Code of Conduct, behaves consistently in an honest, ethical and professional way, and encourages others to do so.
- Treats people fairly and equitably and is transparent in dealings with them.
- Makes decisions that are fair, equitable and transparent, without favouritism, self interest or bias.
- Operates in a professional manner when representing the business unit in internal or external forums.
- Respectfully challenges behaviour that is not aligned with public sector values and the Code of Conduct.
- Takes steps to clarify ethical issues and supports others to do so.
- Recognises and reports inappropriate behaviour, improper conduct and conflict of interest, and supports others to do so.

## Resilience and courage

*Express open and honest views and persevere through challenges.*

- Remains calm and acts constructively under pressure and in challenging situations, and supports others to do so.
- Demonstrates persistence when working through challenges.
- Bounces back from setbacks and supports others to do so.
- Stays focused and works effectively in challenging circumstances, and supports others to do so.
- Promotes a positive working environment and offers support to others when required.
- Seeks advice from colleagues and supervisor when uncertain.
- Confidently makes difficult decisions, with appropriate support.
- Provides frank and honest feedback and advice.
- Displays self assurance and conviction when communicating an idea or opinion.
- Raises and works through challenges and seeks alternatives.
- Listens when ideas or actions are challenged, can justify own position, and seeks to understand criticisms in order to respond appropriately.
- Does not react defensively to constructive feedback.
- Acknowledges when in the wrong.
- Understands that mistakes are a learning opportunity. Takes ownership and uses them to improve performance.

## CF 6

### Personal attributes

Capabilities that support the standards of behaviour and performance for the public sector

## Agility

*Flexible, adaptable and open to change.*

- Shows initiative and adapts quickly to changes in priorities, responsibilities and the work environment, and works to make the most of them.
- Maintains effective performance during times of change or uncertainty.
- Exhibits and encourages positivity and cooperation when adapting to change.
- Collaborates with others and shares appropriate information during times of change.
- Supports others to adapt to change.
- Welcomes new ideas and ways of working.
- Seeks opportunities to develop and apply new skills and knowledge in order to adapt to change.

## Manage self

*Motivated, self aware and committed to personal development.*

- Initiates action and maintains energy and momentum towards own and team goals.
- Reflects on the impact own behaviour and actions have on job performance and other people. Recognises when behaviour needs to be modified to improve effectiveness.
- Reviews own performance and identifies strengths, capabilities and development areas.
- Seeks feedback on behaviour and work performance from supervisor, colleagues and direct reports. Reflects and acts on feedback.
- Participates in performance conversations and commits to agreed performance standards.
- Communicates areas of strength and acknowledges development areas.
- Actively engages with supervisor to identify strengths, capability gaps and development opportunities.
- Proactively seeks coaching and guidance when required.
- Demonstrates a commitment to personal development by actively seeking and engaging in opportunities to extend knowledge and capabilities.
- Applies learning in own work and shares with others.

## CF 6

### Productive relationships

### Capabilities that build and maintain productive relationships

## Value inclusion and diversity

*Respect and value diversity in cultures, experiences and perspectives.*

- Treats all people with respect and courtesy.
- Acknowledges and respects diverse cultures, experiences and perspectives.
- Demonstrates empathy and cultural responsiveness when working with others and the community.
- Models the use of inclusive language and assists others to adjust where necessary.
- Recognises the benefits of working with people with diverse views and experiences and explores their contributions.
- Recognises own personal biases and considers how they can affect others and own decisions.
- Respectfully addresses non inclusive behaviour, practices and attitudes within the team.
- Promotes an inclusive working environment where differences are valued, and people feel comfortable, supported and respected.

## Collaboration

*Build relationships and work with others to meet shared objectives.*

- Promotes an inclusive, supportive, cooperative team environment.
- Develops and maintains respectful working relationships with team members, other teams, colleagues and customers.
- Develops and maintains a productive working relationship with manager. Works to understand their needs and takes steps to create value and help them be more effective.
- Builds a network of contacts.
- Works collaboratively and draws on team strengths to achieve objectives.
- Actively contributes to team discussions and planning.
- Consults within and across teams and business units to share information, jointly solve problems, and achieve shared outcomes.
- Uses appropriate approaches, including digital technologies, to share information and collaborate with others.
- Makes time for people despite competing priorities.
- Provides guidance and offers support to others when required.
- Supports others to deliver results during busy times or in challenging situations.
- Acknowledges the efforts and contributions of others and congratulates people on achievements.
- Looks out for the wellbeing of team members and colleagues, and provides support as appropriate.

## CF 6

### Productive relationships

### Capabilities that build and maintain productive relationships

#### Effective communication

*Communicate clearly, actively listen and maximise understanding and impact.*

- Communicates confidently in a clear, concise and articulate manner.
- Communicates complex information in 'plain English' and uses appropriate language for the audience
- Limits the use of jargon and abbreviations.
- Writes and prepares material that is clear, well structured and easy to follow.
- Selects the most appropriate way to obtain and share information with a particular audience.
- Shows sensitivity by adapting communication content and style for diverse audiences.
- Tailors communication style and language to the needs and level of understanding of the audience.
- Monitors own and others' non verbal cues and adapts communication style when necessary.
- Understands and addresses the key concerns of the audience.
- Actively listens, asks questions and reflects back to gain a clear understanding of others' comments.
- Checks to ensure own message is understood. Does not allow misunderstandings to linger.
- Draws on communication strengths, acknowledges development areas, and seeks opportunities to improve capability.

#### Influence and negotiate

*Gain commitment and cooperation from others and resolve issues and conflicts.*

- Uses facts, knowledge and experience to support a recommendation or position.
- Identifies relevant stakeholders and understands their expectations and concerns.
- Encourages appropriate stakeholders to support the position or recommendation.
- Approaches negotiations in the spirit of cooperation, and with a clear understanding of the key issues and desired outcomes.
- Listens to differing ideas and views to develop a clear understanding of the issues.
- Discusses issues credibly and thoughtfully without getting personal or confrontational.
- Responds constructively to conflict and disagreement and is open to compromise.
- Keeps discussions focused on the key issues.
- Identifies and helps to resolve issues with colleagues and customers.
- Works towards mutually satisfactory outcomes.

## CF 6

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Strategic mindset

*See the big picture, consider the broader context, and plan for the future.*

- Understands and promotes the organisation's vision, mission and objectives.
- Understands the strategic objectives of the organisation.
- Monitors the organisation's priorities and the business context.
- Identifies the relationship between organisational goals and operational tasks.
- Understands how own work is part of a system that connects to and interacts with other processes, people and business units or organisations.
- Recognises broader influences or issues that could impact the achievement of own and team work objectives, and acknowledges the potential implications.
- Thinks about the future, and considers potential implications for own and team work.
- Communicates and helps others to understand the reasons for decisions and recommendations.
- Contributes to the development of business unit plans, strategies and goals.

### Customer focus

*Put customers at the centre to ensure their needs are met.*

- Promotes a culture that puts the customer at the centre.
- Builds relationships with customers to understand their needs and experience, and obtain ideas, insights and input.
- Demonstrates a sound understanding of the interests and needs of customers. Assists others to develop this understanding.
- Uses understanding of customer needs to tailor solutions to meet expectations.
- Demonstrates a thorough knowledge of the features of customer programs, products or services relevant to the position. Assists others to develop this knowledge.
- Contributes to the design and development of processes and policies based on the customer point of view and need.
- Collaborates across work areas to improve customer experience and outcomes.
- Shares ideas on how to improve customer experience, and supports others to do so.

## CF 6

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Critical thinking and problem solving

*Think critically and resolve problems through research, analysis and judgement.*

- Draws information from a variety of sources. Determines what information is relevant and how it should be used.
- Objectively and systematically analyses data and information to form evidence based conclusions and recommendations.
- Questions inconsistencies or gaps in information, seeks to find the relevant information and raises to appropriate level, if required.
- Seeks to identify and understand the links between interconnected issues.
- Anticipates and identifies issues and problems, and works to resolve them.
- Resolves issues through a comprehensive understanding and interpretation of policy or guidelines. If these are not available, considers potential solutions, selects the best option and takes action when appropriate, or in consultation with others.
- Researches developments and trends in the industry.
- Thinks creatively and considers issues from different viewpoints to explore problems and develop new solutions.
- Understands and identifies risks in tasks, processes and projects.
- Demonstrates the ability to assess, mitigate and manage risk using established risk management tools.
- Considers opportunity risk when evaluating risk and making decisions.
- Promotes discussion of risks and ways to manage risk.
- Actively contributes to collaborative decision making and problem solving.

### Curiosity and innovation

*Explore new ways of thinking, working and serving our customers.*

- Promotes a team environment where innovation and creativity are encouraged and rewarded, and where mistakes are regarded as opportunities for learning and improvement.
- Asks questions to gain a better understanding and identify opportunities for improvement.
- Reflects on how approaches from previous roles and experience could be adapted and applied to current work.
- Considers how industry developments and trends could be used to identify improvement opportunities and develop innovative solutions.
- Reviews project performance and identifies opportunities for improvement.
- Uses data and information to evaluate outcomes and continuously improve.
- Contributes ideas and feedback in continuous improvement discussions and encourages others to do so.
- Models open mindedness and readily explores new ideas, different viewpoints and new ways of working.
- Experiments to develop innovative solutions.
- Identifies, implements and promotes improvements for work systems, processes and practices.
- Considers and provides suggestions on how technology could be used to improve efficiency and effectiveness.

## CF 6

Deliver solutions

### Capabilities that deliver quality solutions for our customers

#### Accountability

*Responsible for actions and adhere to legislation and policy.*

- Takes responsibility for own actions, follows through reliably, and supports others to do so.
- Understands and complies with the legislation, regulatory frameworks, policies and procedures that apply to own work, and supports others to do so.
- Makes decisions within own level of authority.
- Records information in compliance with information management policies and procedures, and supports others to do so.
- Works within guidelines to make decisions about the use and dissemination of information.
- Checks and confirms information is accurate before release.
- Understands the financial policies and procedures related to role. Complies with them when performing financial management tasks.
- Uses financial and other resources responsibly and helps others understand their obligations to do so.
- Understands delegations and exercises them responsibly and with due diligence.
- Is vigilant about the use of safe work practices by self and others.
- Is alert to risks in the workplace and mitigates them or raises them to the appropriate level.

#### Manage work and resources

*Plan work and use resources efficiently and effectively.*

- Constructs project plans that have clear and appropriate milestones, outcomes, risk assessments, timeframes and budgets.
- Reschedules and reorganises work to reflect changes in priority.
- Monitors projects against plans, manages priorities and responds to changes in requirements.
- Makes best use of team and individual knowledge and capabilities, and negotiates responsibility for work outcomes.
- Contributes own expertise for the benefit of the business unit.
- Identifies key individuals who need to be involved with work.
- Values specialist expertise, and consults experts with relevant knowledge and experience within own agency and in other agencies.
- Demonstrates a sound understanding of technology relevant to the business unit
- Considers options and identifies the most appropriate technology for projects and tasks.
- Uses financial resources in compliance with budget and financial limits.
- Demonstrates the ability to coordinate, assess and administer procurement activity, and manage contractual arrangements.
- Contributes ideas about how resources could be used more efficiently.

## CF 6

Deliver solutions

### Capabilities that deliver quality solutions for our customers

#### Achieve results

*Proactive and achieve results.*

- Commits and works to agreed priorities, outcomes and timeframes.
- Takes initiative and progresses own and team work with energy and drive.
- Maintains effective performance in challenging or uncertain circumstances.
- Takes on additional duties when required to meet team objectives, and supports others to do so.
- Demonstrates persistence and maintains focus on achieving quality outcomes.
- Keeps self and others well informed on issues that may affect work progress.
- Recognises and understands barriers to achieving results and works to resolve them.
- Manages key risks to ensure projects are delivered on schedule.
- Monitors project performance, identifies need for change and initiates change, when required.
- Sees projects through to completion.
- Delivers high quality work on time and on budget.
- Seeks feedback on results and incorporates into future performance.
- Contributes to the evaluation of project and program performance.

#### Customer service

*Deliver quality customer service.*

- Promotes a culture that encourages, empowers and enables people to deliver quality customer experiences.
- Models respect, courtesy and fairness when dealing with customers.
- Demonstrates a comprehensive understanding of the customer charter and how it applies to work. Supports others to develop this understanding.
- Responds to customer requests in the manner detailed in the customer charter, and supports others to do so.
- Helps customers to understand the available programs, products or services.
- Listens and responds calmly and with empathy to customers.
- Takes responsibility for resolving complex customer issues and supports others to do so.
- Promotes a 'no wrong door' approach to customer service, and collaborates across work areas to resolve customer issues.
- Manages customer expectations and provides them with proactive service updates.
- Sees customer interactions through to a solution.
- Actively seeks, records and acts on customer feedback.

## CF 6

### People leadership

## Capabilities that enable effective leadership of our workforce

### Drive engagement

*Inspire, engage and motivate people.*

- Promotes the organisation's vision, mission and objectives, and helps team members understand them.
- Communicates with team regarding the purpose of their work, and explains how their work contributes to business unit and organisational objectives and outcomes.
- Ensures team members understand how their work creates value for customers and contributes to organisational success.
- Consults team members prior to making decisions that affect them.
- Explains the reasons for decisions and helps people understand how they relate to their work.
- Maintains energy and momentum to achieve team goals.
- Acknowledges and celebrates team and individual achievements.
- Promotes employee wellbeing initiatives and practices, looks out for the wellbeing of team members, and provides appropriate support.
- Promotes a positive, inclusive and culturally safe team culture that engages, supports and motivates people.

### Manage talent

*Attract, develop, engage and retain talent.*

- Facilitates operational workforce planning and development within the business unit.
- Understands the benefits of a diverse team, and seeks to attract and retain diverse talent.
- Demonstrates an understanding of the capabilities, strengths and development areas of team members.
- Makes time for people despite competing priorities.
- Provides guidance and offers full support to others, when required.
- Demonstrates an understanding that performance management is a key responsibility of people leaders.
- Discusses and agrees on clear standards of performance and behaviour, in line with established performance development processes.
- Monitors progress and performance of team members.
- Gives regular, timely, actionable feedback to improve performance, and helps others learn and develop.
- Conducts formal and informal performance reviews.
- Works with team members to identify their capabilities, strengths and development areas.
- Identifies appropriate learning and development opportunities for team members, and encourages and supports them to develop their capabilities.
- Recognises high potential and high performing people, and provides them with appropriate development opportunities.
- Coaches and mentors people to improve performance.
- Congratulates people on achievements and gives timely recognition for good performance.
- Recognises and addresses performance issues, identifies causes, and works collaboratively to resolve issues with appropriate support.

## CF 6

### People leadership

## Capabilities that enable effective leadership of our workforce

### Manage teams

#### *Lead others to achieve results.*

- Translates business unit goals, objectives and priorities into individual and team goals and tasks. Explains the links for the team.
- Develops work plans that make the best use of the capabilities and strengths of team members.
- Seeks team input on decisions about their work and collaborates to agree on individual responsibilities for work outcomes, where appropriate.
- Clearly defines and communicates individual roles and responsibilities.
- Sets clear expectations for the work required, the timeframe, and expected behaviours and outputs.
- Delegates responsibilities fairly and effectively to achieve outcomes.
- Encourages team members to take ownership by giving them appropriate flexibility to decide how to progress their work.
- Monitors team task progress against performance expectations to ensure deadlines are met.
- Reschedules and reorganises team work to reflect changes in priority.
- Maintains effective team performance and focuses on achievement of outcomes.
- Identifies and understands barriers to achieving team results, seeks input from team members to generate solutions, and works to resolve them with appropriate support.
- Keeps others informed of team progress and outcomes.
- Monitors operational pressures and team capacity, and works with support of supervisor to adjust resources, workloads and priorities to achieve outcomes.
- Ensures the team delivers results within time and quality requirements.
- Keeps others informed on capacity and capability of team to support broader operational planning.

### Manage change

#### *Promote change and support others to adapt to change.*

- Coordinates change initiatives, shares information, and helps others understand the purpose, benefits and implications of change.
- Supports team members to manage uncertainty and accept and adapt to change.
- Corrects misunderstandings or incorrect information regarding change initiatives.
- Seeks clarification when required and shares information with others.
- Recognises potential barriers to change and makes recommendations to address them.

## CF 7

### Personal attributes

Capabilities that support the standards of behaviour and performance for the public sector

## Integrity

*Act ethically and professionally, upholding and promoting public sector values.*

- Adheres to public sector values, agency values and the Code of Conduct, behaves consistently in an honest, ethical and professional way, and encourages others to do so.
- Treats people fairly and equitably and is transparent in dealings with them.
- Makes decisions that are fair, equitable and transparent, without favouritism, self interest or bias.
- Operates in a professional manner when representing the business unit in internal or external forums.
- Respectfully challenges behaviour that is not aligned with public sector values and the Code of Conduct.
- Takes steps to clarify ethical issues and supports others to do so.
- Recognises and reports inappropriate behaviour, improper conduct and conflict of interest, and supports others to do so.

## Resilience and courage

*Express open and honest views and persevere through challenges.*

- Remains calm and acts constructively under pressure and in challenging situations, and supports others to do so.
- Demonstrates persistence when working through challenges.
- Bounces back from setbacks and supports others to do so.
- Stays focused and works effectively in challenging circumstances, and supports others to do so.
- Promotes a positive working environment and offers support to others when required.
- Seeks advice from colleagues and supervisor when uncertain.
- Confidently makes difficult decisions, with appropriate support.
- Provides frank and honest feedback and advice.
- Displays self assurance and conviction when communicating an idea or opinion.
- Challenges issues constructively and respectfully, and discusses alternatives to find a way forward.
- Listens when ideas or actions are challenged, justifies own position, and seeks to understand criticisms in order to respond appropriately.
- Does not react defensively to constructive feedback.
- Acknowledges when in the wrong.
- Understands that mistakes are a learning opportunity. Takes ownership and uses them to improve performance.

## CF 7

### Personal attributes

Capabilities that support the standards of behaviour and performance for the public sector

## Agility

*Flexible, adaptable and open to change.*

- Shows initiative and adapts quickly to changes in priorities, responsibilities and the work environment, and works to make the most of them.
- Maintains effective performance during times of change or uncertainty.
- Able to determine a course of action despite lack of clarity.
- Collaborates with others and shares appropriate information during times of change.
- Exhibits and encourages positivity and cooperation when adapting to change.
- Supports others to adapt to change.
- Welcomes new ideas and ways of working.
- Demonstrates a growth mindset by actively seeking opportunities to develop and apply new skills and knowledge when faced with a new situation or challenge.

## Manage self

*Motivated, self aware and committed to personal development.*

- Initiates action and maintains energy and momentum towards own and team goals.
- Reflects on the impact own behaviours and actions have on job performance and other people. Recognises when behaviour needs to be modified to improve effectiveness.
- Critically analyses own performance and identifies strengths, capabilities and development areas.
- Seeks feedback on behaviour and work performance from supervisor, colleagues and direct reports. Reflects and acts on feedback.
- Participates in performance conversations and commits to agreed performance standards.
- Communicates areas of strength and acknowledges development areas.
- Actively engages with supervisor to identify strengths, capability gaps and development opportunities.
- Proactively seeks coaching and guidance when required.
- Demonstrates a commitment to personal development by actively seeking and engaging in opportunities to extend knowledge and capabilities.
- Applies learning in own work and shares with others.

## CF 7

### Productive relationships

### Capabilities that build and maintain productive relationships

## Value inclusion and diversity

*Respect and value diversity in cultures, experiences and perspectives.*

- Treats all people with respect and courtesy.
- Acknowledges, respects and is responsive to diverse cultures, experiences and perspectives.
- Models empathy and cultural responsiveness when working with others and the community.
- Models the use of inclusive language and assists others to adjust where necessary.
- Recognises the benefits of working with people with diverse views and experiences, explores their contributions, and encourages the consideration of diverse views.
- Identifies and adapts to individual abilities, differences and working styles.
- Recognises and manages own personal biases in interactions and decision making.
- Respectfully addresses non inclusive behaviour, practices and attitudes within the team.
- Promotes an inclusive and culturally safe working environment where differences are valued, and people feel comfortable, supported and respected.

## Collaboration

*Build relationships and work with others to meet shared objectives.*

- Promotes an inclusive, supportive, cooperative team environment.
- Develops and maintains respectful working relationships with team members, other teams, colleagues and customers.
- Develops and maintains a productive working relationship with manager. Works to understand their needs and takes steps to create value and help them be more effective.
- Builds a network of internal and external contacts.
- Works collaboratively and draws on team strengths to achieve objectives.
- Actively contributes to team discussions and planning.
- Consults within and across teams and business units to share information, jointly solve problems, and achieve shared outcomes.
- Uses appropriate approaches, including digital technologies, to share information and collaborate with others.
- Makes time for people despite competing priorities.
- Provides guidance and offers support to others when required.
- Supports others to deliver results during busy times or in challenging situations.
- Acknowledges the efforts and contributions of others and congratulates people on achievements.
- Looks out for the wellbeing of team members and colleagues, and provides support as appropriate.

## CF 7

### Productive relationships

### Capabilities that build and maintain productive relationships

#### Effective communication

*Communicate clearly, actively listen and maximise understanding and impact.*

- Communicates confidently in a clear, concise and articulate manner.
- Explains complex information in 'plain English' and uses appropriate language for the audience.
- Limits the use of jargon and abbreviations.
- Writes and prepares material that is clear, well structured and easy to follow.
- Selects the most appropriate way to obtain and share information with a particular audience.
- Shows sensitivity by adapting communication content and style for diverse audiences.
- Tailors communication style and language to the needs and level of understanding of the audience.
- Adapts communication style based on observations of own and others' non verbal cues.
- Understands and addresses the key concerns of the audience.
- Actively listens, asks questions and reflects back to gain a clear understanding of others' comments.
- Checks to ensure mutual understanding. Does not allow misunderstandings to linger.
- Draws on communication strengths, acknowledges development areas, and seeks opportunities to improve capability.

#### Influence and negotiate

*Gain commitment and cooperation from others and resolve issues and conflicts.*

- Uses facts, knowledge and experience to support a position or recommendation.
- Identifies relevant stakeholders, anticipates their expectations and concerns, and develops own case accordingly.
- Encourages appropriate stakeholders to support the position or recommendation.
- Approaches negotiations in the spirit of cooperation, and with a clear understanding of the key issues and desired outcomes.
- Listens to differing ideas and views to develop a clear understanding of the issues.
- Discusses issues credibly and thoughtfully without getting personal or confrontational.
- Presents a persuasive case for position when challenged.
- Responds constructively to conflict and disagreement and seeks to compromise.
- Keeps discussions focused on the key issues.
- Identifies and actively works to resolve issues with colleagues and customers.
- Works towards mutually satisfactory outcomes.

**CF 7**

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

## Strategic mindset

*See the big picture, consider the broader context, and plan for the future.*

- Understands and promotes the organisation's vision, mission and objectives.
- Understands the strategic objectives of the organisation.
- Scans the organisational environment and monitors priorities and business context.
- Identifies and communicates the relationship between organisational goals and operational tasks.
- Understands and explains how own and team work is part of a system that connects to and interacts with other processes, people and business units or organisations.
- Identifies broader factors, trends and influences that could impact achieving work objectives, and acknowledges potential implications.
- Thinks about the future, and considers the longer term implications of issues on own work and the business unit.
- Supports and communicates the reasons for decisions and recommendations.
- Supports to the development of business unit plans, strategies and goals.
- Sets aside time for strategic thinking and planning.

## Customer focus

*Put customers at the centre to ensure their needs are met.*

- Promotes a culture that puts the customer at the centre.
- Partners with key customers in area of expertise to understand their needs and experience, and get ideas, insights and input.
- Demonstrates a sound understanding of the interests and needs of customers. Assists others to develop this understanding.
- Uses understanding of customer needs to tailor solutions to meet expectations.
- Demonstrates a thorough knowledge of the features of customer programs, products or services relevant to the position. Assists others to develop this knowledge.
- Contributes to the design and development of processes and policies based on customer point of view and need.
- Seeks opportunities to collaborate internally and externally to improve customer experience and outcomes.
- Shares ideas on how to improve customer experience, and supports others to do so.

CF 7

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

## Critical thinking and problem solving

*Think critically and resolve problems through research, analysis and judgement.*

- Gathers and investigates information from a variety of sources, draws on experience, and analyses relevancy of information and how it should be used.
- Objectively and systematically analyses data and information to form evidence based conclusions and recommendations.
- Questions inconsistencies or gaps in information, seeks to find the relevant information and raises to appropriate level, if required.
- Identifies links between interconnected issues and understands how individual issues relate to larger issues and systems.
- Anticipates and identifies issues and problems, and works to resolve them.
- Resolves issues through comprehensive understanding and interpretation of policy or guidelines. If these are not available, considers a range of potential solutions, selects the best option and takes action when appropriate, or in consultation with others.
- Sources and considers information on industry developments and trends, contemporary knowledge, and public and private sector best practice related to area of work.
- Thinks creatively and considers issues from different viewpoints to explore problems and develop solutions.
- Presents logical arguments to support recommended solutions and shows how recommendations solve the problem.
- Systematically identifies, assesses, mitigates and manages risk using established risk management tools.
- Understands and undertakes risk based decision making by analysing and evaluating risk, including opportunity risk, and applying critical thinking and judgement to make appropriate decisions in line with the risk appetite of the organisation.
- Supports others to understand and engage with risk.
- Actively contributes to collaborative decision making and problem solving.

## Curiosity and innovation

*Explore new ways of thinking, working and serving our customers.*

- Promotes a team environment where innovation and creativity are encouraged and rewarded, and where mistakes are regarded as opportunities for learning and improvement.
- Asks questions to gain a better understanding and identify opportunities for improvement.
- Adapts and applies experience from previous roles to current work.
- Applies knowledge of industry developments, trends and best practice to identify improvement opportunities and develop innovative solutions.
- Reviews project performance and identifies improvement opportunities.
- Uses data and information to evaluate outcomes and continuously improve.
- Contributes ideas and feedback during continuous improvement discussions, and encourages others to do so.
- Models open mindedness and readily explores new ideas, different viewpoints and new ways of working.
- Experiments to develop innovative solutions.
- Produces new ideas, approaches or insight.
- Identifies, implements and promotes improvements to work systems, processes and practices.
- Investigates ways to enhance efficiency and effectiveness through technology.

## CF 7

Deliver solutions

### Capabilities that deliver quality solutions for our customers

#### Accountability

*Responsible for actions and adhere to legislation and policy.*

- Takes responsibility for own actions, follows through reliably, and supports others to do so.
- Understands and complies with the legislation, regulatory frameworks, policies and procedures that apply to own work, and supports others to do so.
- Makes decisions within own level of authority.
- Records information in compliance with information management policies and procedures, and supports others to do so.
- Works within guidelines to make decisions about the use and dissemination of information.
- Checks and confirms information is accurate before release.
- Understands the financial policies and procedures related to role. Complies with them when performing financial management tasks.
- Uses financial and other resources responsibly and helps others understand their obligations to do so.
- Understands delegations and exercises them responsibly and with due diligence.
- Is vigilant about the use of safe work practices by self and others.
- Is alert to risks in the workplace and mitigates them or raises them to the appropriate level.

#### Manage work and resources

*Plan work and use resources efficiently and effectively.*

- Constructs project plans that have clear and appropriate milestones, outcomes, risk assessments, timeframes and budgets.
- Reschedules and reorganises work to reflect changes in priority.
- Monitors projects against plans, manages priorities and agrees on adjustments to milestones, as required.
- Makes best use of team and individual knowledge and capabilities, and negotiates responsibility for work outcomes.
- Contributes own expertise for the benefit of the business unit.
- Identifies key individuals who need to be involved with work.
- Values specialist expertise, and consults experts with relevant knowledge and experience within own agency and in other agencies.
- Demonstrates a sound understanding of technology relevant to the business unit
- Considers options and identifies the most appropriate technology for projects and tasks.
- Identifies inefficiencies that could be addressed through digital technology.
- Uses financial resources in compliance with budget and financial limits.
- Considers financial implications and value for money when making recommendations and decisions.
- Manages contracts diligently and in alignment with procurement policies and procedures.
- Contributes ideas about how resources could be used more efficiently.

## CF 7

Deliver solutions

### Capabilities that deliver quality solutions for our customers

#### Achieve results

*Proactive and achieve results.*

- Commits and works to agreed priorities, outcomes and timeframes.
- Takes initiative and progresses own and team work with energy and drive.
- Maintains effective performance levels in challenging or uncertain circumstances.
- Takes on additional duties when required to meet team objectives, and supports others to do so.
- Demonstrates persistence and maintains a focus to achieve quality outcomes.
- Keeps self and others well informed on issues that may affect work progress.
- Recognises and understands barriers to achieving results and seeks to resolve them.
- Manages key risks to ensure projects are delivered on schedule.
- Monitors project performance, identifies need for change, and initiates change when required.
- Sees projects through to completion.
- Delivers high quality work on time and on budget.
- Seeks feedback on results and incorporates into future performance.
- Contributes to the evaluation of project and program performance.

#### Customer service

*Deliver quality customer service.*

- Promotes a culture that encourages, empowers and enables people to deliver quality customer experiences.
- Demonstrates a comprehensive understanding of the customer charter and how it applies to work. Supports others to develop this understanding.
- Responds to customer requests in the manner detailed in the customer charter, and supports others to do so.
- Helps customers to understand the available programs, products or services.
- Listens and responds calmly and with empathy to customers.
- Takes responsibility for resolving complex customer issues, and supports others to do so.
- Promotes a 'no wrong door' approach to customer service, and seeks opportunities to collaborate internally and across agencies to deliver quality customer service.
- Manages customer expectations and provides them with proactive service updates.
- Sees customer interactions through to a solution.
- Actively seeks, records and acts on customer feedback.

## CF 7

### People leadership

## Capabilities that enable effective leadership of our workforce

### Drive engagement

*Inspire, engage and motivate people.*

- Promotes the organisation's vision, mission and objectives, and helps team members understand them.
- Builds a shared sense of purpose by communicating the organisation's strategic direction and explaining how the team's work contributes to business unit and organisational objectives.
- Ensures team members understand how their work creates value for customers and contributes to organisational success.
- Consults team members prior to making decisions that affect them.
- Explains the reasons for decisions and helps people understand how they relate to their work.
- Maintains energy and momentum to achieve team goals.
- Acknowledges and celebrates team and individual achievements.
- Implements employee wellbeing initiatives and practices, looks out for the wellbeing of team members, and provides appropriate support.
- Promotes a positive, inclusive and culturally safe team culture that engages, supports and motivates people.

### Manage talent

*Attract, develop, engage and retain talent.*

- Drives operational workforce planning and development activities for the business unit.
- Promotes the benefits of a diverse team, and seeks to attract and retain diverse talent.
- Demonstrates a sound understanding of the capabilities, strengths and development needs of team members.
- Recognises the individual and collective strengths within the team and seeks to leverage them for high performance.
- Makes time for people despite competing priorities.
- Provides guidance and offers full support to others, when required.
- Agrees on clear standards of performance and behaviour with team members in line with established performance development processes, monitors progress and performance, and reinforces them through formal and informal performance management.
- Gives regular, timely, actionable feedback to improve performance and help others learn and develop.
- Works with team members to identify their capabilities, strengths and development needs.
- Identifies appropriate learning and development opportunities for team members, and encourages and empowers them to develop their capabilities.
- Identifies high potential and high performing people, and provides them with targeted and stretching development opportunities to facilitate engagement and support succession planning.
- Coaches and mentors people to improve performance.
- Congratulates people on achievements and gives timely recognition for good performance.
- Addresses performance issues promptly, identifies causes, and works collaboratively to resolve issues.

## CF 7

### People leadership

## Capabilities that enable effective leadership of our workforce

### Manage teams

#### *Lead others to achieve results.*

- Translates business unit goals, objectives and priorities into team goals, projects and work plans. Explains the links for the team.
- Develops work plans and project plans that make the best use of the capabilities and strengths of team members.
- Seeks team input on decisions about work and collaborates to agree on individual responsibilities for work outcomes, where appropriate.
- Clearly defines and communicates individual roles and responsibilities.
- Delegates responsibilities fairly and effectively to achieve outcomes.
- Sets clear expectations for the work required, the timeframe and expected behaviours and outputs.
- Encourages team members to take ownership by giving them appropriate flexibility to decide how to progress their work.
- Monitors team task progress against performance expectations to ensure deadlines are met.
- Maintains effective team performance and focuses on achieving outcomes.
- Identifies and addresses issues that could impact achieving results, seeks input from team members to generate solutions, and acts to resolve them.
- Keeps others informed of team progress and results.
- Monitors operational pressures and team capacity, and adjusts resources, workloads and priorities to achieve outcomes.
- Takes responsibility for team outcomes and ensures results are delivered within time and quality requirements.
- Keeps others informed on capacity and capability of team to support broader operational planning.

### Manage change

#### *Promote change and support others to adapt to change.*

- Contributes to the development and implementation of change initiatives.
- Promotes change initiatives, shares information and helps others to understand the purpose, benefits and implications of change.
- Provides guidance and support to team members to help them manage uncertainty, and accept and adapt to change.
- Recognises potential barriers to change and makes recommendations to address them.

## CF 8

### Personal attributes

## Capabilities that support the standards of behaviour and performance for the public sector

### Integrity

*Act ethically and professionally, upholding and promoting public sector values.*

- Models ethical and professional behaviour consistent with public sector values, agency values and the Code of Conduct, and reinforces it in others.
- Treats people fairly and equitably and is transparent in dealings with them.
- Models decision making that is fair, equitable and transparent, without favouritism, self interest or bias.
- Represents the organisation professionally in internal and external forums, and sets an example for others to follow.
- Proactively addresses behaviour that is not aligned with public sector values and the Code of Conduct.
- Consults and acts in alignment with established policies and guidelines when issues arise regarding inappropriate behaviour, improper conduct and conflict of interest.

### Resilience and courage

*Express open and honest views and persevere through challenges.*

- Keeps self and others calm and productive under pressure and in challenging situations.
- Demonstrates persistence when working through difficult challenges.
- Maintains momentum and energy in self and the business unit following a setback.
- Creates a positive working environment by displaying optimism and focusing on the positives in difficult situations.
- Able to handle emotionally charged situations or difficult or controversial issues objectively and effectively.
- Seeks advice from colleagues and leaders when uncertain.
- Confidently makes difficult decisions and stands by them.
- Provides impartial and forthright advice, even in the face of contrary views.
- Challenges issues constructively and respectfully, standing ground and defending position when appropriate.
- Discusses alternatives to find a way forward.
- Listens when ideas or actions are challenged, justifies own position, and seeks to understand criticisms in order to respond appropriately.
- Acknowledges when in the wrong.
- Owns mistakes and uses lessons learned to improve performance.

## CF 8

### Personal attributes

Capabilities that support the standards of behaviour and performance for the public sector

## Agility

*Flexible, adaptable and open to change.*

- Modifies approach or priorities in response to organisational changes.
- Maintains effective performance during times of change or uncertainty.
- Demonstrates adaptability by readily adjusting own style and approach to suit the situation.
- Determines a course of action despite lack of clarity.
- Exhibits and encourages positivity and cooperation when adapting to change.
- Supports others to adapt to change.
- Promotes and encourages new ideas and ways of working.
- Demonstrates a growth mindset by developing and applying new skills and knowledge when faced with a new situation or challenge.
- Encourages and provides opportunities for others to develop and apply new skills to adapt to change.

## Manage self

*Motivated, self aware and committed to personal development.*

- Initiates action and maintains energy and momentum to achieve goals.
- Examines and reflects on the impact of own behaviour on others to identify opportunities to increase effectiveness. Modifies behaviour accordingly.
- Critically analyses own performance and identifies strengths, capabilities and development areas.
- Seeks feedback on own performance from supervisor, colleagues and direct reports. Utilises it for continuous self improvement.
- Participates in performance conversations and commits to agreed performance standards.
- Communicates areas of strength and acknowledges development areas.
- Actively engages with supervisor to identify strengths, capability gaps and development opportunities.
- Proactively seeks coaching and guidance when required.
- Demonstrates a commitment to personal development, and capitalises on opportunities to challenge self and extend knowledge and capabilities.
- Applies learning in own work and shares with others.

## CF 8

### Productive relationships

### Capabilities that build and maintain productive relationships

## Value inclusion and diversity

*Respect and value diversity in cultures, experiences and perspectives.*

- Ensures the business unit acknowledges, respects and is responsive to diverse cultures, experiences and perspectives.
- Promotes the importance and value of cultural responsiveness and models it when working with others and the community.
- Models the use of inclusive language, assists others to adjust where necessary, and ensures its use in the team.
- Understands the value of diversity, and encourages contribution and consideration of diverse views when generating ideas and solving problems.
- Identifies and adapts to individual abilities, differences and working styles.
- Monitors and manages own personal bias in interactions and decision making.
- Proactively addresses and manages non inclusive behaviour, practices and attitudes within the team.
- Promotes and supports initiatives that create an inclusive and culturally safe working environment where differences are valued, and people feel comfortable, supported, respected and empowered to contribute their unique perspectives and talents.

## Collaboration

*Build relationships and work with others to meet shared objectives.*

- Creates an inclusive, supportive, cooperative work environment.
- Develops and maintains productive working relationships at all levels and with a network of key people internally and externally.
- Develops and maintains a productive working relationship with manager. Works to understand their needs and takes steps to create value and help them be more effective.
- Models teamwork by working collaboratively and cooperatively. Encourages and rewards this behaviour in others.
- Manages challenging relationships with internal and external stakeholders.
- Identifies opportunities to work together with other business units, and engages and consults to share information, jointly solve problems, and achieve shared outcomes.
- Builds cooperation and overcomes barriers to information sharing and collaboration across functional areas.
- Acts as a resource for others on matters that involve areas of expertise.
- Determines and utilises the appropriate approaches, including digital technologies, to share information and collaborate.
- Recognises and celebrates outcomes achieved by effective collaboration.
- Looks out for the wellbeing of team members and colleagues, and provides support as appropriate.

## CF 8

### Productive relationships

### Capabilities that build and maintain productive relationships

#### Effective communication

*Communicate clearly, actively listen and maximise understanding and impact.*

- Communicates confidently in a clear, concise and articulate manner.
- Clearly explains complex concepts.
- Writes clearly, fluently and persuasively in a range of styles and formats.
- Promotes and uses contemporary communication channels to share information and engage with audiences.
- Selects the most impactful way to present information to a particular audience.
- Is attuned to the needs of diverse audiences and adjusts style and approach to suit.
- Tailors communication style and language to the level of understanding of the audience.
- 'Reads the room' when presenting and actively adjusts communication style and approach to ensure engagement.
- Understands and addresses the key concerns of the audience.
- Actively listens, asks questions and reflects back to gain a clear understanding of others' comments.
- Checks to ensure mutual understanding. Does not allow misunderstandings to linger.
- Draws on communication strengths, acknowledges development areas, and seeks opportunities to improve capability.

#### Influence and negotiate

*Gain commitment and cooperation from others and resolve issues and conflicts.*

- Influences others with a fair, informed, considered approach supported by sound arguments and reasoning.
- Encourages support from relevant stakeholders.
- Prepares in advance for negotiations to ensure a clear understanding of the key issues, objectives and desired outcomes.
- Approaches negotiations in the spirit of maintaining and strengthening relationships.
- Anticipates the position of others and frames own position accordingly.
- Puts case forward firmly without getting personal or confrontational.
- Presents a persuasive case for position when challenged.
- Encourages others to share and debate ideas.
- Strives to achieve an outcome that delivers benefits for all parties.
- Shows sensitivity and empathy when resolving conflicts and differences.

## CF 8

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Strategic mindset

*See the big picture, consider the broader context, and plan for the future.*

- Shows enthusiasm and personal dedication to the organisation's vision, mission and objectives.
- Understands the organisation's direction and how the work of own business unit fits in the organisation and whole of government agenda.
- Initiates and develops business unit plans, strategies and goals, and supports the process to align them to organisational strategic objectives.
- Scans the organisational environment and monitors priorities, business context and culture.
- Scans the external environment, identifies broader factors, trends and influences that could impact achieving objectives, and acknowledges their potential implications.
- Thinks about the future, and considers the longer term implications of broader factors that could affect the business unit.
- Sets aside time for individual strategic thinking, and encourages collaborative strategic thinking and planning in business unit.

### Customer focus

*Put customers at the centre to ensure their needs are met.*

- Creates a culture that puts customers at the centre.
- Partners with customers when designing solutions to understand their needs and experience, and get ideas, insights and input.
- Demonstrates a comprehensive understanding of customer interests, needs and diversity. Uses this knowledge to tailor services that meet expectations.
- Designs processes, policies and solutions based on customer perspective and need.
- Facilitates internal and external collaboration to improve customer experience and outcomes.
- Continuously improves systems, processes and practices to improve customer experience and outcomes.

## CF 8

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Critical thinking and problem solving

*Think critically and resolve problems through research, analysis and judgement.*

- Draws on many sources of data and information, including knowledge and experience, when facing new problems.
- Identifies critical information gaps and works to uncover relevant information.
- Objectively and systematically analyses data and information to form evidence based conclusions
- Identifies links between interconnected issues and understands how individual issues relate to larger issues and systems.
- Sources information on industry developments and trends, contemporary knowledge, and public and private sector best practice related to area of work. Considers if or how it could be applied in context.
- Uses lateral and creative thinking to explore problems and generate ideas and solutions.
- Seeks ideas from people with diverse backgrounds and experience.
- Explores various possibilities and selects the best option from potential solutions.
- Makes clear, well reasoned and timely decisions.
- Presents logical arguments to support recommended solutions and shows how they could solve the problem.
- Models informed and effective risk management, communicates its importance, and ensures the business unit consistently manages risks using established tools.
- Models effective risk based decision making by analysing and evaluating risk, including opportunity risk, and applying critical thinking and judgement to make appropriate decisions in line with the risk appetite of the organisation.
- Provides appropriate autonomy and guidance for others to engage with risk, and gives constructive feedback on risk management activities.
- Facilitates collaborative decision making and problem solving.

### Curiosity and innovation

*Explore new ways of thinking, working and serving our customers.*

- Creates a culture that encourages and rewards creative thinking and innovation, and supports people to experiment and learn from mistakes.
- Role models work practices and behaviours that ensure individuals feel comfortable contributing creative ideas.
- Demonstrates the ability and willingness to challenge the status quo to improve quality, efficiency and outcomes. Encourages others to do so.
- Adapts and applies experience from previous roles to current work.
- Applies knowledge of industry developments, trends and best practice to identify improvement opportunities and develop innovative solutions.
- Evaluates projects and processes using appropriate methods to understand the factors that have contributed to success and failure. Uses insights for improvement.
- Ensures the business unit uses data and information to evaluate outcomes and continuously improve.
- Produces new ideas, approaches and insight.
- Explores diverse ideas and viewpoints to identify improvement opportunities and develop innovative solutions.
- Identifies, shares and encourages suggestions to improve work systems, processes and practices.
- Investigates ways for the business unit to enhance efficiency and effectiveness through technology.
- Facilitates continuous improvement activities for the business unit.

## CF 8

Deliver solutions

### Capabilities that deliver quality solutions for our customers

#### Accountability

*Responsible for actions and adhere to legislation and policy.*

- Takes responsibility for own actions, and business unit actions and outcomes.
- Creates a climate in which people feel supported to take responsibility for their actions and outcomes.
- Understands and operates within legislative, public policy and regulatory frameworks.
- Ensures the business unit complies with relevant legislation, regulatory frameworks, policies and procedures.
- Makes decisions according to policy and governance standards.
- Accepts responsibility for decisions and their impacts.
- Keeps leadership informed and ensures accuracy, completeness and transparency in reporting.
- Demonstrates a comprehensive understanding of the financial policies and procedures related to role. Complies with them when performing financial management tasks.
- Applies a high standard of financial probity with public monies and other resources.
- Exercises delegations responsibly and with due diligence.
- Models safe work practices and manages workplace health and safety risks.

#### Manage work and resources

*Plan work and use resources efficiently and effectively.*

- Constructs project plans that have clear and appropriate milestones, outcomes, risk assessments, timeframes and budgets.
- Reschedules and reorganises work of business unit to reflect changes in priority.
- Monitors projects against plans, manages priorities and takes necessary action, when required.
- Contributes own experience and expertise for the benefit of business unit and encourages others to draw upon this knowledge.
- Consults experts with relevant knowledge and experience within own agency and in other agencies and public sector jurisdictions.
- Ensures the business unit utilises appropriate technologies for projects and tasks.
- Identifies and explores ways to optimise efficiency and effectiveness through available digital tools and technology.
- Considers financial implications and value for money in making recommendations and decisions.
- Considers the impact of funding allocations on business models, projects and budgets.
- Ensures the design and delivery of services is within budget.
- Manages finances and budget effectively.
- Manages contracts diligently and in alignment with procurement policies and procedures.
- Ensures the business unit engages in continuous improvement initiatives that explore ways to optimise resources.

## CF 8

Deliver solutions

### Capabilities that deliver quality solutions for our customers

#### Achieve results

*Proactive and achieve results.*

- Commits to targets, strives to achieve results, and motivates others to do the same.
- Progresses work with energy and drive, engaging in additional tasks as required.
- Demonstrates persistence and works hard to achieve objectives.
- Maintains effective performance in highly charged or high pressure situations. Motivates others to do the same.
- Proactively identifies, escalates and addresses risks and barriers that could impede timely achievement of outcomes.
- Ensures results are delivered within time, quality and budget requirements.
- Seeks feedback on results and utilises for continuous improvement.
- Evaluates program and project performance for future planning.

#### Customer service

*Deliver quality customer service.*

- Creates a culture that encourages, empowers and enables people to deliver quality customer experiences.
- Models quality customer service and ensures it is provided throughout the business unit.
- Facilitates cross functional collaboration internally and externally to coordinate joint approaches to service delivery.
- Ensures customer feedback is collected, used to identify improvement opportunities, and acted on for service improvements.

## CF 8

### People leadership

## Capabilities that enable effective leadership of our workforce

### Drive engagement

*Inspire, engage and motivate people.*

- Shows enthusiasm and personal dedication to the organisation's vision, mission and objectives.
- Builds a shared sense of purpose by communicating the organisation's strategic direction and articulating how the work of the business unit aligns with and supports organisational objectives.
- Ensures team members understand how their work creates value for customers and contributes to organisational success.
- Explains the relationship between operational tasks and organisational goals.
- Involves people in the process of cascading goals.
- Regularly communicates progress towards goals to keep people informed and engaged.
- Consults team members prior to making decisions that affect them.
- Promotes and communicates the reasons for decisions and helps people understand how they relate to their work.
- Maintains energy and momentum to achieve business unit and organisational objectives.
- Acknowledges and celebrates team and individual achievements.
- Drives implementation of employee wellbeing strategies, looks out for the wellbeing of team members, and provides appropriate support.
- Models behaviour that creates a positive, inclusive, culturally safe team culture that engages, supports and motivates people.

### Manage talent

*Attract, develop, engage and retain talent.*

- Demonstrates an understanding of strategic workforce planning and how it applies to own role and area of responsibility.
- Promotes the benefits of a diverse workforce, and facilitates the attraction, development and retention of diverse talent.
- Contributes to succession planning to develop talent and maintain a sustainable workforce.
- Understands the individual and collective capabilities and strengths within the team, and leverages them for high performance.
- Builds a diverse, high functioning team with complementary capabilities and strengths.
- Agrees on clear standards of performance and behaviour with team members in line with established performance development processes, monitors progress and performance, and reinforces them through formal and informal performance management.
- Gives regular, timely, actionable feedback to improve performance and help others learn and develop.
- Work with team members to identify their capabilities, strengths and development needs; supports them to identify appropriate learning and development opportunities; and encourages and empowers them to develop their capabilities.
- Identifies high potential and high performing people, and provides them with targeted and stretching development opportunities to facilitate engagement and support succession planning.
- Coaches and mentors people to improve performance.
- Congratulates people on achievements and gives timely recognition for good performance.
- Models effective performance management, and resolves team and individual performance issues in a timely and effective way.

## CF 8

### People leadership

## Capabilities that enable effective leadership of our workforce

### Manage teams

*Lead others to achieve results.*

- Translates business unit and organisational objectives and strategies into operational goals, strategies and projects. Explains the links for the team.
- Develops project plans that make the best use of the capabilities and strengths of team members.
- Clearly defines and communicates individual roles and responsibilities.
- Sets clear expectations for the work required, the timeframe and the expected behaviours and outputs.
- Delegates responsibilities fairly and effectively to achieve outcomes.
- Empowers others to take ownership of their work by involving them in decision making and providing them with appropriate autonomy, responsibility and authority.
- Monitors team task and project progress to ensure deadlines are met.
- Motivates team members to maintain effective performance and focus on achieving outcomes.
- Keeps others informed on business unit progress and outcomes.
- Proactively identifies and addresses issues that could impact achievement of business unit outcomes, seeks input from team members to generate solutions, and acts to resolve them.
- Monitors operational pressures and team capacity, and adjusts resources, workloads and priorities to achieve outcomes.
- Takes responsibility for business unit outcomes and ensures results are delivered within time, quality and budget requirements.
- Keeps others informed on capacity and capability of business unit to support strategic and operational planning.

### Manage change

*Promote change and support others to adapt to change.*

- Initiates and manages change initiatives.
- Actively promotes change processes and communicates change initiatives across the business unit.
- Provides clarity and stability by regularly sharing information regarding change.
- Exhibits and encourages positivity and cooperation in adapting to change.
- Engages people in change processes and provides clear guidance, coaching and support to help others to manage uncertainty and adapt to change.
- Identifies barriers to change and works with others to develop and implement relevant change strategies.

## CF 9

### Personal attributes

#### Capabilities that support the standards of behaviour and performance for the public sector

### Integrity

*Act ethically and professionally, upholding and promoting public sector values.*

- Models and monitors ethical and professional behaviour consistent with public sector values, agency values and the Code of Conduct, and reinforces it in others.
- Treats people fairly and equitably and is transparent in dealings with them.
- Models decision making that is fair, equitable and transparent, without favouritism, self interest or bias.
- Represents the organisation professionally in internal and external forums, and sets an example for others to follow.
- Proactively addresses behaviour that is not aligned with public sector values and the Code of Conduct.
- Consults and acts in alignment with established policies and guidelines when issues arise regarding inappropriate behaviour, improper conduct and conflict of interest.

### Resilience and courage

*Express open and honest views and persevere through challenges.*

- Keeps self and others calm and productive under pressure and in challenging situations.
- Demonstrates persistence when working through difficult challenges.
- Maintains momentum and energy in self and the business unit following a setback.
- Creates a positive working environment by displaying optimism and focusing on the positives in difficult situations.
- Able to handle emotionally charged situations or difficult or controversial issues objectively and effectively.
- Seeks advice from colleagues and leaders when uncertain.
- Confidently makes difficult decisions and stands by them.
- Provides impartial and forthright advice, even in the face of contrary views.
- Challenges issues constructively and respectfully, standing ground, defending position, and supporting others when appropriate.
- Discusses alternatives to find a way forward.
- Takes criticism of ideas or actions on board and responds in a thoughtful and considered way.
- Acknowledges when in the wrong.
- Owns mistakes and uses lessons learned to improve performance.

## CF 9

### Personal attributes

## Capabilities that support the standards of behaviour and performance for the public sector

### Agility

*Flexible, adaptable and open to change.*

- Modifies approach or priorities in response to organisational changes.
- Supports the adaptation of systems and processes in response to changed priorities.
- Maintains effective performance during times of change or uncertainty.
- Demonstrates adaptability by readily adjusting own style and approach to suit the situation.
- Determines a course of action despite ambiguity or uncertainty.
- Embraces change as an opportunity to improve and grow, and frames it for others as a positive.
- Supports others to adapt to change.
- Promotes and encourages new ideas and ways of working.
- Demonstrates a growth mindset by quickly learning and applying new skills when faced with a new situation or challenge.
- Encourages and provides opportunities for others to develop and apply new skills to adapt to change.

### Manage self

*Motivated, self aware and committed to personal development.*

- Initiates action and maintains energy and momentum to achieve goals.
- Examines and reflects on the impact of own behaviour on others to identify opportunities to increase effectiveness. Modifies behaviour accordingly.
- Critically analyses own performance and identifies strengths, capabilities and development areas.
- Seeks feedback on own performance from supervisor, colleagues and direct reports. Utilises it for continuous self improvement.
- Participates in performance conversations and commits to agreed performance standards.
- Actively engages with supervisor to identify strengths, capability gaps and development opportunities.
- Communicates areas of strength confidently, and acknowledges development areas.
- Models a commitment to personal development, and capitalises on opportunities to challenge self and extend knowledge and capabilities.
- Applies learning in own work and shares learning broadly.

## CF 9

### Productive relationships

### Capabilities that build and maintain productive relationships

## Value inclusion and diversity

*Respect and value diversity in cultures, experiences and perspectives.*

- Ensures the business unit acknowledges, respects and is responsive to diverse cultures, experiences and perspectives.
- Promotes the importance and value of cultural responsiveness, and models it when working with others and the community.
- Models the use of inclusive language and ensures its use in business unit.
- Values diversity and encourages participation and input from people with diverse perspectives and experiences to generate ideas and solve problems.
- Identifies and adapts to individual abilities, differences and working styles.
- Monitors and manages own personal bias in interactions and decision making.
- Proactively addresses and manages non inclusive behaviour, practices and attitudes.
- Implements systems, policies and practices that enable an inclusive and culturally safe working environment where differences are valued, and people feel comfortable, supported, respected and empowered to contribute their unique perspectives and talents.

## Collaboration

*Build relationships and work with others to meet shared objectives.*

- Creates an inclusive, supportive, cooperative work environment.
- Develops and maintains productive working relationships at all levels with a network of people internally and externally.
- Develops and maintains a productive working relationship with manager. Works to understand their needs and takes steps to create value and help them be more effective.
- Models teamwork by working collaboratively and cooperatively. Encourages and rewards this behaviour in others.
- Manages challenging relationships with internal and external stakeholders.
- Recognises shared agendas and leads cross functional engagement and consultation to share information, jointly solve problems, and achieve shared outcomes.
- Builds cooperation and overcomes barriers to information sharing and collaboration across business units.
- Acts as a resource for other business units on matters that involve areas of expertise.
- Determines and utilises appropriate approaches, including digital technologies, to share information and collaborate.
- Recognises and celebrates outcomes achieved by effective collaboration.
- Looks out for the wellbeing of team members and colleagues, and provides support as appropriate.

## CF 9

### Productive relationships

### Capabilities that build and maintain productive relationships

#### Effective communication

*Communicate clearly, actively listen and maximise understanding and impact.*

- Communicates confidently in a clear, concise and articulate manner.
- Effectively explains complex concepts for diverse audiences.
- Writes clearly, fluently and persuasively in a range of styles and formats.
- Explores creative ways to use technology and contemporary communication channels to share information and engage with diverse audiences.
- Selects the most impactful way to present information to a particular audience.
- Is attuned to the needs of diverse audiences and adjusts style and approach to suit.
- Tailors communication style and language to the level of understanding of the audience.
- 'Reads the room' when presenting and actively adjusts communication style and approach to ensure engagement.
- Understands and addresses the key concerns of the audience.
- Anticipates others' reactions and is prepared to respond.
- Actively listens, asks questions and reflects back to gain a clear understanding of others' comments.
- Checks to ensure mutual understanding. Does not allow misunderstandings to linger.
- Draws on communication strengths, acknowledges development areas, and seeks opportunities to improve capability.

#### Influence and negotiate

*Gain commitment and cooperation from others and resolve issues and conflicts.*

- Influences others with a fair, informed, considered approach supported by sound arguments and reasoning.
- Encourages support from relevant stakeholders.
- Prepares in advance for negotiations to ensure a clear understanding of the key issues, objectives and desired outcomes.
- Approaches negotiations in the spirit of maintaining and strengthening relationships.
- Anticipates the position of others. Frames own position and adapts approach accordingly.
- Puts case forward firmly without getting personal or confrontational.
- Presents a persuasive case for position when challenged.
- Encourages and facilitates discussion and debate.
- Identifies common ground among stakeholders to facilitate agreement and acceptance of mutually beneficial outcomes.
- Anticipates and minimises conflict.
- Shows sensitivity and empathy when resolving conflicts and differences.
- Uses appropriate strategies to resolve conflict.

**CF 9**

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

## Strategic mindset

*See the big picture, consider the broader context, and plan for the future.*

- Shows enthusiasm and personal dedication to the organisation's vision, mission and objectives.
- Understands and communicates the organisation's direction and how the work of business unit fits in the organisation, whole of government agenda and the wider community.
- Develops an understanding of the cultural, social, historical and political factors that influence the organisation.
- Translates the organisational vision and strategy into operational plans, strategies and goals.
- Develops long term plans and strategies.
- Contributes to organisational strategic planning.
- Scans the internal and external environment to identify emerging issues, developments and trends. Considers how they can impact the business unit and organisation.
- Stays informed on new knowledge and emerging practices relevant to role and the organisation.
- Facilitates collaborative strategic thinking and planning in business unit and across functions, when appropriate.

## Customer focus

*Put customers at the centre to ensure their needs are met.*

- Creates a culture that puts customers at the centre.
- Partners with customers when designing solutions to understand their needs and experience, and get ideas, insights and input.
- Demonstrates a comprehensive understanding of customer interests, needs and diversity. Uses this knowledge to tailor services that meet expectations.
- Contributes to strategic planning that puts customer experience and need at the centre.
- Designs processes, policies and solutions based on customer perspective and need.
- Facilitates internal and external collaboration to improve customer experience and outcomes.
- Continuously improves systems, processes and practices to improve customer experience and outcomes.

## CF 9

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Critical thinking and problem solving

*Think critically and resolve problems through research, analysis and judgement.*

- Draws on many sources of data and information, including knowledge and experience, when facing new challenges.
- Identifies critical information gaps and works to uncover relevant information.
- Objectively and systematically analyses data and information to form evidence based conclusions
- Extracts core issues from complex information.
- Thinks broadly about the root of problems before focusing on the problem definition and solutions.
- Identifies links between interconnected issues and understands how individual issues relate to larger issues and systems.
- Sources information on industry developments and trends, and public and private sector best practice approaches related to area of work. Considers if or how they could be applied in context.
- Uses lateral and creative thinking to explore problems and generate ideas and solutions.
- Seeks ideas for solutions from people with diverse backgrounds and experience.
- Explores various possibilities and selects the best option from potential solutions.
- Models informed and effective decision making through clear, well reasoned, timely decisions based on comprehensive analysis of available data and evidence, a thorough evaluation of risks and benefits, an understanding of the risk appetite of the organisation, and good judgement.
- Presents logical arguments to support recommended solutions and shows how recommendations solve the identified problem.
- Models informed and effective risk management, communicates its importance and ensures the business unit consistently manages risks using established tools.
- Provides appropriate autonomy and guidance for others to engage with risk, and gives constructive feedback on risk management activities.
- Facilitates collaborative internal and cross functional decision making and efforts to resolve shared problems.

### Curiosity and innovation

*Explore new ways of thinking, working and serving our customers.*

- Creates a culture that encourages and rewards creative thinking and innovation, and supports people to experiment and learn from mistakes.
- Role models work practices and behaviour that ensure individuals feel comfortable contributing creative ideas.
- Challenges the status quo to improve quality, efficiency and outcomes. Encourages others to do so.
- Adapts and applies approaches from previous roles and experience to current work.
- Applies knowledge of industry developments, trends and best practices to identify improvement opportunities and develop innovative solutions.
- Evaluates projects and processes using appropriate methods to understand the factors that have contributed to success and failure. Uses insights for improvement.
- Ensures the business unit uses data and information to evaluate outcomes and continuously improve.
- Develops and champions innovative solutions.
- Seeks and explores diverse ideas and viewpoints to identify improvement opportunities and develop innovative solutions.
- Identifies, shares and encourages suggestions to improve work systems, processes and practices.
- Ensures the business unit investigates ways to enhance efficiency and effectiveness through technology.
- Leads continuous improvement activities for the business unit.

## CF 9

Deliver solutions

### Capabilities that deliver quality solutions for our customers

#### Accountability

*Responsible for actions and adhere to legislation and policy.*

- Takes responsibility for own actions, and business unit actions and outcomes.
- Creates a climate in which people feel supported to take responsibility for their actions and outcomes.
- Understands and operates within legislative, public policy and regulatory frameworks.
- Ensures business unit compliance with relevant legislation, regulatory frameworks, policies and procedures.
- Makes decisions according to policy and governance standards.
- Accepts responsibility for decisions and their impact.
- Keeps leadership informed and ensures accuracy, completeness and transparency in all reporting.
- Demonstrates a comprehensive understanding of the financial policies and procedures related to role. Complies with them when performing financial management tasks.
- Applies a high standard of financial probity with public monies and other resources.
- Exercises delegations responsibly and with due diligence.
- Models safe work practices and manages workplace health and safety risks.

#### Manage work and resources

*Plan work and use resources efficiently and effectively.*

- Allocates resources flexibly to deliver the best results for the organisation.
- Manages resourcing pressures and contributes to the development and implementation of strategies to support sustainability and operational efficiency.
- Translates organisational plans into programs and projects that achieve outcomes.
- Anticipates change and builds contingencies into plans.
- Monitors programs against plans, manages priorities and takes necessary action, when required.
- Contributes own experience and expertise, and encourages others to draw upon this knowledge.
- Consults experts with relevant knowledge and experience within the organisation, and in other agencies and public sector jurisdictions.
- Supplements internal knowledge with expertise from external providers, when appropriate.
- Ensures appropriate technologies are utilised for projects and tasks.
- Identifies and explores ways to optimise efficiency and effectiveness through available digital tools and technology.
- Considers financial implications and value for money in making recommendations and decisions.
- Considers the impact of funding allocations on business models, projects and budgets.
- Ensures the design and delivery of services is within budget.
- Manages finances and budget effectively.
- Ensures contracts are managed diligently and in compliance with the procurement framework.
- Ensures continuous improvement measures are in place to create workplace efficiencies.

**CF 9**

Deliver  
solutions

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## Capabilities that deliver quality solutions for our customers

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### **Achieve results**

*Proactive and achieve results.*

- Commits to targets, strives to achieve results and motivates others to do the same.
  - Progresses work with energy and drive, engaging in additional tasks as required.
  - Demonstrates persistence, adapts approach when required and works hard to achieve objectives.
  - Maintains effective performance in highly charged or high pressure situations. Motivates others to do the same.
  - Proactively identifies, escalates and addresses risks and barriers that impede timely achievement of outcomes.
  - Ensures results are delivered within time, quality and budget requirements.
  - Seeks feedback on results and utilises for continuous improvement.
  - Ensures program and project performance is evaluated and used for future planning.
- 

### **Customer service**

*Deliver quality customer service.*

- Creates a culture that encourages, empowers and enables people to deliver quality customer experiences.
  - Models quality customer service and ensures it is provided throughout the business unit.
  - Partners with customers to define service standards and evaluate service delivery.
  - Facilitates cross functional collaboration internally and externally to coordinate joint approaches to service delivery, and implement improvements to customer service.
  - Ensures customer feedback is collected, used to identify improvement opportunities, and acted on for service improvements.
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## CF 9

### People leadership

## Capabilities that enable effective leadership of our workforce

### Drive engagement

*Inspire, engage and motivate people.*

- Shows enthusiasm and personal dedication to the organisation's vision, mission and objectives.
- Builds a shared sense of purpose by communicating the organisation's strategic direction and articulating how the work of the business unit aligns with and supports organisational objectives.
- Highlights the significance of the work of the business unit and explains how it creates value for customers and contributes to organisational success.
- Explains the relationship between operational tasks and organisational goals.
- Encourages others to provide input on the strategic direction of the business unit and involves people in the process of defining priorities and cascading goals.
- Regularly communicates progress towards goals to keep people informed and engaged.
- Promotes and communicates the reasons for decisions and helps people understand how they relate to their work.
- Maintains energy and momentum to achieve business unit and organisational objectives.
- Creates opportunities to recognise and celebrate team and individual high performance and achievements.
- Develops and implements employee wellbeing strategies, looks out for the wellbeing of team members, and provides appropriate support.
- Models behaviour that creates a positive, inclusive, culturally safe team culture that engages, supports and motivates people.

### Manage talent

*Attract, develop, engage and retain talent.*

- Demonstrates a comprehensive understanding of strategic workforce planning.
- Identifies current and future workforce capability needs, and addresses them through targeted capability development activities and onboarding fit for purpose talent.
- Implements workforce development frameworks to align business unit capability with the organisation's current and future priorities.
- Promotes the benefits of a diverse workforce, and facilitates the attraction, development and retention of diverse talent.
- Actively engages in succession planning to ensure the business unit develops talent and maintains a sustainable workforce.
- Builds a diverse, high functioning team with complementary capabilities and strengths.
- Leverages the individual and collective capabilities and strengths within the team for high performance.
- Agrees on clear standards of performance and behaviour with team members in line with established performance development processes, monitors progress and performance, and reinforces them through formal and informal performance management.
- Gives regular, timely, actionable feedback to improve performance and help others learn and develop.
- Works with team members to identify their capabilities, strengths and development needs; supports them to identify appropriate learning and development opportunities; and encourages and empowers them to develop their capabilities.
- Identifies high potential and high performing people, and provides them with targeted and stretching development opportunities to facilitate engagement and succession planning.
- Drives high performance through coaching, regular communication and effective feedback.
- Congratulates people on achievements and gives timely recognition for good performance.
- Models effective performance management and resolves team and individual performance issues in a timely and effective way.

## CF 9

### People leadership

## Capabilities that enable effective leadership of our workforce

### Manage teams

#### *Lead others to achieve results.*

- Translates divisional and organisational objectives and strategies into business unit goals, strategies and programs that deliver outcomes.
- Develops program plans that make the best use of the capabilities and strengths of team members.
- Clearly defines and communicates the roles and responsibilities of team members.
- Sets clear expectations for the work required, the timeframe, and expected behaviours and outputs.
- Delegates responsibilities fairly and effectively to achieve outcomes.
- Empowers others to take ownership of their work by involving them in decision making and providing them with appropriate autonomy, responsibility and authority.
- Monitors project and program progress to ensure deadlines are met.
- Motivates team members to maintain effective performance and focus on achieving outcomes.
- Keeps others informed of business unit progress and outcomes.
- Proactively identifies and addresses issues that could impact achievement of business unit outcomes, seeks input from team members to generate solutions, and acts decisively to mitigate them.
- Monitors operational pressures and business unit capacity, and flexibly adjusts resources, workloads and priorities to achieve outcomes.
- Takes responsibility for business unit outcomes and ensures results are delivered within time, quality and budget requirements.
- Keeps others informed on capacity and capability of business unit to support strategic and operational planning.

### Manage change

#### *Promote change and support others to adapt to change.*

- Translates change initiatives into practical implementation strategies and communicates the role of others in implementing them.
- Actively promotes change processes and communicates change initiatives across the business unit.
- Provides clarity and stability by regularly sharing information regarding change.
- Exhibits and encourages positivity and cooperation in coping with change.
- Engages people in change processes and provides clear guidance, coaching and support to others who are managing change.
- Demonstrates an understanding of the range of factors that influence change.
- Identifies barriers to change and works with others to develop and implement relevant change strategies.

## CF 10

### Personal attributes

## Capabilities that support the standards of behaviour and performance for the public sector

### Integrity

*Act ethically and professionally, upholding and promoting public sector values.*

- Models and monitors ethical and professional behaviour consistent with public sector values, agency values and the Code of Conduct.
- Treats people fairly and equitably and is transparent in dealings with them.
- Models decision making that is fair, equitable and transparent, without favouritism, self interest or bias. Holds others accountable for doing the same.
- Represents the organisation professionally in public forums, and supports and promotes the organisation's agenda appropriately.
- Presents a united leadership voice and supports other leaders.
- Creates a culture that supports and empowers people to challenge and report inappropriate behaviour and breaches of legislation and policy.
- Proactively addresses reports of inappropriate behaviour, improper conduct or conflict of interest.
- Develops, communicates, evaluates, and reinforces the use of ethical practices and standards.

### Resilience and courage

*Express open and honest views and persevere through challenges.*

- Keeps self and others calm and productive under pressure and in challenging situations.
- Demonstrates tenacity and persists in working through complex challenges.
- Maintains momentum and energy in self and the division following a setback.
- Creates a positive working environment by displaying optimism and focusing on the positives in difficult situations.
- Manages emotionally charged situations and difficult or controversial issues objectively and effectively.
- Seeks advice from colleagues and leaders when uncertain.
- Makes tough decisions that are in the best interest of customers and the organisation, even when these may not be popular.
- Owns decisions and accepts responsibility when things go wrong.
- Provides forthright and impartial advice in a constructive manner that facilitates outcomes.
- Confronts difficult or controversial issues directly.
- Challenges issues constructively and respectfully, standing ground, defending position and supporting others when appropriate.
- Encourages and contributes to debate of own ideas and ideas of others.
- Takes criticism of ideas or actions on board and responds in a thoughtful and considered way.
- Acknowledges when in the wrong.
- Owns mistakes and uses lessons learned to improve performance.

## CF 10

### Personal attributes

## Capabilities that support the standards of behaviour and performance for the public sector

### Agility

*Flexible, adaptable and open to change.*

- Operates effectively and supports others in an environment of ongoing change or uncertainty.
- Works flexibly, shifting strategy or approach to achieve objectives.
- Adapts systems and processes quickly in response to changed priorities.
- Works effectively in ambiguous situations or with issues that can't be resolved immediately.
- Determines a course of action despite ambiguity or uncertainty.
- Embraces change as an opportunity to improve and grow, and frames it for others as a positive.
- Supports others to adapt to change.
- Promotes and encourages new ideas and ways of working.
- Models and supports others to develop a growth mindset.
- Drives the creation of solutions to develop workforce capability in response to change.

### Manage self

*Motivated, self aware and committed to personal development.*

- Displays motivation and commitment to achieve outcomes for the organisation and community.
- Examines and reflects on the impact of own behaviour on others to identify opportunities to increase effectiveness. Modifies behaviour accordingly.
- Critically analyses own performance and identifies strengths, capabilities and development areas.
- Seeks broad feedback on own performance and utilises it for continuous self improvement.
- Translates negative feedback into actions for improvement.
- Participates in performance conversations and commits to agreed performance standards.
- Communicates areas of strength confidently, and acknowledges development areas.
- Models a commitment to personal development by proactively seeking opportunities to step out of comfort zone, and embracing challenging opportunities for growth.
- Applies learning in own work and shares learning broadly.

## CF 10

### Productive relationships

### Capabilities that build and maintain productive relationships

## Value inclusion and diversity

*Respect and value diversity in cultures, experiences and perspectives.*

- Ensures the division acknowledges, respects and is responsive to diverse cultures, experiences and perspectives.
- Promotes the importance and value of cultural responsiveness, and models it when working with others and the community.
- Models the use of inclusive language and ensures its use in the division.
- Encourages and includes diverse perspectives in the development of strategies and policies.
- Uses diverse views and experiences to develop new approaches to deliver outcomes.
- Identifies and adapts to individual abilities, differences and working styles.
- Monitors and manages own personal bias in interactions and decision making.
- Proactively addresses and manages non inclusive behaviour, practices and attitudes.
- Drives the development and implementation of systems, policies and practices that enable an inclusive and culturally safe working environment where differences are valued, and people feel comfortable, supported, respected and empowered to contribute their unique perspectives and talents.

## Collaboration

*Build relationships and work with others to meet shared objectives.*

- Creates an inclusive, supportive, cooperative work environment.
- Proactively builds and sustains relationships within the organisation, across the public sector, with the minister's office, and with external stakeholders including other jurisdictions, the private sector, industry groups and customer stakeholder groups.
- Develops and maintains a productive working relationship with manager. Works to understand their needs and takes steps to create value and help them be more effective.
- Invests time to sustain and broaden networks.
- Models cooperative and collaborative behaviour. Recognises and rewards this behaviour in others.
- Ensures challenging relationships with internal and external stakeholders are appropriately managed.
- Maintains a cross functional focus and leads collaboration on shared agendas and outcomes.
- Builds cooperation and overcomes barriers to information sharing and collaboration across the organisation, the public sector and with external stakeholders.
- Acts as a resource for others on matters that involve areas of expertise.
- Recognises and celebrates outcomes achieved by effective collaboration.
- Determines and utilises appropriate approaches, including digital technologies, to share information and collaborate.
- Looks out for the wellbeing of team members and colleagues, and provides support as appropriate.

## CF 10

### Productive relationships

### Capabilities that build and maintain productive relationships

#### Effective communication

*Communicate clearly, actively listen and maximise understanding and impact.*

- Communicates confidently in a clear, concise and articulate manner.
- Translates complex information clearly and concisely for diverse audiences.
- Prepares or coordinates preparation of high impact written materials and presentations.
- Leverages technology and contemporary communication channels to share information and engage with diverse audiences.
- Selects the most impactful way to present information to a particular audience.
- Is attuned to the needs of diverse audiences and adjusts style and approach to suit.
- Presents information effectively by outlining the implications and ensuring conclusions are clearly communicated.
- Presents with credibility and holds the listener's attention.
- 'Reads the room' when presenting and actively adjusts communication style and approach to ensure engagement.
- Anticipates others' reactions and is prepared to address their concerns and objections.
- Actively listens, asks questions and reflects back to gain a clear understanding of others' comments.
- Checks to ensure mutual understanding. Does not allow misunderstandings to linger.
- Draws on communication strengths, acknowledges development areas, and seeks opportunities to improve capability.

#### Influence and negotiate

*Gain commitment and cooperation from others and resolve issues and conflicts.*

- Influences others with a fair, informed, considered approach supported by sound arguments and reasoning.
- Engages key stakeholders to support the position.
- Prepares in advance for negotiations, anticipates the positions of others, and considers extent of the potential for compromise.
- Positions case in a balanced manner, acknowledging benefits, risks and potential disadvantages.
- Puts a strong case forward with a convincing rationale without getting personal or confrontational.
- Leads discussion and debate, acknowledges differences of opinion and addresses disagreements objectively.
- Ensures negotiations remain focused on key issues.
- Identifies common ground among stakeholders to facilitate agreement and acceptance of mutually beneficial outcomes.
- Anticipates and minimises conflict by maintaining focus on working towards mutually beneficial outcomes.
- Models sensitivity and empathy when resolving conflicts and differences.
- Resolves conflict using appropriate strategies and finds solutions that manage the sensitivities involved.

## CF 10

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Strategic mindset

*See the 'big picture', consider broader context and adopt a future focus to design solutions.*

- Models passion, enthusiasm and personal dedication to the organisation's vision, mission and objectives.
- Understands and communicates the organisation's direction and how the work of the division fits in the organisation, whole of government agenda, and the wider community.
- Understands the cultural, social, historical and political factors that influence the organisation. Uses this knowledge to frame situations and provide context for others.
- Develops the strategic goals for the division, and monitors and drives progress to achieve them.
- Aligns divisional plans and activities with the organisation's strategic priorities.
- Contributes to organisational strategic planning.
- Scans the internal and external environment to identify emerging issues, developments and trends that could affect the division and organisation.
- Maintains awareness of emerging issues of importance for the public sector and wider community.
- Considers diverse perspectives when contemplating the impact key issues could have on the division and organisation.
- Stays well informed on new knowledge and emerging practices relevant to role and the organisation. Uses this information to adjust approach, identify risks and vulnerabilities, and capitalise on opportunities for the organisation.
- Focuses on the future and develops plans that balance potential future needs and priorities with immediate requirements.
- Leads collaborative strategic thinking and planning in division, and across functions and organisations.

### Customer focus

*Put customers at the centre to ensure their needs are met.*

- Creates a culture that puts customers at the centre and values customer experience as a key business enabler.
- Partners with customers when designing solutions to understand their needs and experience; get ideas, insights and input; and evaluate outcomes.
- Demonstrates a comprehensive understanding of customer interests, needs and diversity. Uses this knowledge to tailor services that meet expectations.
- Leads strategic planning that puts customer experience and need at the centre.
- Leads the design of processes, policies and solutions based on customer perspective and need.
- Leads internal and external collaboration to improve customer experience and outcomes.
- Directs the continuous improvement of systems, policies and practices to better meet customer needs.

## CF 10

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Critical thinking and problem solving

*Think critically and resolve problems through research, analysis and judgement.*

- Draws on wide ranging sources of data, information, knowledge and experience when facing new challenges.
- Undertakes objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues.
- Identifies critical information gaps and ensures required information is obtained.
- Extracts core issues from complex information.
- Thinks broadly about the root of problems before focusing on the problem definition and solutions.
- Identifies relationships between issues quickly, synthesises complex information and discerns the key implications for the organisation in the context of government priorities.
- Investigates and applies knowledge of industry developments, trends, and public and private sector best practice approaches.
- Uses lateral and creative thinking to explore problems and generate ideas and solutions.
- Engages diverse perspectives to test thinking and identify solutions.
- Accounts for wider business context and impact when making decision.
- Models informed and effective decision making by making clear, timely decisions based on comprehensive analysis of available data and evidence, a thorough evaluation of risks and benefits, an understanding of the risk appetite of the organisation, and good judgement.
- Models informed and effective risk management, communicates its importance, and ensures the division consistently manages risks using established tools.
- Ensures risk management governance is embedded in operational processes and facilitates sound decision making that drives desired outcomes.
- Anticipates long term and strategic risks, and addresses them by thinking through contingencies and developing strategies.
- Leads collaborative internal and cross functional decision making, and efforts to resolve shared problems.

### Curiosity and innovation

*Explore new ways of thinking, working and serving our customers.*

- Creates a culture that encourages and rewards creative thinking and innovation, and supports people to experiment and learn from mistakes.
- Role models work practices and behaviour that ensure individuals feel comfortable contributing creative ideas.
- Challenges the status quo to pursue improvements in quality, efficiency and outcomes, and empowers others to do so.
- Ensures the division consistently evaluates projects and processes using appropriate methods to understand the factors that have contributed to successes and failures, and uses insights for improvement.
- Ensures the division consistently uses data and information to evaluate outcomes and continuously improve.
- Develops and champions innovative solutions.
- Seeks and explores diverse ideas and creative alternatives to improve organisational systems, processes and practices.
- Ensures the division investigates ways to enhance efficiency and effectiveness through technology.
- Leads continuous improvement activities for the division.

## CF 10

Deliver solutions

### Capabilities that deliver quality solutions for our customers

#### Accountability

*Responsible for actions and adhere to legislation and policy.*

- Takes responsibility for own actions, and business division actions and outcomes.
- Creates a climate in which people feel supported to take responsibility for their actions and outcomes.
- Understands and operates within legislative, public policy and regulatory frameworks.
- Monitors and ensures the division complies with relevant legislation, regulatory frameworks, policies and procedures.
- Makes decisions according to policy and governance standards.
- Accepts responsibility for decisions and their impact.
- Keeps executive leaders informed and maintains accuracy, completeness and transparency in all reporting.
- Models high standards of financial probity and compliance with financial governance, demonstrating respect for public monies and other resources.
- Models responsibility and due diligence when exercising delegations.
- Models safe work practices and manages workplace health and safety risks.

#### Manage work and resources

*Plan work and use resources efficiently and effectively.*

- Builds a flexible organisational environment that enables resource mobility to meet changing demands.
- Monitors and manages resourcing pressures, and develops and implements strategies to support sustainability and operational efficiency.
- Translates organisational plans into programs or projects to achieve outcomes.
- Develops high level plans that define required outcomes.
- Uses a systematic approach to manage multiple programs.
- Manages programs and projects across multiple organisations.
- Ensures program risks are managed and strategies are in place to respond to variance.
- Contributes own experience and expertise, and encourages others to draw upon this knowledge.
- Engages experts with relevant knowledge and experience within own agency, and in other agencies and government jurisdictions.
- Supplements internal knowledge with external expertise and resources when appropriate.
- Leads collaboration across organisations to explore and identify ways to optimise efficiency and effectiveness through available digital tools and technology.
- Identifies the most appropriate financing and funding strategies to meet operational and capital needs.
- Ensures the design and delivery of services is within budget.
- Manages finances and budget effectively.
- Ensures contracts are managed diligently and in compliance with procurement policies and procedures.
- Ensures continuous improvement measures are in place to create workplace efficiencies.

## CF 10

Deliver solutions

### Capabilities that deliver quality solutions for our customers

#### Achieve results

*Proactive and achieve results.*

- Creates a culture of achievement by delivering high quality work and outcomes throughout the division.
- Takes initiative and acts decisively to move things forward.
- Demonstrates personal drive, focus and energy, and galvanises others to deliver quality results.
- Maintains effective performance in highly charged or high pressure situations. Leads others to do the same.
- Shows tenacity and persists with initiatives that benefit the customer and organisation.
- Monitors the progress of key programs and maintains focus on quality outcomes.
- Proactively identifies, escalates and addresses risks and barriers that may impede timely achievement of outcomes.
- Ensures results are delivered within time, quality and budget requirements.
- Seeks feedback on results and utilises for continuous improvement.
- Ensures program and project performance is evaluated and used for future planning.

#### Customer service

*Deliver quality customer service.*

- Creates a culture that encourages, empowers and enables people to deliver quality customer experiences.
- Models quality customer service and ensures it is provided throughout the division.
- Partners with customers to define service standards and evaluate service delivery.
- Leads cross functional collaboration internally and externally to facilitate joint approaches to service delivery and implement improvements to customer service.
- Ensures data and information from customer insight systems are used to develop insights and drive service improvements.

## CF 10

### People leadership

## Capabilities that enable effective leadership of our workforce

### Drive engagement

*Inspire, engage and motivate people.*

- Models passion, enthusiasm and personal dedication to the organisation's vision, mission and objectives.
- Builds a shared sense of purpose by communicating the organisation's strategic direction, and articulating how the work of the division aligns with and supports organisational objectives.
- Promotes the organisation's vision and strategy by communicating expectations and describing likely outcomes and benefits.
- Highlights the significance of the work of the division and explains how it creates value for customers, and contributes to organisational success.
- Engages others by encouraging their input into developing the strategic direction of the division and involving them in the process of defining priorities and cascading goals.
- Regularly communicates progress towards divisional and organisational goals to keep people informed and engaged.
- Maintains energy and momentum towards the achievement of divisional and organisational outcomes.
- Creates opportunities to recognise and celebrate team and individual high performance and success.
- Develops and implements employee wellbeing strategies, looks out for team members, and creates a mentally healthy workplace culture.
- Models behaviour that creates a positive, inclusive, culturally safe working environment that engages, supports and motivates people.

### Manage talent

*Attract, develop, engage and retain talent.*

- Drives strategic workforce planning for the division and contributes to organisational strategic workforce planning and, development.
- Champions the benefits of a diverse workforce and ensures the division attracts, develops and retains diverse talent.
- Oversees the implementation of capability development frameworks to align capability with the organisation's current and future priorities.
- Actively engages in succession planning to ensure the division develops talent and maintains a sustainable workforce.
- Supports a climate where executive leaders value feedback, new experiences and continuous learning.
- Builds and sustains a high performing team.
- Leverages the individual and collective capabilities and strengths within the team for high performance.
- Agrees on clear standards of performance and behaviour with team members in line with established performance development processes, monitors progress and performance, and reinforces them through formal and informal performance management.
- Gives regular, timely, actionable feedback to improve performance, and help others learn and develop.
- Works with team members to identify their capabilities, strengths and development areas; supports them to identify appropriate learning and development opportunities; and encourages and empowers them to develop their capabilities.
- Identifies high potential and high performing people, and provides them with targeted and stretching development opportunities to facilitate engagement and succession planning.
- Drives high performance through coaching, regular communication and effective feedback.
- Congratulates people on achievements and gives timely recognition for good performance.
- Models effective performance management, and resolves team and individual performance issues in a timely and effective way.

## CF 10

### People leadership

## Capabilities that enable effective leadership of our workforce

### Manage teams

#### *Lead others to achieve results.*

- Translates organisational objectives and strategies into divisional goals, strategies and programs that deliver outcomes.
- Develops program plans that make the best use of team members' capabilities and strengths.
- Clearly defines and communicates team members' roles and responsibilities.
- Sets clear expectations for the work required, the timeframe, and expected behaviours and outputs.
- Delegates responsibilities effectively to achieve outcomes.
- Empowers others to take ownership of their work by involving them in decision making and providing them with appropriate autonomy, responsibility and authority.
- Monitors the progress of key programs and maintains focus on quality outcomes.
- Leads and motivates team members to maintain effective performance and focus on achieving outcomes.
- Keeps others informed of progress and outcomes.
- Proactively identifies and addresses issues that could impact achievement of outcomes, seeks input from team members to generate solutions, and acts decisively to mitigate them.
- Monitors operational pressures and divisional capacity, and flexibly adjusts resources, workloads and priorities to achieve outcomes.
- Takes responsibility for divisional outcomes, holds others accountable, and ensures results are delivered within time, quality and budget requirements.
- Keeps others informed on capacity and capability of division to support strategic and operational planning.

### Manage change

#### *Promote change and support others to adapt to change.*

- Communicates a compelling case for change, and clearly articulates the vision, objectives and benefits for the organisation.
- Drives the development and implementation of strategies that support and embed change in organisational structures, systems, processes and the workforce.
- Provides leadership in times of change and works to maintain organisational stability.
- Regularly communicates throughout the change effort to build awareness, understanding, support and commitment.
- Role models agility by accepting and embracing the ongoing nature of change.
- Demonstrates a comprehensive understanding of the complex range of factors that influence change.
- Anticipates, plans for and addresses resistance and barriers to change.

## CF 11

### Personal attributes

## Capabilities that support the standards of behaviour and performance for the public sector

### Integrity

*Act ethically and professionally, upholding and promoting public sector values.*

- Models and acts as an advocate for ethical and professional behaviour consistent with public sector values, agency values and the Code of Conduct.
- Holds self and the organisation accountable for adhering to these values and standards.
- Aligns business processes with public sector values.
- Treats people fairly and equitably and is transparent in dealings with them.
- Models decision making that is fair, equitable and transparent, without favouritism, self interest or bias. Holds others accountable for doing the same.
- Represents the organisation professionally in public forums, and supports and promotes the organisation's agenda appropriately.
- Presents a united leadership voice and supports other leaders.
- Creates and sustains a culture that supports and empowers people to challenge and report inappropriate behaviour and breaches of legislation and policy.
- Proactively addresses reports of inappropriate behaviour, improper conduct or conflict of interest.
- Develops, communicates, evaluates, and reinforces the use of ethical practices, standards and systems.

### Resilience and courage

*Express open and honest views and persevere through challenges.*

- Models calm and composure, and acts as a stabilising influence in challenging, uncertain and emotionally charged situations.
- Demonstrates tenacity and persists in working through significant and complex challenges.
- Recovers quickly, and maintains momentum and energy in self and the organisation following a setback.
- Creates and sustains a positive working environment by displaying optimism and focusing on the positives in difficult situations.
- Manages emotionally charged situations and difficult or controversial issues objectively and effectively.
- Seeks advice from colleagues and leaders when uncertain.
- Makes tough decisions that are in the best interest of customers and the organisation, even when these may not be popular.
- Owns decisions and accepts responsibility when things go wrong.
- Provides forthright and impartial advice in a constructive manner that facilitates outcomes.
- Confronts difficult or controversial issues directly.
- Encourages and engages in open and constructive debate to raise and address issues.
- Takes criticism of ideas or actions on board and responds in a thoughtful and considered way.
- Acknowledges when in the wrong.
- Owns mistakes and uses lessons learned to improve performance.

## CF 11

### Personal attributes

## Capabilities that support the standards of behaviour and performance for the public sector

### Agility

*Flexible, adaptable and open to change.*

- Operates effectively and supports others in an environment of ongoing change or uncertainty.
- Works flexibly, shifting strategy or approach to achieve organisational objectives.
- Drives an organisation that can shift focus rapidly.
- Ensures systems and processes are adapted quickly in response to changed priorities.
- Alters strategies in situations where there are clear indications that the existing strategy cannot deliver the best outcome, even when a significant amount of effort or investment has been put in.
- Works effectively in ambiguous situations and with issues that cannot be resolved immediately.
- Determines a course of action despite ambiguity or uncertainty.
- Accepts and embraces the ongoing nature of change.
- Works to find new ways to deliver outcomes.
- Exemplifies and supports others to develop a growth mindset.
- Drives the creation of solutions to develop workforce capability in response to change.

### Manage self

*Motivated, self aware and committed to personal development.*

- Displays a high level of motivation and commitment to achieving outcomes for the organisation and community.
- Consistently analyses impact of own behaviour on others and adjusts approach to maximise effectiveness.
- Displays insight into strengths and development areas, and confidently communicates these to others.
- Actively seeks broad feedback on own performance and utilises it for continuous self improvement.
- Translates negative feedback into actions for improvement.
- Participates in performance conversations and commits to agreed performance standards.
- Role models behaviour that creates an environment where individuals openly discuss their strengths and development areas.
- Exemplifies a commitment to personal development by proactively seeking opportunities to step out of comfort zone, and embracing challenging opportunities for growth.
- Applies and shares strengths and knowledge gained through experience and exposure.

## CF 11

### Productive relationships

### Capabilities that build and maintain productive relationships

## Value inclusion and diversity

*Respect and value diversity in cultures, experiences and perspectives.*

- Ensures the organisation acknowledges, respects and is responsive to diverse cultures, experiences and perspectives.
- Champions the importance and value of cultural responsiveness and exemplifies it when working with others and the community.
- Models the use of inclusive language and ensures its use throughout the organisation.
- Promotes the value of diversity and inclusive practices for the organisation and community.
- Encourages and includes diverse perspectives in organisational planning.
- Uses diverse views and experiences to develop new approaches to deliver outcomes.
- Drives the development and implementation of systems, policies and practices that enable an inclusive and culturally safe working environment where differences are valued, and people feel comfortable, supported, respected and empowered to contribute their unique perspectives and talents.

## Collaboration

*Build relationships and work with others to meet shared objectives.*

- Creates and sustains an inclusive, supportive, cooperative organisational culture.
- Proactively builds and sustains relationships within the organisation, across the public sector, with the minister's office, and with external stakeholders including other jurisdictions, the private sector, industry groups and customer stakeholder groups.
- Develops and maintains a productive working relationship with manager. Works to understand their needs and takes steps to create value and help them be more effective.
- Invests time to sustain and broaden networks.
- Models cooperative and collaborative behaviour. Recognises and rewards this behaviour in others.
- Ensures challenging relationships with internal and external stakeholders are appropriately managed.
- Builds cooperation and overcomes barriers to information sharing and collaboration across the organisation, the public sector and with external stakeholders.
- Recognises and capitalises on opportunities to collaborate for mutual benefit.
- Proactively builds cross agency relationships, leads collaboration, and establishes cross agency approaches to address issues and develop solutions.
- Identifies and overcomes barriers to collaboration with internal and external stakeholders.
- Maintains open communication channels to facilitate internal and external information sharing.
- Acts as a resource internally and externally on matters that involve areas of expertise.
- Recognises and celebrates successful outcomes of collaboration.
- Ensures the organisation uses appropriate approaches, including digital technologies, to share information and collaborate.
- Looks out for the wellbeing of team members and colleagues, and provides support as appropriate.

## CF 11

### Productive relationships

### Capabilities that build and maintain productive relationships

#### Effective communication

*Communicate clearly, actively listen and maximise understanding and impact.*

- Communicates clearly and confidently in a highly articulate manner.
- Translates complex information clearly and concisely for diverse audiences.
- Prepares or coordinates preparation of high impact written materials and presentations.
- Ensures the organisation explores and leverages technology and contemporary communication channels to share information and engage with diverse audiences.
- Presents information effectively by outlining the implications and ensuring conclusions are clearly communicated.
- Presents with credibility and holds the listener's attention.
- Understands and utilises storytelling to engage audiences and maximise the impact of messages.
- 'Reads the room' when presenting and actively adjusts communication style and approach to maximise engagement.
- Anticipates and prepares responses for likely audience reactions and concerns.
- Actively listens, asks questions and reflects back to gain a clear understanding of others' comments.
- Invites and responds respectfully to questions, comments and suggestions.
- Checks to ensure mutual understanding. Does not allow misunderstandings to linger.
- Capitalises on communication strengths, acknowledges development areas, and actively pursues opportunities to improve capability.

#### Influence and negotiate

*Gain commitment and cooperation from others and resolve issues and conflicts.*

- Influences others with a credible, fair, considered approach.
- Identifies key stakeholders and engages their support early in the negotiation.
- Anticipates and prepares for objections, and identifies potential areas for compromise.
- Establishes a negotiation position based on data and evidence, a firm grasp of key issues and likely points of difference.
- Positions case in a balanced manner, acknowledging benefits, risks and potential disadvantages.
- Uses sound arguments, strong evidence and expert opinion to influence outcomes.
- Clearly and persuasively highlights merits of position, and uses effective counterarguments to achieve desired outcome.
- Leads discussion and debate, acknowledges differences of opinion and addresses disagreements objectively.
- Ensures negotiations remain focused on key issues.
- Anticipates and minimises conflict by maintaining focus on working towards mutually beneficial outcomes.
- Identifies when negotiations are stalling and takes action to ensure effective resolution.
- Models sensitivity and empathy when resolving complex conflicts and differences.
- Resolves conflict using appropriate strategies and finds solutions that manage the sensitivities involved.

## CF 11

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Strategic mindset

*See the big picture, consider the broader context, and plan for the future.*

- Champions the organisation's vision, mission and goals.
- Understands and communicates the organisation's role within the public sector and the wider community.
- Contributes to the development of the organisation's vision and long term direction.
- Contributes to the development of organisational strategies that are future focused and linked to government and public sector policies and objectives.
- Aligns organisational operations and strategies with strategic priorities. Monitors and drives progress to achieve organisational goals.
- Has a comprehensive understanding of external and internal issues that influence the strategic direction of the organisation. Uses this knowledge to tailor different approaches to issues.
- Understands the political frameworks and agendas within which the government and opposition operate, and their impact on the organisation and the community.
- Recognises and is sensitive to changes in the internal and external environment. Uses these observations to position the organisation to capitalise on emerging opportunities, and minimise risks and vulnerabilities.
- Maintains awareness of emerging issues of importance to the public sector and the wider community.
- Thinks conceptually about long term opportunities and risks.
- Considers a wide range of strategic options in conjunction with emerging trends and best practices.
- Considers diverse perspectives when contemplating the impact key issues could have on the organisation and the wider community.
- Positions advice to government broadly, referring to stakeholder interests and the public sector agenda.
- Directs research and planning to ensure the organisation is future ready.
- Leads cross functional collaborative strategic thinking and planning.

### Customer focus

*Put customers at the centre to ensure their needs are met.*

- Creates and sustains an organisational culture that puts customers at the centre, and values customer experience as a key business enabler.
- Partners with customer stakeholder groups when designing solutions to understand their needs and experience; get ideas, insights and input; and evaluate outcomes.
- Leads organisational strategic planning that puts customer experience and need at the centre.
- Promotes and manages collaborative relationships within the organisation, and across public, private and community sectors to enable the delivery of quality customer outcomes.
- Ensures the organisation's systems, processes, policies and programs respond to customer needs, and are continuously improved to enhance customer experience.

## CF 11

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Critical thinking and problem solving

*Think critically and resolve problems through research, analysis and judgement.*

- Draws on wide ranging sources of data, information, knowledge and experience when facing new challenges.
- Undertakes objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues.
- Identifies critical information gaps and ensures required information is obtained.
- Extracts core issues from complex information.
- Thinks broadly about the root of problems before focusing on the problem definition and solutions.
- Identifies relationships between issues quickly, synthesises complex information and discerns the key implications for the organisation in the context of government priorities.
- Investigates and applies knowledge of industry developments, trends, and public and private sector best practice.
- Uses lateral and creative thinking to explore problems and generate ideas and solutions.
- Engages diverse perspectives to test thinking and identify solutions.
- Accounts for wider business context and impact when making decisions.
- Models informed and effective decision making by making clear, well reasoned, timely decisions based on comprehensive analysis of available data and evidence, a thorough evaluation of risks and benefits, an understanding of the risk appetite of the organisation, and good judgement.
- Models informed and effective risk management, promotes its importance, and ensures the organisation consistently manages risks using established tools.
- Ensures risk management governance is embedded in operational processes and facilitates sound decision making that drives desired outcomes.
- Anticipates long term and strategic risks, and addresses them by thinking through contingencies and developing strategies.
- Leads and models collaborative internal and cross functional decision making, and efforts to resolve shared problems.

### Curiosity and innovation

*Explore new ways of thinking, working and serving our customers.*

- Creates and sustains a culture that encourages innovation, experimentation, evaluation and learning, and emphasises the value of continuous improvement.
- Role models behaviour that ensures people feel supported to test new ideas and innovations, and learn from mistakes.
- Models and acts as an advocate for challenging the status quo to seek continuous improvement.
- Ensures the organisation evaluates projects and processes using appropriate methods to understand the factors that have contributed to success and failure, and uses insights for improvement.
- Ensures the organisation consistently uses data and information to evaluate outcomes and continuously improve.
- Develops and champions innovative solutions with organisation wide impact.
- Leverages diversity to drive innovation.
- Ensures the organisation investigates ways to leverage technology to improve efficiency and effectiveness.
- Leads continuous improvement activities for the organisation.

## CF 11

Deliver solutions

### Capabilities that deliver quality solutions for our customers

#### Accountability

*Responsible for actions and adhere to legislation and policy.*

- Takes responsibility for own actions, and organisational actions and outcomes.
- Creates and sustains a climate in which people feel supported to take responsibility for their actions and outcomes.
- Understands and operates within legislative, public policy and regulatory frameworks.
- Ensures the organisation operates within legislative, public policy and regulatory frameworks, and applies them consistently and effectively.
- Makes decisions according to policy and governance standards.
- Accepts responsibility for decisions and their impact.
- Keeps executive leaders informed and ensures accuracy, completeness and transparency in all reporting.
- Models high standards of financial probity and compliance with financial governance, demonstrating respect for public monies and other resources.
- Models responsibility and due diligence when exercising delegations.
- Champions the importance of workplace health and safety, and manages workplace health and safety risks.

#### Manage work and resources

*Plan work and use resources efficiently and effectively.*

- Builds and sustains a flexible organisational environment that enables resource mobility to meet changing demands.
- Directs the development and implementation of strategies to support organisational sustainability and achieve operational efficiencies.
- Develops organisational plans that define required outcomes and ensures translation into practical implementation strategies.
- Uses a systematic approach to manage multiple programs.
- Manages programs and projects across multiple organisations.
- Ensures program risks are managed and strategies are in place to respond to change.
- Contributes own expertise for the benefit of the organisation and encourages others to draw upon this knowledge.
- Engages experts with relevant knowledge and experience within own agency and in other agencies, and government jurisdictions.
- Models appropriate and effective use of external expertise and resources.
- Leads collaboration across organisations to explore and identify ways to optimise efficiency and effectiveness through available digital tools and technology.
- Identifies the most appropriate financing and funding strategies to meet operational and capital needs.
- Models good financial management and ensures the organisation manages financial resources prudently, effectively and within budget.
- Models and ensures diligent contract management in compliance with procurement policies and procedures.
- Ensures continuous improvement measures are in place to create workplace efficiencies.

## CF 11

Deliver solutions

### Capabilities that deliver quality solutions for our customers

#### Achieve results

*Proactive and achieve results.*

- Creates and sustains a culture of achievement by delivering high quality work and outcomes throughout the organisation.
- Takes initiative and acts decisively to move things forward.
- Models personal drive, focus and energy, and galvanises others to deliver quality results.
- Models and leads others to maintain effective performance levels in highly charged or high pressure situations.
- Shows tenacity and persists with initiatives that benefit the customer and organisation.
- Monitors the progress of key programs and maintains focus on quality outcomes.
- Anticipates and addresses risks and barriers, acting quickly and decisively to resolve significant issues, facilitate progress and achieve results.
- Ensures the organisation delivers results within time, quality and budget requirements.
- Creates and sustains a culture of regular evaluation of organisational work and outcomes, and communicates findings to improve results.

#### Customer service

*Deliver quality customer service.*

- Creates and sustains an organisational culture that encourages, empowers and enables people to deliver quality customer service.
- Ensures the provision of quality customer service both personally and through the organisation's activities.
- Partners with customer stakeholder groups to define service standards and evaluate service delivery.
- Defines and communicates customer service metrics and performance standards for organisational service delivery.
- Leads cross functional collaboration within the organisation and across public, private and community sectors to deliver quality customer service and implement improvement.
- Ensures the organisation monitors customer service delivery through established systems and uses the information to drive service improvement.

## CF 11

### People leadership

## Capabilities that enable effective leadership of our workforce

### Drive engagement

*Inspire, engage and motivate people.*

- Champions the vision, goals, strategy and future direction of the organisation, and ensures they are cascaded through the organisation.
- Builds a shared sense of purpose by clearly explaining the context and parameters of organisational strategies, what their expected outcomes and benefits are, and how the strategies align to the work of various areas of the organisation.
- Communicates how the organisation creates value for customers and the wider community.
- Highlights the significance of the work of others and explains how they contribute to organisational success.
- Engages others by encouraging input into organisational strategic planning, and involving them in the process of defining priorities and cascading goals.
- Regularly communicates progress towards organisational goals.
- Generates enthusiasm and commitment to organisational goals by modelling drive and motivation to achieve results and deliver outcomes for the community.
- Creates opportunities to recognise and celebrate team and individual high performance and success.
- Drives the development, implementation and evaluation of employee wellbeing strategies that support a mentally healthy workplace.
- Models behaviour that creates and sustains a positive, inclusive, culturally safe working environment that engages, supports and motivates people.

### Manage Talent

*Attract, develop, engage and retain talent.*

- Drives future focused organisational strategic workforce planning and development that facilitates workforce sustainability.
- Champions the benefits of a diverse workforce, and drives the development of strategies that enable the organisation to recruit, develop and retain diverse talent.
- Creates and sustains a talent development culture that values capability development as a key driver for workforce sustainability.
- Models and champions continuous learning and development.
- Drives the organisation's capability development and performance management processes, and ensures they are applied consistently.
- Actively engages in succession planning and ensures effective succession planning is practised across the organisation.
- Demonstrates behaviour that creates a climate where executive leaders value feedback, new experiences and continuous learning.
- Builds and sustains a high performing team.
- Agrees on clear standards of performance and behaviour with team members in line with established performance development processes, monitors progress and performance, and reinforces them through formal and informal performance management.
- Empowers and enables others to own and drive their professional development.
- Drives high performance through coaching, regular communication and effective feedback.
- Congratulates people on achievements and gives timely recognition for good performance.
- Models effective performance management and communicates the importance of addressing performance issues in a timely and effective way.

## CF 11

### People leadership

## Capabilities that enable effective leadership of our workforce

### Manage teams

#### *Lead others to achieve results.*

- Translates the organisation's strategy and objectives into clearly defined goals and performance expectations.
- Drives a flexible organisational environment that enables optimal workforce allocation and deployment.
- Shares leadership responsibility and decision making authority to further the development of others.
- Delegates responsibilities effectively to achieve outcomes.
- Monitors the progress of key programs, maintains control and focus on quality outcomes, and initiates clear action when required to ensure results are delivered.
- Keeps others informed of organisational progress and outcomes.
- Collaborates with and supports others to overcome challenges and achieve results.
- Leads others to maintain effective performance in highly charged or high pressure situations.
- Takes responsibility for organisational outcomes, holds others accountable, and ensures results are delivered within time, quality and budget requirements.

### Manage change

#### *Promote change and support others to adapt to change.*

- Communicates a compelling case for change and clearly articulates the vision, objectives and benefits for the organisation.
- Drives the development and implementation of strategies that support and embed change in organisational structures, systems, processes and the workforce.
- Provides leadership in times of change and works to maintain organisational stability.
- Regularly communicates throughout the change effort to build awareness, understanding, support and commitment.
- Role models agility by accepting and embracing the ongoing nature of change.
- Demonstrates a comprehensive understanding of the complex range of factors that influence change.
- Anticipates, plans for and addresses resistance and barriers to change at the organisational level.

## CF 12

### Personal attributes

## Capabilities that support the standards of behaviour and performance for the public sector

### Integrity

*Act ethically and professionally, upholding and promoting public sector values.*

- Models and acts as an advocate for ethical and professional behaviour consistent with public sector values, agency values and the Code of Conduct.
- Holds self and the organisation accountable for adhering to these values and standards.
- Sets a tone of integrity and professionalism within the organisation and externally.
- Ensures business processes are aligned with public sector values.
- Treats people fairly and equitably and is transparent in dealings with them.
- Models and ensures decision making within the organisation is fair, equitable and transparent, without favouritism, self interest or bias.
- Presents a united leadership voice and supports other leaders.
- Creates and sustains a culture that supports and empowers people to challenge and report inappropriate behaviour and breaches of legislation and policy.
- Acts promptly and visibly to prevent and respond to complex ethical issues.
- Directs the development and evaluation of ethical practices, standards and systems. Communicates their importance and reinforces their use.

### Resilience and courage

*Express open and honest views and persevere through challenges.*

- Models calm and composure, and acts as a stabilising influence in challenging, uncertain and emotionally charged situations.
- Demonstrates tenacity and persists in working through significant and complex challenges.
- Recovers quickly and maintains momentum and energy in self and the organisation following a setback.
- Creates and sustains a positive working environment by displaying optimism and focusing on the positives in difficult situations.
- Manages emotionally charged situations and difficult or controversial issues objectively and effectively.
- Seeks advice from colleagues and leaders when uncertain.
- Makes tough decisions in high stakes situations that are in the best interest of customers and the organisation, even when these may not be popular.
- Is prepared to commit to a decision without all of the information.
- Owns decisions and accepts responsibility when things go wrong.
- Manages the impact of difficult decisions on stakeholders.
- Provides forthright and impartial advice in a constructive manner that facilitates outcomes.
- Demonstrates leadership courage by confronting difficult issues and respectfully challenging the position of others, including the chief executive and the minister when appropriate.
- Creates an environment where openness and constructive debate around critical issues is encouraged.
- Takes criticism of ideas or actions on board and responds in a thoughtful and considered way.
- Acknowledges when in the wrong.
- Owns mistakes and uses lessons learned to improve performance.

## CF 12

### Personal attributes

Capabilities that support the standards of behaviour and performance for the public sector

## Agility

*Flexible, adaptable and open to change.*

- Operates skilfully in an environment of ongoing change or uncertainty by adjusting and adapting quickly, and supporting others to do so.
- Works flexibly, shifting strategy or approach to achieve organisational objectives.
- Drives an organisation that can shift focus rapidly.
- Ensures systems and processes are adapted quickly in response to changed priorities.
- Alters strategies in situations where there are clear indications that the existing strategy may not deliver the best outcome, even when a significant amount of effort or investment has been put in.
- Works effectively in situations of ambiguity and with issues that cannot be resolved immediately.
- Determines a course of action despite ambiguity or uncertainty.
- Accepts and embraces the ongoing nature of change.
- Works to find new ways to deliver outcomes.
- Exemplifies and supports others to develop a growth mindset.
- Ensures the ongoing development of solutions to develop workforce capability in response to change.

## Manage self

*Motivated, self aware and committed to personal development.*

- Displays a high level of motivation and commitment to achieve organisational and community outcomes.
- Monitors and manages the impact of own behaviour to maximise effectiveness.
- Displays self insight into strengths and development areas, and confidently communicates them to others.
- Actively seeks broad feedback and utilises it to enhance own performance, showing a strong capacity and willingness to modify own behaviour to pursue continuous self improvement.
- Translates negative feedback into actions for improvement.
- Role models behaviour that creates an environment where individuals openly discuss their strengths and development areas.
- Exemplifies a commitment to personal development by proactively seeking challenges and opportunities for growth.
- Applies and shares strengths and knowledge gained through experience and exposure internally and externally.

## CF 12

### Productive relationships

### Capabilities that build and maintain productive relationships

## Value inclusion and diversity

*Respect and value diversity in cultures, experiences and perspectives.*

- Ensures the organisation acknowledges, respects and is responsive to diverse cultures, experiences and perspectives.
- Champions the importance and value of cultural responsiveness, and exemplifies it when working with others and the community.
- Communicates the importance of inclusive language and ensures its use throughout the organisation.
- Promotes the organisational and community benefits generated by workforce inclusion and diversity practices.
- Leverages diversity to foster innovation and deliver organisational outcomes.
- Ensures the organisation has equitable workplace systems, policies and practices that enable an inclusive and culturally safe working environment, where people feel comfortable, supported, respected and empowered to contribute their unique perspectives and talents.

## Collaboration

*Build relationships and work with others to meet shared objectives.*

- Creates and sustains an inclusive, supportive, cooperative organisational culture.
- Champions and communicates the expectation of internal and external collaboration.
- Proactively builds and sustains relationships within the organisation, across the public sector, with the minister's office, and with external stakeholders including other jurisdictions, the private sector, industry groups and customer stakeholder groups.
- Builds an effective working relationship with the minister, seeks to understand their needs and expectations, and engages their office on key issues.
- Develops and maintains a productive working relationship with the chief executive. Works to understand their needs and takes steps to create value and help them be more effective.
- Models high personal standards of cooperative and collaborative behaviour. Recognises and rewards this behaviour in others.
- Identifies and manages critical relationships to ensure organisational objectives and outcomes are delivered.
- Recognises and capitalises on opportunities to collaborate for mutual benefit.
- Seeks out and facilitates opportunities to engage and collaborate across the organisation, the public sector, other jurisdictions, and the private sector to address issues and develop solutions.
- Identifies and overcomes collaboration barriers with internal and external stakeholders.
- Maintains open communication channels to facilitate internal and external information sharing.
- Acts as a resource internally and externally on areas of expertise.
- Recognises and celebrates the successful outcomes of collaboration.
- Ensures the organisation has systems that facilitate internal and external collaboration, information sharing, communication and learning.
- Looks out for the wellbeing of team members and colleagues, and provides support as appropriate.

## CF 12

### Productive relationships

### Capabilities that build and maintain productive relationships

## Effective communication

*Communicate clearly, actively listen and maximise understanding and impact.*

- Communicates in a way that engages people and makes a positive and credible impression on others.
- Explains broad and highly complex issues and concepts effectively for diverse audiences.
- Prepares or coordinates high impact written materials and presentations.
- Ensures the organisation capitalises on contemporary communication technology and channels to maximise engagement and impact of messaging to diverse internal and external audiences.
- Presents information effectively and transparently by clearly stating the facts, outlining the implications, and ensuring conclusions are clearly communicated.
- Presents with credibility and holds listeners' attention.
- Adeptly uses storytelling to engage audiences, create meaning and maximise the impact of messages.
- Models the ability to 'read the room' when presenting and actively adjusts communication style and approach to maximise engagement and impact.
- Anticipates and prepares responses for likely audience reactions and concerns.
- Actively listens, asks questions and reflects back to gain a clear understanding of others' comments.
- Invites and responds respectfully to questions, comments and suggestions.
- Responds well to difficult and sensitive topics and questions.
- Checks to ensure mutual understanding. Does not allow misunderstandings to linger.
- Capitalises on communication strengths, acknowledges development areas and actively pursues opportunities to improve capability.

## Influence and negotiate

*Gain commitment and cooperation from others and resolve issues and conflicts.*

- Communicates the organisation's position with authority and credibility in the community, and across the public and private sectors.
- Influences with a credible, fair, considered approach.
- Identifies key stakeholders and influential experts, and engages their support early in the negotiation.
- Represents the organisation in critical and challenging negotiations.
- Anticipates and prepares for objections and determines the extent of potential compromise from all parties.
- Establishes a negotiation position based on data and evidence, a firm grasp of key issues and likely points of difference.
- Positions case in a balanced manner, acknowledging benefits, risks and potential disadvantages.
- Uses compelling arguments, strong evidence and expert opinion to influence outcomes.
- Clearly and persuasively highlights merits of position and uses effective counterarguments to achieve desired outcome.
- Leads discussion and debate, acknowledges differences of opinion and addresses disagreements objectively.
- Ensures negotiations remain focused on key issues and works towards mutually beneficial outcomes.
- Anticipates and avoids conflict by identifying contentious issues and directing discussion towards an acceptable resolution.
- Identifies when negotiations are stalling and takes action to ensure effective resolution.
- Models sensitivity and empathy when resolving complex conflicts and differences.
- Resolves conflict using appropriate strategies and finds solutions that manage the sensitivities involved.

## CF 12

### Meaningful outcomes

## Capabilities that create meaningful outcomes for our customers

### Strategic mindset

*See the big picture, consider the broader context, and plan for the future.*

- Champions the organisation's vision, mission and goals.
- Conceptualises and communicates the organisation's role within the public sector and the wider community.
- Creates and drives the organisation's vision and long term direction.
- Develops organisational strategies that are future focused and aligned to government and public sector policies and objectives, and organisational objectives.
- Formulates potential strategies and courses of action based on an in depth understanding of the organisational environment and its systems.
- Aligns organisational operations and strategies with strategic priorities. Monitors and drives progress to achieve organisational goals.
- Drives the development of solutions with thorough consideration of their long term viability for the organisation and community.
- Applies a broad view that balances organisational requirements with desired government and public sector outcomes.
- Has a comprehensive understanding of external and internal issues that influence the strategic direction of the organisation. Uses this knowledge to tailor different approaches.
- Understands the political frameworks and agendas within which the government and opposition are operating, and their impact on the organisation and the community.
- Recognises and is sensitive to changes in the internal and external environment. Uses these observations to position the organisation to capitalise on emerging opportunities and minimise risks and vulnerabilities.
- Works across agencies, jurisdictions, and the private and not for profit sectors to gain insight and information around future trends impacting the NTPS.
- Maintains awareness of emerging issues important to the public sector and the wider community.

- Thinks conceptually about long term opportunities and risks.
- Considers a wide range of strategic options in conjunction with emerging trends and best practices, and community expectations.
- Considers diverse perspectives when contemplating the impact key issues could have on the organisation and the wider community.
- Positions advice to government broadly, referring to stakeholder interests and the public sector agenda.
- Focuses on the future, and seeks to improve the organisation's ongoing capacity to deliver outcomes.
- Leads cross functional collaborative strategic thinking and planning.

### Customer focus

*Put customers at the centre to ensure their needs are met.*

- Creates and sustains an organisational culture that puts customers at the centre and values customer experience as a key business enabler.
- Develops and manages partnerships with customer stakeholder groups to co-create solutions that meet their needs and evaluate outcomes.
- Ensures responsiveness to customer need is central to the organisation's strategic planning processes.
- Develops and manages collaborative relationships within the organisation and across the public, private and community sectors to deliver quality customer outcomes.
- Ensures the organisation's systems, processes, policies and programs respond to customer needs, and are continuously improved to enhance customer experience.

## CF 12

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Critical thinking and problem solving

*Think critically and resolve problems through research, analysis and judgement.*

- Draws on wide ranging sources of data, information, knowledge and experience when facing new challenges.
- Quickly grasps unfamiliar concepts and deals comfortably with complexity.
- Models high level critical thinking by analysing a wide range of complex information, identifying connections between issues, and discerning the critical issues and key implications for the organisation in the context of government and public sector policy, and community expectations.
- Identifies critical information gaps and ensures required information is obtained.
- Applies knowledge of industry developments, trends, and public and private sector best practice.
- Generates and capitalises on innovative solutions to resolve complex problems effectively.
- Engages diverse perspectives to test thinking and identify solutions.
- Identifies and evaluates the broader impacts of proposed solutions.
- Models informed and effective decision making by making clear, well reasoned, timely decisions based on comprehensive analysis of available data and evidence, a thorough evaluation of risks and benefits, an understanding of the risk appetite of the organisation, and good judgement.
- Models informed and effective risk management and ensures comprehensive risk assessment underpins strategic and operational decision-making decision making.
- Ensures the organisation has robust and fit for purpose risk management governance that is embedded in operational processes, and facilitates sound decision making that drives desired outcomes.
- Proactively identifies long term and strategic risks, and develops strategies to manage them.
- Leads and models collaborative internal and external decision making, and efforts to resolve shared problems.

### Curiosity and innovation

*Explore new ways of thinking, working and serving our customers.*

- Creates and sustains a culture that encourages innovation, experimentation, evaluation and learning, and emphasises the value of continuous improvement.
- Role models behaviour that ensures people feel supported to test new ideas and innovations, and learn from mistakes.
- Models and acts as an advocate for challenging the status quo to seek continuous improvement.
- Ensures the organisation evaluates projects and processes using appropriate methods to understand the factors that have contributed to success and failure, and uses insights for improvement.
- Ensures the organisation consistently uses data and information to evaluate outcomes and continuously improve.
- Develops and champions innovative solutions with organisation wide impact.
- Leverages diversity to drive innovation.
- Ensures the organisation investigates ways to leverage technology to improve efficiency and effectiveness.
- Ensures the organisation engages in continuous improvement activities.
- Facilitates collaboration across the public and private sectors to pursue improve outcomes.

## CF 12

Deliver  
solutions

### Capabilities that deliver quality solutions for our customers

#### Accountability

*Responsible for actions and adhere to legislation and policy.*

- Takes responsibility for own actions, and organisational actions and outcomes.
- Creates and sustains a climate in which people feel supported to take responsibility for their actions and outcomes.
- Understands and operates within legislative, public policy and regulatory frameworks.
- Ensures the organisation operates within legislative, public policy and regulatory frameworks, and applies them consistently and effectively across the organisation.
- Makes decisions according to policy and governance standards.
- Accepts responsibility for decisions and their impacts.
- Keeps the chief executive and minister informed, and ensures accuracy, completeness and transparency in all reporting.
- Leads a culture of accountability that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity.
- Sets the standard for the organisation on how to exercise delegations responsibly and with due diligence.
- Champions the importance of workplace health and safety, and directs the development of governance systems to effectively manage workplace health and safety.

#### Manage work and resources

*Plan work and use resources efficiently and effectively.*

- Builds and sustains a flexible organisational environment that enables resource mobility to meet changing demands.
- Directs the development and implementation of strategies to support organisational sustainability, and achieve operational efficiencies.
- Develops organisational plans that define required outcomes and ensures translation into practical implementation strategies.
- Oversees management of programs and projects across multiple organisations.
- Ensures program risks are managed, and strategies are in place to respond to variance.
- Contributes own expertise for the benefit of the organisation and encourages others to draw upon this knowledge.
- Engages experts with relevant knowledge and experience within own agency, and in other agencies and government jurisdictions.
- Models appropriate and effective use of external expertise and resources.
- Ensures that the organisation consistently explores and identifies ways to optimise efficiency and effectiveness through available digital tools and technology.
- Identifies the most appropriate financing and funding strategies to meet operational and capital needs.
- Models good financial management and ensures the organisation manages financial resources prudently, effectively and within budget.
- Models and ensures diligent contract management in compliance with procurement policies and procedures.
- Ensures the organisation engages in continuous improvement initiatives to create workplace efficiencies.

## CF 12

Deliver solutions

### Capabilities that deliver quality solutions for our customers

#### Achieve results

*Proactive and achieve results.*

- Creates and sustains a culture of achievement by delivering high quality work and outcomes throughout the organisation.
- Takes initiative and acts decisively to move things forward.
- Models personal drive, focus and energy, and galvanises others to deliver quality results.
- Models and leads others to maintain effective performance levels in highly charged or high pressure situations.
- Does not give up and modifies approach to achieve outcomes for the customer and organisation.
- Monitors the progress of key programs and maintains focus on quality outcomes.
- Anticipates and addresses risks and barriers. Acts quickly and decisively to resolve significant issues, facilitate progress and achieve results.
- Ensures the organisation delivers results within time, quality and budget requirements.
- Creates and sustains a culture of regular evaluation of organisational work and outcomes, and communicates findings to improve results.

#### Customer service

*Deliver quality customer service.*

- Creates and sustains an organisational culture that encourages, empowers and enables people to deliver quality customer service.
- Ensures the provision of quality customer service personally and through the activities of the organisation.
- Develops and manages partnerships with customer stakeholder groups. Engages with them to define standards of customer service and evaluate service delivery.
- Defines and communicates customer service metrics and performance standards for service delivery for the organisation.
- Leads cross functional collaboration within the organisation and across public, private and community sectors to deliver customer service and implement improvement.
- Ensures the organisation monitors customer service delivery through established systems and uses the information to drive service improvement.

## CF 12

### People leadership

## Capabilities that enable effective leadership of our workforce

### Drive engagement

*Inspire, engage and motivate people.*

- Champions the vision, goals, strategy and future direction of the organisation, and ensures they are cascaded through the organisation.
- Creates a culture of confidence and trust in the future direction of the organisation by articulating a shared vision of the organisation's future that can be clearly understood by others.
- Builds a shared sense of purpose by clearly explaining the context and parameters of organisational strategies, what their expected outcomes and benefits are, and how the strategies align to various areas of the organisation.
- Communicates how the organisation creates value for customers and the wider community.
- Highlights the significance of the work of others and explains how they contribute to organisational success.
- Engages others by encouraging input into organisational strategic planning and involving them in the process of defining priorities and cascading goals.
- Regularly communicates progress toward organisational goals.
- Generates enthusiasm and commitment to organisational goals by demonstrating drive and motivation to achieve results and deliver outcomes for the community.
- Publicly celebrates organisational, team and individual success and high performance.
- Drives the development, implementation and evaluation of employee wellbeing strategies that support a mentally healthy workplace.
- Models behaviour that creates and sustains a positive, inclusive, culturally safe working environment that engages, supports and motivates people.

### Manage talent

*Attract, develop, engage and retain talent.*

- Leads future focused organisational strategic workforce planning and development that facilitates workforce sustainability, and ensures the organisation can deliver outcomes for the community in the future.
- Champions the benefits of a diverse workforce, and drives the development of strategies that enable the organisation to recruit, develop and retain diverse talent.
- Creates and sustains a talent development culture that values capability development as a key driver for workforce sustainability.
- Models and champions continuous learning and development.
- Ensures the organisation has capability development and performance management processes and tools that are applied consistently, and facilitate workforce development and sustainability.
- Actively engages in succession planning and ensures effective succession planning is practised across the organisation.
- Demonstrates behaviour that creates a climate where executive leaders value feedback, new experiences and continuous learning.
- Builds and sustains a high performing team.
- Agrees on clear standards of performance and behaviour within the team, monitors progress and performance, and reinforces them through formal and informal performance management.
- Empowers and enables others to own and drive their professional development.
- Drives high performance through coaching, regular communication and effective feedback.
- Congratulates people on achievements and gives timely recognition for good performance.
- Models effective performance management and communicates the importance of addressing performance issues in a timely and effective way.

## CF 12

### People leadership

## Capabilities that enable effective leadership of our workforce

### Manage teams

#### *Lead others to achieve results.*

- Translates the organisation's vision, strategy and objectives into clearly defined goals and performance expectations.
- Creates and sustains a flexible organisational environment that enables optimal workforce allocation and deployment.
- Shares leadership responsibility and decision making authority to further the development of others.
- Delegates responsibilities effectively to achieve outcomes.
- Monitors the progress of key programs, maintains control and focus on quality outcomes, and initiates clear action when required to ensure results are delivered.
- Keeps others informed of organisational progress and outcomes.
- Collaborates with and supports others to overcome challenges and achieve results.
- Leads others to maintain effective performance in highly charged or high pressure situations.
- Takes responsibility for organisational outcomes, holds others accountable, and ensures results are delivered within time, quality and budget requirements.

### Manage change

#### *Promote change and support others to adapt to change.*

- Communicates a compelling case for change and clearly articulates the vision, objectives and benefits for the organisation.
- Drives the change agenda, defines high level objectives, and ensures translation into practical implementation strategies that support and embed change in organisational structures, systems, processes and the workforce.
- Provides leadership and maintains organisational stability during times of change.
- Ensures regular communication throughout the change effort to build awareness, understanding, support and commitment.
- Role models agility by accepting and embracing the ongoing nature of change.
- Demonstrates a comprehensive understanding of the complex range of factors that influence change.
- Anticipates, plans for and addresses resistance and barriers to change at the organisational level.

## CF 13

### Personal attributes

## Capabilities that support the standards of behaviour and performance for the public sector

### Integrity

*Act ethically and professionally, upholding and promoting public sector values.*

- Models and acts as an advocate for ethical and professional behaviour consistent with public sector values, agency values and the Code of Conduct.
- Holds self and the organisation accountable for adhering to these values and standards.
- Sets a tone of integrity and professionalism within the organisation and externally.
- Treats people fairly and equitably and is transparent in dealings with them.
- Models and ensures decision making within the organisation is fair, equitable and transparent, without favouritism, self interest or bias.
- Presents a united leadership voice and supports other leaders.
- Creates and sustains a culture that supports and empowers to challenge and report inappropriate behaviour and breaches of legislation and policy.
- Acts promptly and visibly to prevent and respond to complex ethical issues.
- Ensures that ethical practices, standards and systems are developed, evaluated, communicated and utilised throughout the organisation.

### Resilience and courage

*Express open and honest views and persevere through challenges.*

- Models calm and composure, and acts as a stabilising influence in challenging, uncertain and emotionally charged situations.
- Responds to significant and complex challenges with a high level of resilience, persistence and energy.
- Recovers quickly and maintains momentum and energy in self and the organisation following a setback.
- Creates a positive working environment by displaying optimism and focusing on the positives in difficult situations.
- Manages emotionally charged situations and difficult or controversial issues objectively and effectively.
- Seeks advice from others when uncertain.
- Acts decisively on critical issues, and makes difficult decisions with objectivity and a focus on public value.
- Is prepared to commit to a decision without all of the information.
- Own decisions and accepts responsibility when things go wrong.
- Manages the impact of difficult decisions on stakeholders.
- Demonstrates leadership courage by confronting difficult issues and respectfully challenging the position of others, including the minister when appropriate.
- Creates an environment where openness and constructive debate around critical issues is encouraged.
- Takes criticism of ideas or actions on board and responds in a thoughtful and considered way.
- Acknowledges when in the wrong.
- Owns mistakes and uses lessons learned to improve performance.

## CF 13

### Personal attributes

## Capabilities that support the standards of behaviour and performance for the public sector

### Agility

*Flexible, adaptable and open to change.*

- Operates skilfully in an environment of ongoing change or uncertainty by adjusting and adapting quickly, and supporting others to do so.
- Responds flexibly to changing organisational, government and community expectations and requirements while maintaining a focus on the end objectives.
- Drives an organisation that can shift focus rapidly.
- Alters strategies in situations where there are clear indications that the existing strategy may not deliver the best outcome, even when a significant amount of effort or investment has been put in.
- Works effectively in ambiguous situations and with issues that cannot be resolved immediately.
- Determines a course of action despite ambiguity or uncertainty.
- Accepts and embraces the ongoing nature of change.
- Ensures the organisation adapts to change and works to find new ways to deliver outcomes.
- Exemplifies and champions a growth mindset.
- Ensures the ongoing development of solutions to develop workforce capability in response to change.

### Manage self

*Motivated, self aware and committed to personal development.*

- Demonstrates a high level of motivation to serve the community, make an impact, and advance the organisation.
- Monitors and manages the impact of own behaviour to maximise effectiveness.
- Actively seeks and encourages feedback on performance internally and externally. Demonstrates motivation and ability to modify approach to pursue continuous self improvement.
- Role models behaviour that creates an environment where individuals openly discuss their strengths and development areas.
- Exemplifies and champions commitment to personal development and lifelong learning.
- Applies and shares strengths and knowledge gained through experience and exposure internally and externally.

## CF 13

### Productive relationships

### Capabilities that build and maintain productive relationships

## Value inclusion and diversity

*Respect and value diversity in cultures, experiences and perspectives.*

- Sets a tone of inclusiveness and an expectation that all staff acknowledge, respect and are responsive to diverse cultures, experiences and perspectives.
- Champions the importance and value of cultural responsiveness, and exemplifies it when working with others and the community.
- Champions the importance of inclusive language and ensures its use across the organisation.
- Champions the organisational and community benefits generated by workforce inclusion and diversity practices.
- Ensures the organisation leverages diversity to foster innovation and deliver organisational outcomes.
- Ensures the organisation has equitable workplace systems, policies and practices that enable an inclusive and culturally safe working environment, where people feel comfortable, supported, respected and empowered to contribute their unique perspectives and talents.

## Collaboration

*Build relationships and work with others to meet shared objectives.*

- Creates and sustains an inclusive, supportive, cooperative organisational culture.
- Champions and communicates the expectation of internal and external collaboration.
- Builds and sustains a productive working relationship with the minister, works to understand their needs and expectations, and takes steps to create value for them.
- Proactively builds and sustains productive working relationships within the organisation, across the public sector and with a diverse range of external stakeholders.
- Models high personal standards of cooperative and collaborative behaviour.
- Identifies and manages critical relationships to ensure organisational objectives and outcomes are delivered.
- Recognises and capitalises on opportunities to collaborate for mutual benefit.
- Leads internal and external cooperation and collaboration to address issues and develop solutions.
- Leverages internal and external relationships and networks to drive change and deliver outcomes.
- Ensures barriers to collaboration with internal and external stakeholders are identified and resolved.
- Maintains open communication channels to facilitate internal and external information sharing.
- Acts as a resource internally and externally on areas of expertise.
- Recognises and celebrates successful outcomes of collaboration.
- Ensures the organisation has systems that facilitate internal and external collaboration, information sharing, communication and learning.
- Looks out for the wellbeing of team members and colleagues, and provides support as appropriate.

## CF 13

### Productive relationships

### Capabilities that build and maintain productive relationships

#### Effective communication

*Communicate clearly, actively listen and maximise understanding and impact.*

- Communicates in a way that engages people and makes a positive and credible impression on others.
- Explains broad and highly complex issues and concepts effectively for diverse audiences.
- Ensures the organisation capitalises on contemporary communication technology and channels to maximise engagement and impact on diverse internal and external audiences.
- Undertakes groundwork with key decision makers and stakeholders before addressing audiences within the organisation or externally.
- Adeptly uses storytelling to engage audiences, create meaning and maximise impact.
- Models the ability to 'read the room' when presenting, and actively adjusts communication style and approach to maximise engagement and impact.
- Anticipates and prepares responses for likely audience reactions and concerns.
- Actively listens, asks questions and reflects back to gain a clear understanding of others' comments.
- Invites and responds respectfully to questions, comments and suggestions.
- Responds well to difficult and sensitive topics and questions.
- Checks to ensure mutual understanding. Does not allow misunderstandings to linger.
- Capitalises on communication strengths, acknowledges development areas, and actively pursues opportunities to improve capability.

#### Influence and negotiate

*Gain commitment and cooperation from others and resolve issues and conflicts.*

- Determines and communicates the organisation's position with authority and credibility in the community, and across the public and private sectors.
- Identifies key stakeholders and influential experts, and engages their support early in the negotiation.
- Seeks expert input and advice to assist with negotiating strategy.
- Represents the organisation in critical and challenging negotiations.
- Uses compelling arguments, strong evidence and expert opinion to influence outcomes.
- Utilises a range of techniques to persuasively negotiate with and influence others.
- Anticipates and avoids conflict by identifying contentious issues and directing discussion towards an acceptable resolution.
- Identifies when negotiations are stalling and takes action to resolve.
- Models sensitivity and empathy when resolving complex conflicts and differences.
- Resolves conflict using appropriate strategies and finds solutions to manage sensitivities and ambiguities.

## CF 13

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Strategic mindset

*See the big picture, consider the broader context, and plan for the future.*

- Champions the organisation's vision, mission and goals.
- Conceptualises and communicates the organisation's role within the public sector and the wider community.
- Creates and drives the organisation's vision and long term direction.
- Ensures that the organisation adheres to and works toward government, public sector and organisational objectives.
- Drives future focused strategic planning to ensure the organisation and public sector are future ready.
- Formulates potential strategies and courses of action based on an in depth understanding of the organisational environment and systems.
- Articulates and drives development and implementation of strategies that align with the organisation's vision and purpose.
- Has a comprehensive understanding of external and internal issues that influence the strategic direction of the organisation. Uses this knowledge to tailor different approaches.
- Stays up to date on a broad range of contemporary issues important to the public sector and the wider community.
- Has a comprehensive understanding of the political frameworks and agendas in which the organisation operates. Works within them to drive meaningful outcomes.
- Works across agencies, jurisdictions, and the private and not for profit sectors to gain insight and information around future trends impacting the NTPS.
- Thinks conceptually about long term opportunities and risks.
- Considers diverse perspectives when contemplating the impact key issues could have on the organisation and wider community.
- Positions advice to government broadly, referring to stakeholder interests and the public sector agenda.
- Focuses on the future and seeks to improve the organisation's ongoing capacity to deliver outcomes.
- Actively collaborates with chief executive peers to identify portfolio linkages and capitalise on opportunities to co-design cohesive strategy and service delivery.
- Ensures the organisation engages in cross functional strategic thinking and planning.

### Customer focus

*Put customers at the centre to ensure their needs are met.*

- Creates and sustains an organisational culture that puts customers at the centre and values customer experience as a key business enabler.
- Leads the development of organisational partnerships with customer stakeholder groups to co-create solutions that meet their needs and evaluate outcomes.
- Ensures responsiveness to customer need is central to the organisation's strategic planning processes.
- Develops and manages collaborative relationships within the organisation and across the public, private and community sectors to deliver quality customer outcomes.
- Ensures the organisation's systems, processes, policies and programs respond to customer needs, and are continuously improved to enhance customer experience.

## CF 13

Meaningful  
outcomes

Capabilities  
that create  
meaningful  
outcomes for  
our customers

### Critical thinking and problem solving

*Think critically and resolve problems through research, analysis and judgement.*

- Models high level critical thinking by readily identifying relationships between issues, absorbing complex information, and discerning key implications for the organisation in the context of government and public sector policy, and community expectations.
- Ensures the organisation critically analyses a wide range of complex information to formulate effective responses to critical issues.
- Applies knowledge of industry developments, trends, and public and private sector best practice.
- Generates and capitalises on innovate solutions to resolve complex problems effectively.
- Identifies and evaluates broader impacts of proposed solutions.
- Models informed and effective decision making by making clear, well reasoned, timely decisions based on comprehensive analysis of available data and evidence, a thorough evaluation of risks and benefits, an understanding of the risk appetite of the organisation, and good judgement.
- Sets values, principles and attitudes to establish how the organisation engages with and manages risk.
- Proactively identifies long term and strategic risks and develops strategies to manage them.
- Models informed and effective risk management and ensures comprehensive risk assessment underpins strategic and operational decision making.
- Ensures the organisation has robust and fit for purpose risk management governance that is embedded in operational processes, and facilitates sound decision making that drives desired outcomes.
- Ensures the organisation engages in collaborative internal and external decision making and efforts to resolve shared problems.

### Curiosity and innovation

*Explore new ways of thinking, working and serving our customers.*

- Creates and sustains a culture that encourages innovation, experimentation, evaluation and learning, and emphasises the value of continuous improvement.
- Role models behaviour that ensures people feel supported to test new ideas and innovations, and learn from mistakes.
- Models and acts as an advocate for challenging the status quo to seek continuous improvement.
- Ensures the organisation evaluates projects and processes using appropriate methods to understand the factors that have contributed to success and failure, and uses insights for improvement.
- Ensures the organisation consistently uses data and information to evaluate outcomes and continuously improve.
- Drives the development of and champions innovative solutions with organisation and public sector wide impact.
- Ensures the organisation leverages diversity to drive innovation.
- Ensures the organisation investigates ways to leverage technology to improve efficiency and effectiveness.
- Ensures the organisation engages in continuous improvement activities.
- Leads collaboration across the public and private sectors to improve outcomes.

## CF 13

Deliver solutions

### Capabilities that deliver quality solutions for our customers

#### Accountability

*Responsible for actions and adhere to legislation and policy.*

- Takes responsibility for own actions, and organisational actions and outcomes.
- Creates and sustains a climate in which people feel supported to take responsibility for their actions and outcomes.
- Ensures the organisation operates within legislative, public policy and regulatory frameworks, applying them consistently and effectively.
- Makes decisions for the organisation according to policy and governance standards.
- Accepts responsibility for decisions and their impacts.
- Keeps the minister informed and ensures accuracy, completeness and transparency in all reporting.
- Leads a culture of accountability that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity.
- Sets the standard for the organisation on how to exercise delegations responsibly and with due diligence.
- Champions the importance of workplace health and safety, and ensures the organisation has governance systems in place to effectively manage workplace health and safety.

#### Manage work and resources

*Plan work and use resources efficiently and effectively.*

- Builds and sustains a flexible organisational environment that enables optimal allocation and deployment of resources.
- Ensures the organisation develops, implements and evaluates strategies to support organisational sustainability, and achieve operational efficiencies.
- Ensures comprehensive analysis and informed decision making regarding resourcing options and resource allocation across the organisation.
- Oversees management of programs and projects across multiple organisations.
- Engages experts with relevant knowledge and experience within the organisation, and in other agencies and government jurisdictions.
- Ensures appropriate and effective use of external expertise and resources across the organisation.
- Ensures the organisation consistently explores and identifies ways to optimise efficiency and effectiveness through available digital tools and technology.
- Determines financing and funding strategies to meet operational and capital needs.
- Sets the example for good financial management and ensures the organisation manages financial resources prudently, effectively and within budget.
- Ensures the organisation engages in continuous improvement initiatives to create workplace efficiencies.

## CF 13

Deliver solutions

### Capabilities that deliver quality solutions for our customers

#### Achieve results

*Proactive and achieve results.*

- Creates and sustains a culture of achievement by delivering high quality work and outcomes throughout the organisation.
- Takes initiative and acts decisively to move things forward.
- Sets an example for the organisation by demonstrating drive, energy and initiative to deliver key outcomes.
- Sets the standard for effective performance in highly charged or high pressure situations. Leads others to do the same.
- Does not give up and modifies approach to achieve outcomes for the customer and organisation.
- Anticipates and addresses risks and barriers. Acts quickly and decisively to resolve significant issues, facilitate progress and achieve results.
- Ensures the organisation delivers results within time, quality and budget requirements.
- Creates and sustains culture of regular evaluation of organisational work and outcomes, and communicates findings to improve results.

#### Customer service

*Deliver quality customer service.*

- Creates and sustains an organisational culture that encourages, empowers and enables people to deliver quality customer service.
- Ensures the provision of quality customer service personally and through the organisation's activities.
- Leads the development of organisational partnerships with customer stakeholder groups. Ensures the organisation engages them to define standards of customer service and evaluate service delivery.
- Ensures performance standards for service delivery are defined and communicated across the organisation.
- Leads cross functional collaboration within the organisation and across public, private and community sectors to deliver customer service and implement improvement.
- Ensures the organisation monitors customer service delivery through established systems and uses the information to drive service improvement.

## CF 13

### People leadership

## Capabilities that enable effective leadership of our workforce

### Drive engagement

*Inspire, engage and motivate people.*

- Champions the vision, goals, strategy and future direction of the organisation, and ensures they are cascaded through the organisation.
- Creates a culture of confidence and trust in the future direction of the organisation by articulating a shared vision of the organisation's future that can be clearly understood by others.
- Builds a shared sense of purpose by clearly explaining the context and parameters of organisational strategies, what their expected outcomes and benefits are, and how the strategies align to the work of various areas of the organisation.
- Champions how the organisation creates value for customers and the wider community.
- Highlights the significance of the work of others and explains how they contribute to organisational success.
- Engages others by encouraging input into organisational strategic planning and involving them in defining priorities and cascading goals.
- Regularly communicates progress toward organisational goals.
- Generates enthusiasm and commitment to organisational goals by demonstrating drive and motivation to achieve results, and deliver outcomes for the community.
- Publicly celebrates organisational, team and individual success and high performance.
- Ensures the organisation develops, implements and evaluates employee wellbeing strategies that support a mentally healthy workplace.
- Models behaviour that creates and sustains a positive, inclusive, culturally safe working environment that engages, supports and motivates people.

### Manage talent

*Attract, develop, engage and retain talent.*

- Ensures the organisation engages in future focused strategic workforce planning and development that facilitates sustainability, and ensures the organisation can deliver outcomes for the community in the future.
- Champions the benefits of a diverse workforce, and ensures the organisation develops and implements strategies that enable it to recruit, develop and retain diverse talent.
- Creates and sustains a talent development culture that values capability development as a key driver for workforce sustainability.
- Models and champions continuous learning and development.
- Ensures the organisation has capability development and performance management processes and tools that are applied consistently, and facilitate workforce development and sustainability.
- Drives executive capability development and ensures effective succession planning is practised across the organisation.
- Models behaviour that creates a climate where executive leaders value feedback, new experiences and continuous learning.
- Builds and sustains a high performing executive leadership team.
- Agrees on clear standards of performance and behaviour within the team, monitors progress and reinforces them through regular and consistent formal and informal performance management.
- Empowers and enables others to own and drive their professional development.
- Drives high performance through coaching, regular communication and effective feedback.
- Develops and mentors deputy chief executives to act in the chief executive role when required.
- Congratulates people on achievements and gives timely recognition for good performance.
- Models effective executive performance management, and communicates the importance of addressing leadership performance issues in a timely and effective way.

## CF 13

### People leadership

## Capabilities that enable effective leadership of our workforce

### Manage teams

#### *Lead others to achieve results.*

- Ensures the organisation's vision, strategy and objectives are translated into clearly defined goals and performance expectations.
- Creates and sustains a flexible organisational environment that enables optimal workforce allocation and deployment.
- Ensures the organisational architecture is aligned to and supports organisational objectives.
- Shares leadership responsibility and decision making authority to further the development of others.
- Delegates responsibilities effectively in order to achieve outcomes.
- Monitors the progress of key programs, maintains control and focus on quality outcomes, and initiates clear action when required to deliver results.
- Keeps others informed of organisational progress and outcomes.
- Collaborates with and supports others to overcome challenges and achieve results.
- Leads others to maintain effective performance in highly charged or high pressure situations.
- Takes responsibility for organisational outcomes, holds executive leaders accountable, and ensures results are delivered within time, quality and budget requirements.

### Manage change

#### *Promote change and support others to adapt to change.*

- Creates and communicates a compelling case for change, and clearly articulates the vision, objectives and benefits for the organisation.
- Creates and drives the change agenda, oversees implementation and maintains focus on desired outcomes.
- Ensures organisational structures, systems, processes and leadership support and embed change.
- Provides leadership and maintains organisational stability during times of change.
- Ensures regular communication throughout the change effort to build awareness, understanding, support and commitment.
- Role models agility by accepting and embracing the ongoing nature of change.
- Demonstrates a comprehensive understanding of the complex range of factors that influence change.
- Anticipates, plans for and addresses resistance and barriers to change at the organisational or public sector level.

CF	Police (NTP)			Fire (NTFRS)	Emergency Services (NTES)			Administration
CF 1								
CF 2	Recruit ACPO	Recruit Auxiliary		Recruit Firefighter (first 4 months)	Operations Clerk			AO2
CF 3	ACPO1C	Recruit	Auxiliary/ Auxiliary1C	Recruit Firefighter/ Firefighter D Class	Operations Support Officer			AO3
CF 4	Senior ACPO	Constable/ Constable1C	Senior Auxiliary	Firefighter C, B & A Class	Unit Officer (Volunteer)	Capabilities Officer	Training Officer EMTU	AO4
CF 5	Senior Constable/ Senior Constable1C			Senior Firefighter	Area Manager			AO5
CF 6	Sergeant			Leading Firefighter/ Station Officer	Senior Education Development Officer			AO6
CF 7	Senior Sergeant			Senior Station Officer	Regional Manager	Manager EMTU		AO7
CF 8					Assistant Director			SAO1
CF 9	Superintendent			District Officer	Chief Officer/Director			SAO2/ECO1
CF 10	Commander							ECO2
CF 11	Assistant Commissioner			Assistant/Deputy Chief Fire Officer				ECO3
CF 12	Deputy Commissioner			Chief Fire Officer				ECO4
CF 13				Commissioner				CE

**ACPO** Aboriginal Community Police Officer

**Auxiliary1C** Auxiliary 1st Class

**SAO** Senior Admin Officer

**ACPO1C** Aboriginal Community Police Officer 1st Class

**Constable1C** Constable 1st Class

**Senior Constable1C** Senior Constable 1st Class

**AO** Administration Officer

**EMTU** Emergency Management Training Unit

CF	NT Health								
CF 1				Phy2 - Phy3					
CF 2		AO2	AHP Trainee	Phy4 - Phy5	Trainee/T1				
CF 3	Graduate Trainee	AO3	AHP1	Phy6	T2	N1	Acute	Remote	
CF 4		AO4	AHP2	Phy7	T3	N2	MO1	MO1	P1
CF 5		AO5	AHP3	Phy8 - Phy9	T4	N3	MO1 - MO2	MO2 - MO3	P1 (6-8 years of service)
CF 6		AO6	AHP4		T5	N4	MO4 - MO5 HMO1 - HMO7	RL1	P2
CF 7		AO7	AHP5		T6	N5	(S) REG	RL2	P3
CF 8		SAO1	AHP6		N6	SMO1	RL3	SP1	
CF 9		SAO2/ECO1	AHP6/7	N7/8	SMO1/2	RL4	SP2		
CF 10		ECO2	AHP7	N8	SMO2	RL5			
CF 11		ECO3							
CF 12		ECO4							
CF 13		CE							

**AO** Administration Officer

**N** Nurse

**SAO** Senior Admin Officer

**T** Technical

**MO** Medical Officer

**AHP** Aboriginal and Torres Strait Islander Health Practitioner

**P** Professional

**Phy** Physical

**SMO** Specialist Medical Officer

**SP** Senior Professional

**RL** Remote Level

**HMO** Hospital Medical Officer

\*Dentistry occupations under review. CF alignment will be published when complete.

CF	Education							
		Classroom Teacher	Senior Teacher	Principal	Professional	Physical	Technical	Administrative
CF 1	AT1					Phy2 - Phy3		
CF 2	AT2					Phy4 - Phy5	T1	AO2
CF 3	AT3					Phy6	T2	AO3
CF 4	AT4				P1	Phy7	T3	AO4
CF 5	AT5	CT1-3			P1 (6-8 years of service)	Phy8 - Phy9	T4	AO5
CF 6		CT4-5			P2		T5	AO6
CF 7		CT6-9	ST1-2		P3		T6	AO7
CF 8			ST3-5	PLO1-3				SAO1
CF 9			ST6-7	PLO4-7 PLEC4-7				SAO2/ECO1
CF 10								ECO2
CF 11								ECO3
CF 12								ECO4
CF 13								CE/ECO6

**AT** Assistant Teacher      **CT** Classroom Teacher      **ST** Senior Teacher      **T** Technical  
**PLO** Principal level ongoing      **P** Professional      **Phy** Physical      **Phy** Physical  
**AO** Admin Officer      **SAO** Senior Admin Officer      **ECO** Executive Contract Officer      **CE** Chief Executive

*Due to variance in employment streams, managers of employees in positions with requirements that may cross over capability framework levels are encouraged to have conversations regarding appropriate levels to inform professional growth planning.*

CF	TGEN Band			Technical	Administration		
CF 1							
CF 2	Band 1 ACS	ACS Undergrad	Professional Undergrad		AO2		
CF 3	Band 2 ACS	ACS Graduate	Professional Graduate	T2	AO3		
CF 4	Band 2 Professional			Trainee Technical Specialist (TS)	AO4		
CF 5				Operator	Operator/Maintainer	Trade Technical	AO5
CF 6				Technical Specialist (TS)		Senior Operator	
CF 7	Band 3 ACS	Band 3 Professional		Senior Technical Specialist (STS)		AO7	
CF 8				Technical Coordinator (TC)		SAO1	
CF 9	Band 4 Professional	Band 4 Senior Manager Admin		Senior Technical Coordinator (STC)		SAO2/ECO1	
CF 10						ECO2	
CF 11						ECO3	
CF 12						ECO4	
CF 13						CE	