

# Capability Framework

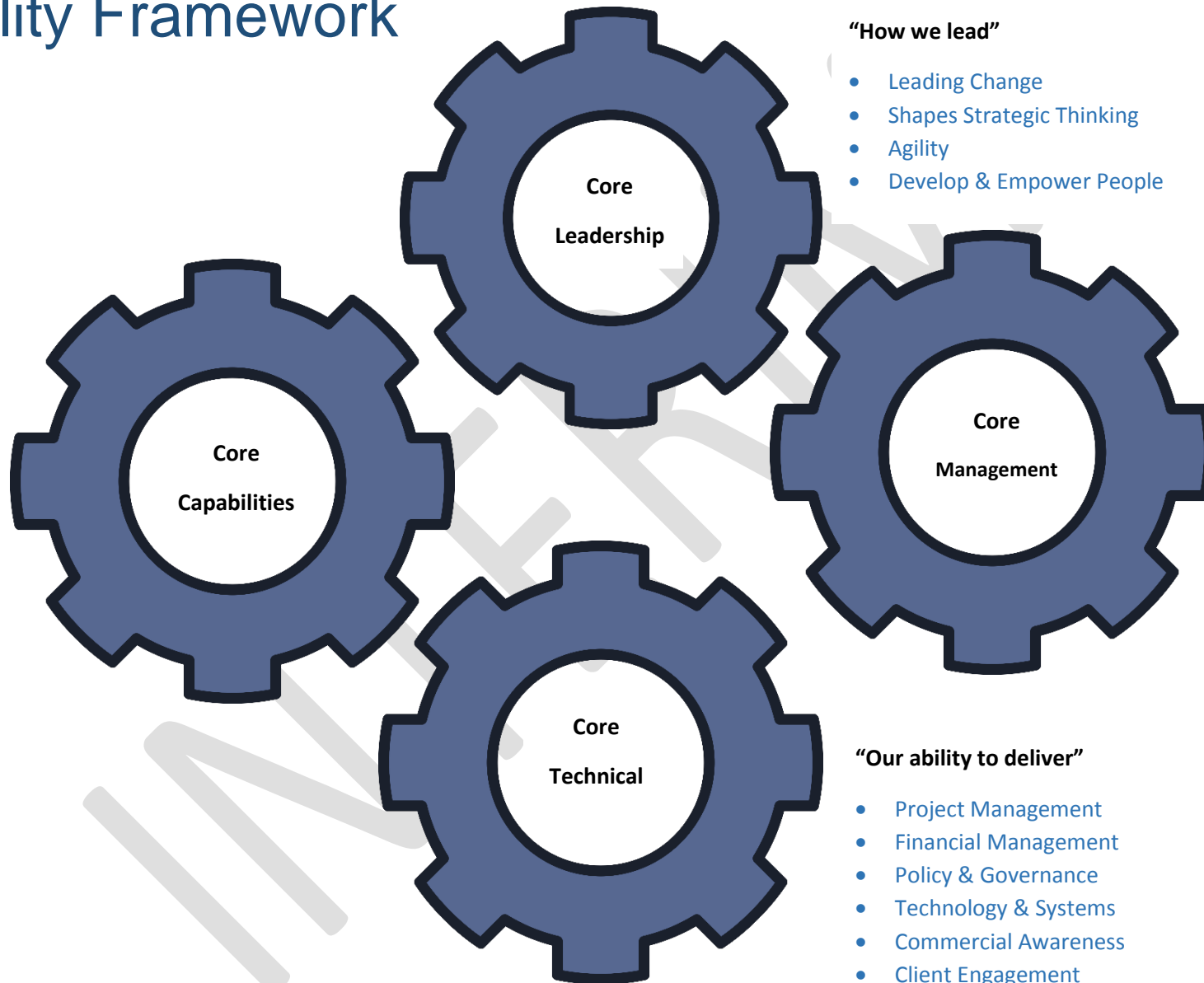
Department of Natural Resources, Mines and Energy

INTERIM

# Capability Framework

## “How we behave & work together”

- Customer Focused
- Solutions Focused
- Teamwork & Collaboration
- Personal Ownership
- Ideas into Action
- Integrity & transparency
- Communication
- Safety and Wellbeing
- Diversity and Inclusion



## “How we lead”

- Leading Change
- Shapes Strategic Thinking
- Agility
- Develop & Empower People

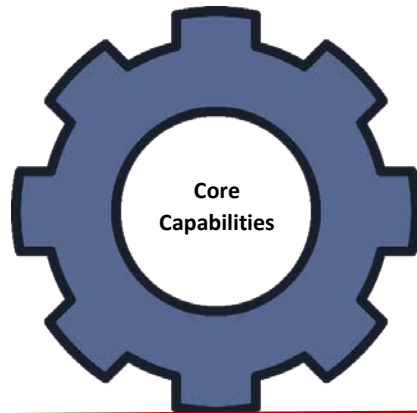
## “What & how we manage”

- Stakeholder Management
- Managing Performance
- Building Effective Teams
- Managing Resources

## “Our ability to deliver”

- Project Management
- Financial Management
- Policy & Governance
- Technology & Systems
- Commercial Awareness
- Client Engagement
- Technical Expertise

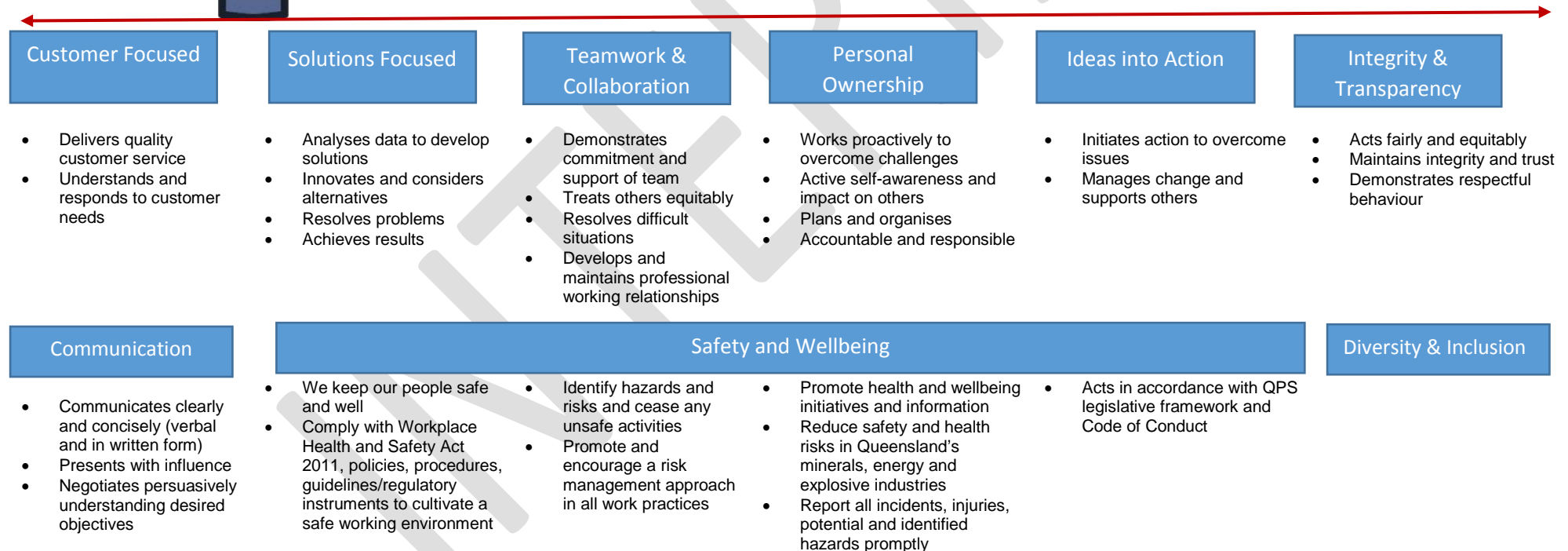
# Capability Framework



## “How we behave & work together”

Our *Core Capabilities* help define the capabilities which are common to all jobs in the Department. These are the things that define how we behave and interact. It guides how we work together to deliver the best possible outcomes for our customers and key stakeholders.

### ELEMENTS



# Core Capabilities

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<b>Customer Focused</b>  <i>Delivers quality customer services</i>  <i>Understands and responds to customer needs</i>	<ul style="list-style-type: none"> <li>Interprets customer needs accurately in providing quality customer service</li> <li>Actively listens and asks questions to understand customer expectations and priorities</li> <li>Builds trust with customers by being open, transparent and communicating effectively with integrity</li> <li>Understands who our customers are</li> <li>Dedicated to meet long-term needs of our customers and acts with customers in mind.</li> </ul>	<ul style="list-style-type: none"> <li>Guides others in the provision of quality customer service and service excellence methods</li> <li>Considers customer’s perspective and tailors communication to address their concerns and expectations</li> <li>Deals with customer issues in a sincere, non-threatening manner</li> <li>Constantly looks for new/improved ways of getting the right information to customers and involves them in decision making</li> </ul>	<ul style="list-style-type: none"> <li>Fosters a collaborative team environment focused on service delivery</li> <li>Prioritises and provides guidance on service delivery targets for employees</li> <li>Takes personal responsibility for resolving problems and building relationships with customers</li> <li>Guides others in the provision of quality customer service and service excellence methods</li> </ul>	<ul style="list-style-type: none"> <li>Develops others to stretch themselves in delivering excellent customer service</li> <li>Leads and influences challenges during critical periods for customer, and takes action beyond expectations to provide high quality service</li> <li>Engages with senior customer contacts to form longer term relationships and respond effectively to their needs</li> <li>Prioritises and provides guidance on service delivery targets for employees</li> <li>Acknowledges and celebrates successes as a means to embed the service excellence ethos</li> </ul>	<ul style="list-style-type: none"> <li>Ensures quality customer focus throughout the Department including setting policy for meeting customer requirements</li> <li>Acknowledges and celebrates successes as a means to embed the service excellence ethos</li> <li>Ensures confidence in the Department’s services to the broader community</li> <li>Develops strategic relationships with customer groups to enable an improved agency response to customer issues an needs</li> </ul>

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<p><b>Solutions Focused</b></p> <p><i>Analyses data to develop solutions</i></p> <p><i>Innovates and considers alternatives</i></p> <p><i>Resolves problems</i></p> <p><i>Achieves results</i></p>	<ul style="list-style-type: none"> <li>Resolves day-to-day problems and seeks guidance and advice if problems remain unresolved</li> <li>Considers alternative actions to help resolve problems</li> <li>Contributes ideas and suggestions to help develop solutions</li> <li>Commits to achieving quality outcomes and complete all assigned tasks</li> </ul>	<ul style="list-style-type: none"> <li>Seeks to understand and address service delivery issues promptly and implement effective solutions to problems</li> <li>Makes recommendations based on thorough analysis and consideration of options</li> <li>Utilise the skills and knowledge of others and values specialist expertise</li> <li>Applies lateral thinking and develops solutions to apparent limitations</li> <li>Commits to achieving quality outcomes and undertakes tasks through to completion</li> </ul>	<ul style="list-style-type: none"> <li>Undertakes comprehensive problem solving techniques and research to identify and resolve systemic issues</li> <li>Recommends resource allocation to meet service delivery imperatives</li> <li>Continuous improvement strategies applied to develop strong service delivery</li> <li>Strives to achieve quality outcomes and encourages others to do the same</li> <li>Coordinates activities for others to enhance service delivery</li> <li>Ensures information and outcomes are shared to avoid duplication, share learnings and create linkages</li> </ul>	<ul style="list-style-type: none"> <li>Anticipates service delivery issues and works to mitigate them</li> <li>Ensures the proper allocation of resources to meet service delivery expectations</li> <li>Develops innovative solutions to affect positive and sustainable changes</li> <li>Drives a culture of achievement, ensuring planned project results are achieved</li> <li>Balances service quality and costs to ensure consistent service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Proactively identifies potential problems and considers multiple options and expert advice in the process of resolving issues</li> <li>Uses information from multiple sources to make critical strategic decisions and considers big picture, long term objectives of the Department and government</li> <li>Provides direction and guidance to help others develop pragmatic solutions to problems</li> <li>Drives a culture of achievement, ensuring departmental objectives are met and removes barriers to success</li> </ul>

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<p><b>Teamwork &amp; Collaboration</b></p> <p><i>Demonstrates commitment and support of team</i></p> <p><i>Treats others equitably</i></p> <p><i>Resolves difficult situations</i></p> <p><i>Develops and maintains professional working relationships</i></p>	<ul style="list-style-type: none"> <li>Works well with others and demonstrates an understanding of how their work impacts on that of others</li> <li>Participates and engages with other team members to deliver expected work outcomes</li> <li>Delivers work outcomes applying fair and equitable work practices</li> <li>Maintains a calm professional approach when dealing with difficult situations and refers to supervisor where appropriate</li> <li>Builds relationships and maintains rapport with colleagues</li> </ul>	<ul style="list-style-type: none"> <li>Works cooperatively within a team and is able to integrate work across multi-functions effectively</li> <li>Understands the needs of team members and shares information to assist with coordination of work between areas</li> <li>Applies fairness and equity when delivering work outputs and ensures compliance with fair and equitable work practices</li> <li>Actively listens and takes a problem solving approach to difficult situations</li> <li>Maintains composure and is considered a calming influence during difficult situations</li> <li>Initiates and participates in activities designed to develop and foster professional relationships</li> </ul>	<ul style="list-style-type: none"> <li>Contributes to achieving work objectives by guiding, coaching and mentoring team members</li> <li>Promotes teamwork and achievement by encouraging others to share information and ideas across teams</li> <li>Manages the application of fairness and equity related policies and practices across work teams</li> <li>Identifies underlying issues during difficult situations and seeks common ground to build rapport to address concerns</li> <li>Negotiates positive outcomes during difficult and challenging situations applying diplomacy and tact</li> <li>Regularly seeks opportunities to network and collaborate with professional contacts</li> </ul>	<ul style="list-style-type: none"> <li>Communicates work requirements, delegates responsibility, seeks ideas and feedback to contribute to team goals</li> <li>Empowers and supports others to undertake their responsibilities and achieve departmental goals</li> <li>Acknowledge diversity and uses team strengths to identify and implement solutions in a fair and equitable manner</li> <li>Develops innovative solutions to difficult situations that seek to develop longer term relationships with stakeholders</li> <li>Promotes teamwork and collaboration across the Department to create solutions that are the result of multiple teams</li> <li>Anticipates issues and positions activities to avoid conflict</li> <li>Makes clear judgements and negotiates effectively to guide stakeholders towards agreed solutions</li> <li>Builds strategic networks and forms professional partnerships for the long term benefit of the Department</li> </ul>	<ul style="list-style-type: none"> <li>Monitors, coordinates and directs multi-disciplinary teams and functions</li> <li>Develops strategies for the fair and equitable work practices and effective teamwork</li> <li>Ability to strongly influence and lead negotiations effectively in the face of adversity to achieve best departmental outcomes</li> <li>Negotiates with tact to achieve pragmatic resolutions to meet overall departmental aims</li> <li>Builds strategic professional relationships with multiple contacts in other organisations for the long term benefit of the Department</li> </ul>

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<p><b>Personal Ownership</b></p> <p><i>Acts proactively to overcome challenges</i></p> <p><i>Aware of their impact on others</i></p> <p><i>Plans and organises</i></p> <p><i>Accountable and responsible</i></p>	<ul style="list-style-type: none"> <li>Takes action and demonstrates persistence to overcome challenges</li> <li>Takes a planned and organised approach to work</li> <li>Regularly plans and tracks progress on work tasks and activities</li> <li>Seeks information to carry out own work tasks from supervisors and colleagues</li> <li>Seeks clarification of work priorities as required</li> <li>Takes responsibility for achieving results</li> </ul>	<ul style="list-style-type: none"> <li>Acts on identified opportunities and considers impact when responding to a crisis</li> <li>Organises own work activities and determines priorities considering impact on others</li> <li>Undertakes self-responsibility and accountability as well as works collaboratively with other team members to ensure quality of work output</li> <li>Encourages other team members to develop an appreciation and commitment to goals</li> </ul>	<ul style="list-style-type: none"> <li>Anticipates potential challenges and is proactive in mitigating impact</li> <li>Determines priorities and schedules for others to achieve work outcomes by considering impact of work across other areas</li> <li>Develops and implements systems and procedures to plan and organise own workload as well as that of the team</li> <li>Delivers results, tasks and closure of projects on time, to budget and meeting customer expectations</li> </ul>	<ul style="list-style-type: none"> <li>Creates opportunities and minimises potential problems by anticipating and preparing in advance</li> <li>Demonstrates an advanced knowledge of planning and departmental methodologies applied to projects and broad management areas</li> <li>Works to mitigate anticipated and actual barriers and challenges to achievement of goals and delegated tasks effectively</li> <li>Makes tough decisions and negotiates to achieve desired outcomes</li> <li>Engages in flexible resource management and utilises cognizance to achieve results beyond departmental boundaries</li> </ul>	<ul style="list-style-type: none"> <li>Takes action to reposition the Department and capitalise on opportunities or avoid long-term problems</li> <li>Uses advanced strategic planning and considers departmental values and direction to apply coordinated approach to long term, business and other key planning processes</li> <li>Communicates and negotiates with senior stakeholders in overseeing the successful implementation of plans</li> <li>Champions and leads continuous improvement of work methods, policies and best practice</li> </ul>

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<p><b>Ideas into Action</b></p> <p><i>Initiates action to overcome issues</i></p> <p><i>Manages change and supports others</i></p>	<ul style="list-style-type: none"> <li>Actively seeks out information and advice to overcome problems</li> <li>Responds in a positive and flexible manner to change any uncertainty</li> <li>Actively supports the contributions of others</li> </ul>	<ul style="list-style-type: none"> <li>Takes action to overcome issues, problems, obstacles and barriers to success</li> <li>Responds and supports others through change and uncertainty in a positive and flexible manner</li> <li>Engage others in the change process providing clear guidance, coaching and support</li> </ul>	<ul style="list-style-type: none"> <li>Provides guidance, coaching and direction to others to assist them to manage uncertainty and change</li> <li>Demonstrates drive, energy and initiative, gets involved and supports others to act</li> <li>Acts to avoid duplication, allows the linkages to be made and encourage innovation and global thinking</li> </ul>	<ul style="list-style-type: none"> <li>Creates opportunities and minimises potential problems by anticipating and planning for contingencies</li> <li>Operates effectively in an environment of ongoing change and uncertainty and actively ensures stakeholders are kept informed</li> <li>Maintains control, initiates urgent action and provides support when significant issues arise</li> </ul>	<ul style="list-style-type: none"> <li>Identifies and evaluates alternative solutions to problems and acts with conviction to lead change</li> <li>Builds support and commitment to change, plans and prepares for change and assist others to address emerging challenges and risks</li> <li>Anticipates, plans and addresses cultural barriers to change across the Department</li> </ul>



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<b>Integrity &amp; Transparency</b>  <i>Acts fairly and equitably</i>  <i>Maintains integrity and trust</i>  <i>Demonstrates respectful behaviour</i>	<ul style="list-style-type: none"> <li>Aligns with the Department's values, professional and ethical responsibilities and acts accordingly</li> <li>Understands and responds to team differences in an effective, equitable and consistent manner</li> <li>Maintains personal integrity and transparency with others</li> <li>Raise issues or concerns in a positive and constructive manner minimising conflict</li> </ul>	<ul style="list-style-type: none"> <li>Leads by example and encourages others to work with professionalism and integrity at all times</li> <li>Uses an understanding of personal and cultural differences to guide own behaviours</li> <li>Demonstrates concern for personal credibility and integrity when interacting with others</li> <li>Respond constructively to conflict and workplace disagreements</li> </ul>	<ul style="list-style-type: none"> <li>Acts as a role model demonstrating professionalism and integrity at all times</li> <li>Works effectively across cultures and actively engages people with diverse backgrounds</li> <li>Treats people fairly and equitably and is transparent in dealings with others</li> <li>Demonstrate sensitivity and understanding when resolving differences and conflict</li> </ul>	<ul style="list-style-type: none"> <li>Acts professionally at all times and operates within the boundaries of departmental processes and legal and public policy constraints</li> <li>Engages well across cultures and supports others to engage effectively across the Department and diverse cultures</li> <li>Maintains high levels of transparency and equity in dealings with staff and encourages others to do the same</li> <li>Acts in sensitive manner to gain understanding in resolving complex and challenging conflict situations</li> </ul>	<ul style="list-style-type: none"> <li>Ensures business processes align with and adhere to our values and code of conduct</li> <li>Addresses breaches of probity and advocates the departmental views on integrity and transparency at all times</li> <li>Creates an open, positive environment to stimulate open and transparent discussions are conducted across the department</li> <li>Pre-empts and minimises conflict across departments and with senior stakeholders during ambiguous or challenging situations</li> </ul>

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<p><b>Communication</b></p> <p><i>Communicates clearly and concisely (verbal and in written form)</i></p> <p><i>Presents with influence</i></p> <p><i>Negotiates persuasively understanding desired objectives</i></p>	<ul style="list-style-type: none"> <li>Produces easily understood written documents which meet their intended purpose</li> <li>Ensures quality by checking documents prior to submission and/or distribution</li> <li>Communicates clearly and concisely when explaining information, and actively listens to responses</li> <li>Understands basic principles of delivering effective presentations</li> <li>Acts in a polite and considerate manner when dealing with others in tense situations</li> <li>Relies on facts to support recommendations and help with negotiations</li> </ul>	<ul style="list-style-type: none"> <li>Constructs easy to read logical and fact based arguments, decisions and recommendations based on understanding, research and analysis</li> <li>Produces documents that contain information necessary to achieve their intended purpose</li> <li>Applies an understanding of freedom of information and privacy obligations when drafting correspondence and reports</li> <li>Confidently explains concepts top team members and others</li> <li>Develops presentations suitable for a range of audiences and settings</li> <li>Communicates effectively and respectfully under pressure during difficult or stressful events</li> <li>Convinces others of the appropriate course of action based on knowledge and expertise</li> <li>Presents information to a target audience in an appropriate format</li> </ul>	<ul style="list-style-type: none"> <li>Develops operational guidelines, complex technical reports, briefs and correspondence for immediate work area</li> <li>Produces reports and recommendations which are evidence based, clearly argued, concise and provide a sound basis for decision making</li> <li>Reviews written work of others and provides appropriate feedback to ensure documents contain necessary information and meet audience needs</li> <li>Conveys ideas and information in a confident, clear and interesting manner</li> <li>Constructs and delivers persuasive fact based arguments, listens to counter arguments and responds effectively</li> <li>Adjusts presentation style to suit audience mood and prepares response ahead of time</li> <li>Questions and listens in order to understand underlying motivations and construct effective responses</li> <li>Conveys difficult or sensitive information in a tactful, direct and respectful manner</li> <li>Negotiates with influence whilst maintaining strong relationships</li> </ul>	<ul style="list-style-type: none"> <li>Prepares project briefs consistent with business plans, advanced technical reports, policy options and advice on complex issues for are of responsibility</li> <li>Develops concepts logically and concisely, and constructs clear arguments to support preferred position or outcome</li> <li>Provides high level review of documents and communication developed by others ensuring appropriate use of language and audience needs</li> <li>Able to explain complex concepts in a manner that is easily understood by target audience</li> <li>Models good verbal communication techniques to others</li> <li>Presents in a persuasive and credible manner and holds audience attention</li> <li>Uses diplomacy and tact to negotiate in difficult decisions and situations</li> <li>Uses relationships to gain support for ideas behind the scenes to help minimise and/or avoid conflict</li> </ul>	<ul style="list-style-type: none"> <li>Develops high level policy frameworks, program development documents, local business plans and service delivery models</li> <li>Briefs on highly complex issues, provides authoritative technical reports and advice to senior levels of the Department and senior external stakeholders</li> <li>Develops recommendations which carefully balance competing needs and priorities and influence soundly for a particular course of action based on expertise, breadth of and depth of knowledge of underlying issues</li> <li>Ability to adapt and negotiate with influence in a dynamic and changing environment</li> <li>Delivers influential presentations and confidently changes tactics mid-presentation based on perceived audience reception</li> <li>Negotiates firmly and tactfully in sensitive or difficult situations with range of stakeholders</li> <li>Facilitates and encourages collaboration across different levels of the Department and sector</li> <li>Negotiates in high risk and complex situations to resolve differences and achieve positive outcomes</li> </ul>

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<p><b>Safety and Wellbeing</b></p> <p><i>We keep our people safe and well</i></p> <p><i>Comply with Workplace Health and Safety Act 2011, policies, procedures, guidelines/regulatory instruments to cultivate a safe working environment</i></p> <p><i>Identify hazards and risks and cease any unsafe activities</i></p> <p><i>Promote and encourage a risk management approach in all work practices</i></p>	<ul style="list-style-type: none"> <li>Participate in relevant health, safety and wellbeing training requirements</li> <li>Conduct work activities in a proactive approach that supports and promotes the health, safety and wellbeing of themselves and others</li> <li>Seeks clarification of health, safety and wellbeing aspects to undertake work tasks and adopt healthy working behaviours</li> <li>Report all incidents, injuries, potential and identified hazards promptly</li> <li>Participate in preventative actions and rehabilitation programs as required</li> <li>Contribute to a safe, healthy inclusive and respectful work environment</li> </ul>	<ul style="list-style-type: none"> <li>Acts on identified hazards and control risks to ensure health, safety and wellbeing for the workplace</li> <li>Encourages other team members to contribute to a productive, safe and healthy workplace</li> <li>Communicates and consults with team members to identify and take responsibility in developing awareness of health, safety and wellbeing aspects</li> <li>Fosters a proactive approach in identifying and communicating work, health and safety risks</li> </ul>	<ul style="list-style-type: none"> <li>Support improvements in health, safety and wellbeing in the workplace</li> <li>Promote health, safety and wellbeing initiatives and information to help employees lead a safe and healthy lifestyle</li> <li>Develop and implement early intervention following a workplace injury/illness to optimise recovery and achieve an effective and timely return to the workplace through rehabilitation and injury management practices</li> </ul>	<ul style="list-style-type: none"> <li>Integrate good health, safety and risk management practices into day-to-day organisational operations and practices</li> <li>Promotes and encourages a risk management approach in all work practices to ensure risks are identified and managed as reasonably practicable</li> <li>Manage and mitigate workplace incidents, injuries, illnesses, hazards and risks</li> <li>Implement departmental risk management framework and systems</li> <li>Provide and maintain appropriate health and safety equipment, clothing and plans that meet the relevant standards</li> <li>Champion design systems, evidence-based programs</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate visible health, safety and wellbeing leadership and create positive workplace cultures</li> <li>Identify opportunities to continually improve health and safety systems and practices</li> <li>Promotes and supports leaders to develop and champion a safe and healthy workplace culture</li> <li>Promotes a strong culture towards the health, safety and wellbeing of our people in line with our strategic goals and core values</li> <li>Build capability to deliver improved outcomes and drive ongoing improvement through measurement and accountability</li> </ul>

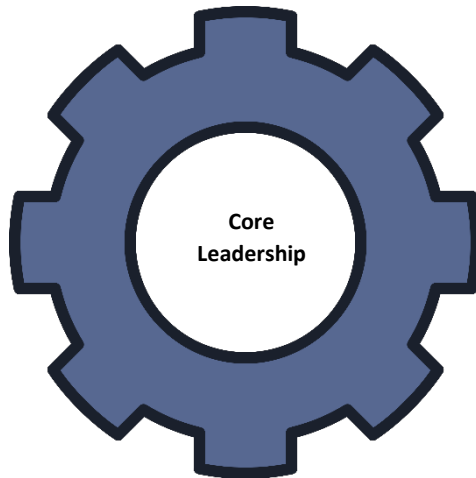
Element	Behavioural Criteria				
<p><i>Promote health and wellbeing initiatives and information</i></p> <p><i>Reduce safety and health risks in Queensland's minerals, energy and explosive industries</i></p> <p><i>Report all incidents, injuries, potential and identified hazards promptly</i></p> <p><i>Acts in accordance with QPS legislative framework and Code of Conduct</i></p>				<p>and work practices that prevent harm, promote health, safety and wellbeing and improve return to work outcomes</p>	

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<b>Diversity and Inclusion</b>	<ul style="list-style-type: none"> <li>• Demonstrate respect for diversity and inclusion in the workplace, including social, cultural and linguistic considerations</li> <li>• Awareness of an monitors own cultural values and beliefs in accordance to our guiding principles</li> <li>• Takes opportunity to acquire knowledge of an experience of cultural diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate respect for diversity and inclusion in the workplace, including social, cultural and linguistic considerations</li> <li>• Awareness of an monitors own cultural values and beliefs in accordance to our guiding principles</li> <li>• Takes opportunity to acquire knowledge of an experience of cultural diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate respect for diversity and inclusion in the workplace, including social, cultural and linguistic considerations</li> <li>• Awareness of an monitors own cultural values and beliefs in accordance to our guiding principles</li> <li>• Takes opportunity to acquire knowledge of an experience of cultural diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate respect for diversity and inclusion in the workplace, including social, cultural and linguistic considerations</li> <li>• Awareness of an monitors own cultural values and beliefs in accordance to our guiding principles</li> <li>• Takes opportunity to acquire knowledge of an experience of cultural diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate respect for diversity and inclusion in the workplace, including social, cultural and linguistic considerations</li> <li>• Awareness of an monitors own cultural values and beliefs in accordance to our guiding principles</li> <li>• Takes opportunity to acquire knowledge of an experience of cultural diversity</li> </ul>

# Capability Framework



## “How we Lead”

Our *Leadership Capabilities* help define how we develop and communicate our vision, how we engage and lead others and ourselves through change. It is also about how we motivate and empower our people to achieve our key goals and priorities.

### ELEMENTS

#### Leading Change

- Deals effectively with complexity and ambiguity
- Proactive and leads change
- Motivates others to take a course of action
- Leads by example

#### Shapes Strategic Thinking

- Influences and supports shared purpose and direction
- Focused on future opportunities and challenges
- Harness information and opportunities from multiple sources
- Inspires sense of purpose and direction amongst others

#### Agility

- Demonstrates organisational and political awareness to achieve results
- Evaluates and understands critical factors for success
- Remains flexible and responsive to changes in requirements

#### Develop and Empower People

- Guides, mentors and develops people
- Values expertise and applies knowledge to achieve outcomes
- Shares important information willingly to help break through barriers
- Delegates work effectively

# Core Leadership

Our **Core Leadership Capabilities** help define how we develop and communicate our vision, how we engage and lead others and ourselves through change. It is also about how we motivate and empower our people to achieve our key goals and priorities.

Element	Behavioural Criteria				
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<p><b>Leading Change</b></p> <p><i>Deals effectively with complexity and ambiguity</i></p> <p><i>Proactive and leads change</i></p> <p><i>Motivates others to take a course of action</i></p> <p><i>Leads by example</i></p>	<ul style="list-style-type: none"> <li>• Responds in a positive and flexible manner to change and uncertainty</li> <li>• Shares information with team members to assist with change initiatives</li> <li>• Actively participates in change and remains motivated, engaged and understands the Department's objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Promotes change processes and initiatives to other team members</li> <li>• Shares information with team members and supports others to manage uncertainty and change</li> <li>• Invests time to mentor individuals to keep them motivated and engaged</li> <li>• Encourages others to seek out challenges and strive to reach full potential</li> </ul>	<ul style="list-style-type: none"> <li>• Supports change initiatives and assists others to understand purpose and impact of changes</li> <li>• Engages with team members during change processes and provides clear guidance and support</li> <li>• Undertakes planned and structure initiatives to help motivate and develop team members</li> <li>• Adapts leadership style to employee's capability and confidence levels</li> <li>• Demonstrates a level of self-awareness and awareness of others</li> </ul>	<ul style="list-style-type: none"> <li>• Responds and supports others through change and uncertainty in a positive and flexible manner</li> <li>• Translates change initiatives into simple terms and explains these to employees and their role during implementation</li> <li>• Creates opportunities for individuals, teams and empowers them to succeed</li> <li>• Acts as a role model to team members, demonstrating enthusiasm, commitment and dedication</li> <li>• Recognises strengths and development areas of self and others</li> </ul>	<ul style="list-style-type: none"> <li>• Leads change with acute business acumen and understanding of complex and changing organisational issues and challenges</li> <li>• Ensures all stakeholders are kept informed and creates strong relationships to influence and manage effective change</li> <li>• Builds support and commitment to change initiatives, considerate of political, social and community impact of change on the Department</li> <li>• Develops understanding of others motivations and uses this to encourage commitment to departmental goals</li> <li>• Demonstrates personal ownership and commitment to vision and goals</li> </ul>

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<p><b>Shapes Strategic Thinking</b></p> <p><i>Influences and supports shared purpose and direction</i></p> <p><i>Focused on future opportunities and challenges</i></p> <p><i>Harness information and opportunities from multiple sources</i></p> <p><i>Inspires sense of purpose and direction amongst others</i></p>	<ul style="list-style-type: none"> <li>Responds proactively to strategic direction and vision and contributes ideas and suggestions for improvement</li> <li>Considers the impact of own work on their immediate work area to help overcome obstacles</li> <li>Seeks guidance and support from multiple sources to help clarify work outcomes when required</li> <li>Understands the department’s objectives and aligns activities accordingly</li> <li>Participates in developing direction by contributing ideas and suggestions for improvement</li> </ul>	<ul style="list-style-type: none"> <li>Communicates departmental vision to team members</li> <li>Considers the ramifications of a wide range of issues when setting future work priorities</li> <li>Draws on information and alternative viewpoints and monitors information channels to understand issues impacting the Department</li> <li>Actively supports the vision for the Department and engages with the team to communicate vision</li> </ul>	<ul style="list-style-type: none"> <li>Encourages constructive feedback on future opportunities and challenges</li> <li>Collaborates with team to set clear performance targets, provides timely feedback and support to overcome challenges</li> <li>Applies knowledge of the department to provide context and direction for others</li> <li>Promotes a sense of purpose within team and enables others to understand the strategic direction of the department</li> </ul>	<ul style="list-style-type: none"> <li>Contributes to the development of the department’s vision through consultation and research</li> <li>Develops plans and strategies to address anticipated demand and potential impacts</li> <li>Positions the department to take advantage of opportunities and risk management minimise negative impacts</li> <li>Works with others to translate strategic direction into departmental goals and objectives.</li> <li>Communicates the vision and gains support from key stakeholders through consultation and negotiation</li> </ul>	<ul style="list-style-type: none"> <li>Creates vision for the Department and its future that directs and inspires the workforce to create and build positive organisational culture</li> <li>Communicates the vision and gains support from key stakeholders through consultation and negotiation</li> <li>Recognises opportunities presented through whole of government approaches and seeks to action them</li> <li>Regularly reviews vision considerate of trends and opportunities in the broader market</li> </ul>



# Core Leadership

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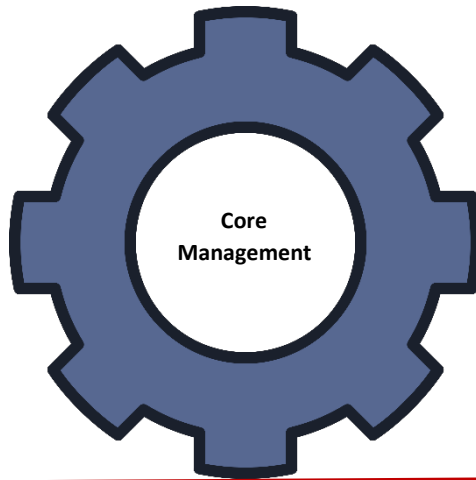
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<p><b>Agility</b></p> <p><i>Demonstrates organisational and political awareness to achieve results</i></p> <p><i>Evaluates and understands critical factor for success</i></p> <p><i>Remains flexible and responsive to changes in requirements</i></p>	<ul style="list-style-type: none"> <li>Identifies sensitive issues and knows when to seek guidance to work through issues and achieve desired results</li> <li>Gathers and evaluates data and considers impact on achieving departmental objectives</li> <li>Develops novel or imaginative solutions to problems that affect change in a positive, flexible and sustained way</li> <li>Applies appropriate discretion, confidentiality, and emotional maturity when representing the department</li> <li>Models and promotes behaviour consistent with the department's values and public service standards</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates flexibility when dealing with individuals and situations to achieve results</li> <li>Frequently monitors progress and takes corrective action</li> <li>Holds people accountable in a respectful manner to ensure quality and timeliness of work outputs</li> <li>Adaptable and resilient to change</li> </ul>	<ul style="list-style-type: none"> <li>Models and promotes behaviour consistent with the department's values and public service standards</li> <li>Develops realistic plans for achieving goals and monitors progress effectively</li> <li>Develops and communicates specific objectives and tasks to team members and supports them to achieve objectives</li> <li>Adapts style and approach to manage changing customer and partner needs</li> </ul>	<ul style="list-style-type: none"> <li>Applies appropriate discretion, confidentiality, emotional maturity, and political sensitivity when representing the department</li> <li>Determines appropriate reporting and evaluation methods to ensure achievement of departmental outcomes</li> <li>Makes difficult and informed decisions to achieve departmental outcomes</li> <li>Understands how to manage changing scope and balance resources between competing demands</li> <li>Produces comprehensive implementation strategy and follow up assessment processes</li> </ul>	<ul style="list-style-type: none"> <li>Encourages creative tension and diversity of opinion, recognises when directives conflict with professional ethics and takes appropriate action to support achievement of departmental outcomes</li> <li>Produces comprehensive implementation strategy and follow up assessment processes</li> <li>Engages in flexible resource management to achieve departmental objectives in light of changes to scope</li> </ul>

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<p><b>Develop and Empower People</b></p> <p><i>Guides, mentors and develops people</i></p> <p><i>Values expertise and applies knowledge to achieve outcomes</i></p> <p><i>Shares important information willingly to help break through barriers</i></p> <p><i>Delegates work effectively</i></p>	<ul style="list-style-type: none"> <li>Builds and sustains positive relationships with team members</li> <li>Accepts and acts on constructive feedback in a positive manner</li> <li>Keeps team and supervisor informed of work tasks, issues and overall progress</li> <li>Supports the contribution of others by responding effectively to delegated tasks</li> <li>Works well with team members and provide assistance when needed</li> </ul>	<ul style="list-style-type: none"> <li>Works well with team members and provide assistance when needed</li> <li>Engages with others to share information and solve issues and problems collaboratively</li> <li>Shares information and learning across teams</li> <li>Makes time for other team members and provides support when required</li> </ul>	<ul style="list-style-type: none"> <li>Provides support, coaches and mentors team members</li> <li>Involves, encourages and motivates team members and recognises their contribution</li> <li>Plans for future team needs and ensures the team are appropriately skilled and developed to meet those needs</li> <li>Manages and leverages the talents of a diverse team to achieve results</li> <li>Provides clear communication on work and project accountabilities, goals and progress</li> <li>Empowers team members by delegating tasks effectively</li> </ul>	<ul style="list-style-type: none"> <li>Recognises contribution, develops team capability and undertakes succession planning</li> <li>Coaches and mentors employees and encourages professional development and continuous learning</li> <li>Builds cooperation and overcomes barriers to information sharing, communication and collaboration across the department</li> <li>Encourages and empowers team members by delegating responsibility for work outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Models and encourages a culture of continuous learning and leadership, which values honest and constructive feedback and exposure to new development opportunities</li> <li>Coaches and mentors others to model desired behaviours</li> <li>Implements effective approaches to identify and develop talent across the department</li> <li>Establishes a culture that facilitates information sharing, communication and learning across the sector</li> <li>Encourages and motivates team to delegate work effectively and to mentor and coach team members</li> </ul>

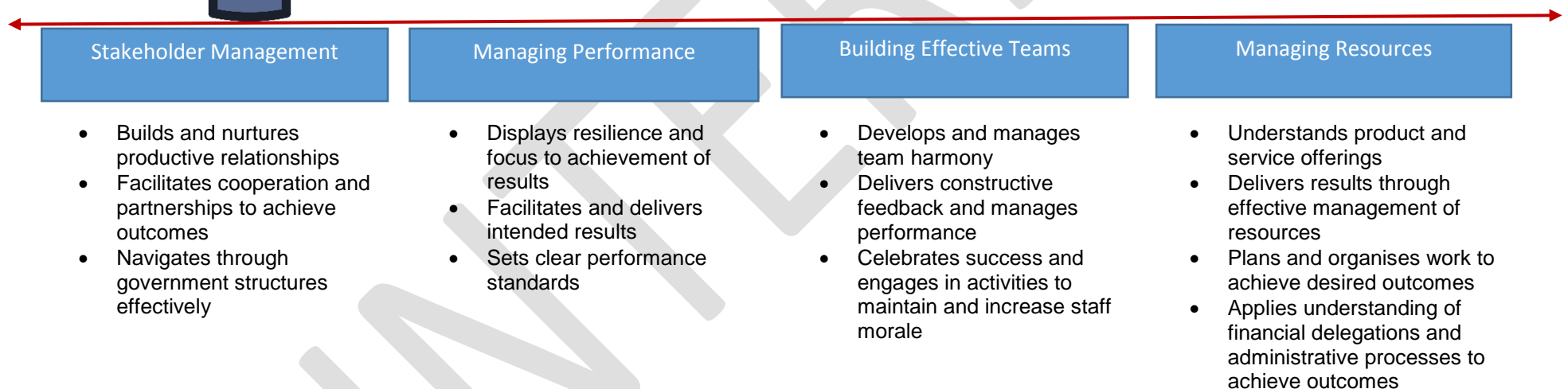
# Capability Framework



## “What and how we manage”

Our *Management Capabilities* help define how we go about planning, managing resources and evaluating our performance. It is also concerned with how we manage key relationships and build effective teams to support the delivery of our key priorities and objectives.

### ELEMENTS



# Core Management

Our **Core Management Capabilities** help define how we go about planning, managing resources and evaluating our performance. It is also concerned with how we manage key relationships and build effective teams to support the delivery of our key priorities and objectives.

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<p><b>Stakeholder Management</b></p> <p><i>Builds and nurtures productive relationships</i></p> <p><i>Facilitates cooperation and partnerships to achieve outcomes</i></p> <p><i>Navigates through government structures effectively</i></p>	<ul style="list-style-type: none"> <li>Routinely uses own network of contacts to help achieve outcomes</li> <li>Builds relationships and maintains rapport with colleagues</li> <li>Understands their work environment and development of team work plans</li> <li>Apply basic understanding of government structures and their application in the workplace</li> <li>Understands and operates within government guidelines, legal and public policy constraints</li> </ul>	<ul style="list-style-type: none"> <li>Makes informal contact with a variety of key stakeholders to help develop relationships</li> <li>Initiates and participates in activities designed to improve rapport and develop relationships</li> <li>Understands the work environment and contributes to the development of plans and strategies and team goals</li> <li>Understands the role of our partners and stakeholders</li> <li>Demonstrates a sound understanding of the different government tiers and roles of government</li> </ul>	<ul style="list-style-type: none"> <li>Builds and sustains a diverse range of relationships with a network of key contacts to help achieve outcomes and develop partnerships</li> <li>Regularly seeks to collaborate with key stakeholders to form and develop partnerships</li> <li>Understands and operates within government guidelines, legal and public policy constraints</li> <li>Demonstrates an in-depth understanding of the different roles comprising various tiers of government</li> <li>Coordinates service steps involving multiple providers and ensures satisfaction</li> <li>Ensures information and outcomes are routinely shared between teams and partners</li> <li>Monitors and documents service quality and recommends innovative ways of meeting service delivery expectations</li> </ul>	<ul style="list-style-type: none"> <li>Builds and sustains a diverse range of relationships with key contacts in other departments and relevant stakeholder groups</li> <li>Uses range of contacts and professional networks to provide input and assist in delivering outcomes for the department</li> <li>Recognises shared agendas and works towards mutually beneficial outcomes within government guidelines, legal and public policy constraints</li> <li>Demonstrates an extensive understanding of the different roles comprising various tiers of government</li> <li>Creates connections between stakeholder groups to facilitate improved engagement and understanding of government structures and roles</li> <li>Consults broadly to obtain buy-in shares information</li> </ul>	<ul style="list-style-type: none"> <li>Identifies emerging stakeholders that will have a significant impact on the Department and develops mutually beneficial relationships</li> <li>Consults broadly to obtain buy-in; shares information and facilitates open exchange of information across agencies</li> <li>Facilitates cooperation between departments by sharing information</li> <li>Creates connections between stakeholder groups to facilitate improved engagement and understanding of government structures and roles</li> <li>Actively seeks out and promotes strategic opportunities to collaborate and engage with industry and the sector</li> <li>Uses partner relationships to resolve issues</li> <li>Ensures the quality of service delivery including setting customer service policy, procedures and standards to</li> </ul>

Element	Behavioural Criteria				
				<p>and facilitates open exchange of information across agencies</p> <ul style="list-style-type: none"> <li>• Facilitates cooperation between departments by sharing information</li> <li>• Negotiates with partners on service delivery issues in line with departmental aims and objectives</li> </ul>	<p>support strategic aims and objectives</p> <ul style="list-style-type: none"> <li>• Develops and coordinates the strategies and policies associated with the delivery of quality client engagement practices across the department</li> </ul>

INTERIM

# Core Management

Our **Core Management Capabilities** help define how we go about planning, managing resources and evaluating our performance. It is also concerned with how we manage key relationships and build effective teams to support the delivery of our key priorities and objectives.

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<p><b>Managing Performance</b></p> <p><i>Displays a resilience and focus to achievement of results</i></p> <p><i>Facilitates and delivers intended results</i></p> <p><i>Sets clear performance standards</i></p>	<ul style="list-style-type: none"> <li>• Demonstrates persistence and tenacity even in difficult times</li> <li>• Remains positive and responds to pressure in a controlled manner</li> <li>• Sees projects through to completion</li> <li>• Commits to achieving quality outcomes</li> <li>• Reviews own performance and looks at ways to improve service and discuss these with supervisor</li> <li>• Readily accepts feedback on own performance and seeks to improve service delivery activities</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates tenacity and persistence with initiatives remaining positive even when difficulties arise</li> <li>• Recovers quickly from setbacks and maintains momentum; sustains high levels of effort towards goals</li> <li>• Strives to achieve positive outcomes and encourages others to do the same</li> <li>• Monitors progress and identifies risks that may impact outcomes</li> <li>• Commits to achieving quality outcomes and ensures procedures are maintained</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates drive and persistence and focus on achieving the department's objectives</li> <li>• Remains positive and responds to pressure in a controlled manner, maintain momentum and sustaining effort to achieve goals and support the team</li> <li>• Deals with underperformance promptly</li> <li>• Delivers constructive, objective feedback in a manner that gains acceptance and achieves resolution</li> <li>• Ensures projects and initiatives are followed through to completion</li> <li>• Carries out performance planning and implements innovative service development approaches</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates tenacity and persistence with initiatives of benefit to the department and its customers</li> <li>• Overcomes obstacles and rapidly recovers from major setbacks displaying positive outlook in difficult circumstances</li> <li>• Makes tough decisions and negotiations to maximise desired departmental outcomes</li> <li>• Drives a culture of achievement and focus on quality by providing clear direction for the team</li> <li>• Ensures projects and initiatives achieve expected outcomes and comply with regulatory requirements</li> <li>• Enables the achievement of outcomes by identifying and removing potential barriers to success</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates tenacity and persistence with initiatives; effectively deals with extreme and changing demands from numerous stakeholders and maintains focus and objectives</li> <li>• Retains focus on the end goal and overcomes significant barriers and obstacles displaying positive outlook in extremely difficult circumstances</li> <li>• Champions the need for continuous improvement and exceptional performance of work teams across the department</li> <li>• Ensures that ideas and intended actions become reality and planned outcomes are achieved</li> </ul>

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<p><b>Building Effective Teams</b></p> <p><i>Develops and manages team harmony</i></p> <p><i>Delivers constructive feedback and manages performance</i></p> <p><i>Celebrates success and engages in activities to maintain and increase staff morale</i></p>	<ul style="list-style-type: none"> <li>Works well with other team members and colleagues to achieve positive outcomes</li> <li>Actively listens to team members, shares information and operates as an effective team member</li> <li>Accepts and acts on constructive feedback in a positive manner</li> <li>Builds and sustains positive working relationships with team members</li> </ul>	<ul style="list-style-type: none"> <li>Contributes to developing team and recognise individual team member strengths and development needs</li> <li>Monitors team performance and provides timely and constructive feedback</li> <li>Delegates tasks effectively and fairly, makes time for others and offers support when needed</li> <li>Involves team members and recognises their contributions</li> </ul>	<ul style="list-style-type: none"> <li>Plans for future team needs and ensures team are appropriately developed to meet these needs</li> <li>Collaborates with team to set clear performance standards and provide timely praise and recognition</li> <li>Delivers constructive, objective feedback in a manner that gains acceptance, and addresses underperformance promptly</li> <li>Recognises and highlights success and high performance amongst team members</li> </ul>	<ul style="list-style-type: none"> <li>Recognises talent, develop team capability and undertakes succession planning</li> <li>Addresses and resolves team harmony and individual performance issues, including serious unsatisfactory performance, in a timely and effective manner</li> <li>Implements performance development frameworks to align workforce capability with current and future priorities and objectives</li> <li>Creates opportunities for recognising and celebrating high performance at an individual and team level</li> </ul>	<ul style="list-style-type: none"> <li>Drives executive capability development and ensures effective succession management practices</li> <li>Models and encourages a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences</li> <li>Instils a sense of urgency around addressing and resolving team and individual performance issues across the department</li> <li>Celebrates departmental success and high performance and engages in activities to maintain morale</li> </ul>

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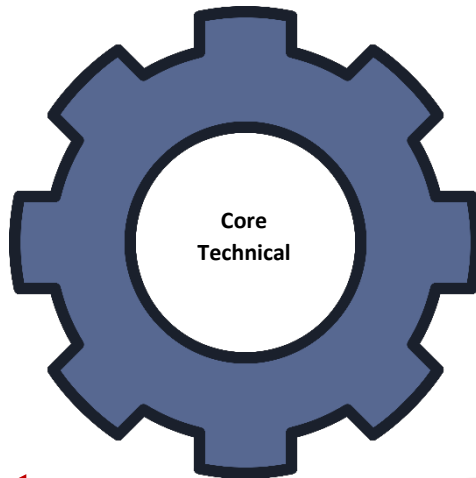
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<p><b>Managing Resources</b></p> <p><i>Understands product and service offerings</i></p> <p><i>Delivers results through effective management of resources</i></p> <p><i>Plans and organises work to achieve desired outcomes</i></p> <p><i>Applies understanding of financial delegations and administrative processes to achieve outcomes</i></p>	<ul style="list-style-type: none"> <li>• Demonstrates an understanding of own work area and how their role contributes towards their goals</li> <li>• Ensures effective use of resources to maximise role expectations and departmental outcomes</li> <li>• Performs work under established guidelines and procedures and regularly plans and tracks progress</li> <li>• Applies a basic understanding of delegations and administrative process to achieve work outcomes</li> <li>• Applies basic checking and quality control processes to support procurement and contract management obligations</li> </ul>	<ul style="list-style-type: none"> <li>• Understands how their work area integrates and supports other parts of the Department and other government agencies</li> <li>• Plans and monitors resource allocations to achieve team objectives in an effective manner</li> <li>• Determines priorities and work schedules for others considering impact on other work areas</li> <li>• Delivers results, tasks and closure of projects applying a good understanding of delegations and administrative processes</li> <li>• Considers financial and budget implications, including value for money assessments in planning decisions</li> <li>• Works with providers, suppliers and contractors to ensure that outcomes are delivered as required</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates a good understanding of how the department contributes to the whole of government agenda and community expectations</li> <li>• Allocates resources to ensure achievement of business outcomes and contribute to wider workforce and resource planning</li> <li>• Implements approved plans, communicates objectives and monitors and reports on progress</li> <li>• Translates broad departmental goals into operational plans considerate of delegations and key administrative processes</li> <li>• Understands and applies audit, risk, reporting and compliance obligations</li> <li>• Monitors and evaluates procurement and contract activities to ensure they are open, transparent and competitive and that contract performance is effective</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates an in-depth understanding of the department’s overall service offerings and how they integrate with other departments and supports the whole of government priorities</li> <li>• Identifies and implements plans for strategic use of financial, human and physical resources that supports wider departmental aims and objectives</li> <li>• Ensures the availability of resources and adapts plans in response to changing departmental priorities</li> <li>• Works to mitigate anticipated and actual barriers to achievement of goals and delegated tasks</li> <li>• Demonstrates an in-depth knowledge of financial reporting and delegations to assist with budgeting and managing service delivery within these constraints</li> <li>• Determines relative cost benefit between direct provisioning and/or purchase of service options</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates and promotes a detailed understanding of the whole of government agenda and how the department’s service offerings support community expectations</li> <li>• Engages in strategic resource and workforce planning to define and set priorities to ensure achievement of departmental and government objectives</li> <li>• Coordinates and develops long term strategic plans to support the achievement of departmental objectives</li> <li>• Communicates with senior stakeholders in overseeing the implementation of plans</li> <li>• Exhibits a strong understanding of various risks and liabilities and appropriate mitigation practices to ensure delegations and administrative practices are appropriate and in place to support departmental objectives</li> </ul>



Element	Behavioural Criteria				
			<ul style="list-style-type: none"> <li>Evaluates procured services in an objective and rigorous manner</li> </ul>	<ul style="list-style-type: none"> <li>Proactively manages and acts on areas of risk, audit, reporting and compliance</li> <li>Ensures that policy and governance in relation to procurement and contract management is implemented, monitored and evaluated for the compliance and effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Establishes effective governance and risk management to ensure the ethical and honest use of resources across the department</li> </ul>

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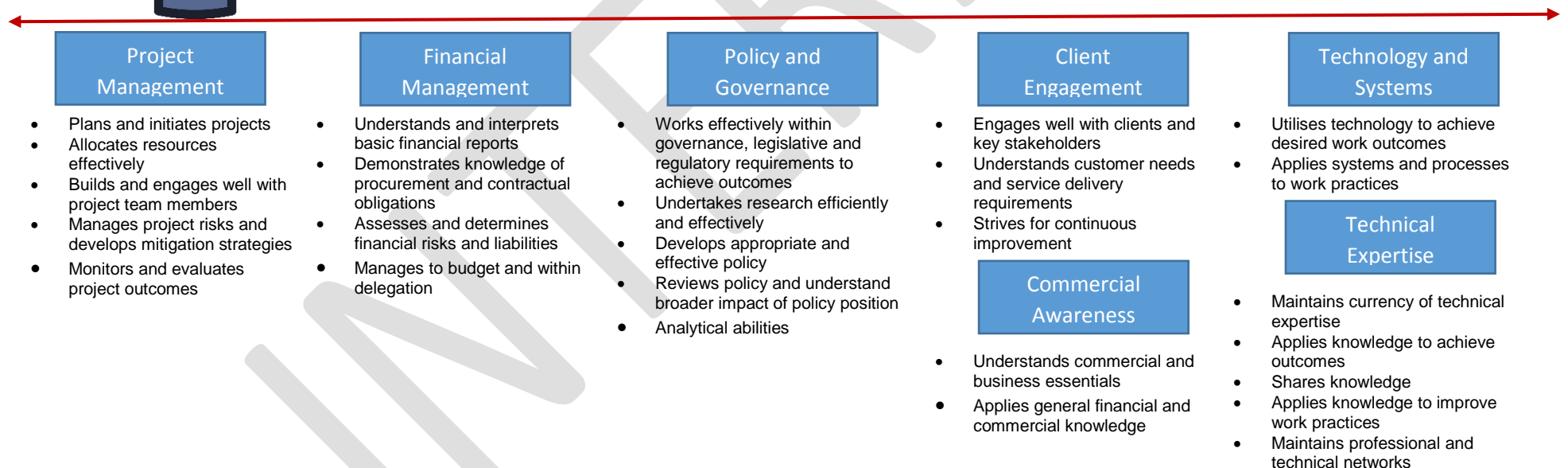
# Capability Framework



“Our ability to deliver”

Our *Core Technical Capabilities* define the specific skills, knowledge and abilities which are needed across all jobs in the Department. It is also concerned with assessing the technical expertise required for specific roles so that we have the capacity and ability to meet our objectives.

## ELEMENTS



# Core Technical

Our **Core Technical Capabilities** defines the specific skills, knowledge and abilities which are needed across all jobs in the Department. It is also concerned with assessing the technical expertise required for specific roles so that we have the capacity and ability to meet our objectives.

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<p><b>Project Management</b></p> <p><i>Plans and initiates projects</i></p> <p><i>Allocates resources effectively</i></p> <p><i>Builds and engages well with project team members</i></p> <p><i>Manages project risks and develops mitigation strategies</i></p> <p><i>Reports on performance, monitors and evaluates project outcomes</i></p>	<ul style="list-style-type: none"> <li>Understands and supports project planning processes and procedures</li> <li>Plans and delivers tasks in line with agreed project schedules</li> <li>Works collaboratively with other project team members</li> <li>Checks progress against schedules, and seeks help to overcome barriers as required</li> <li>Participates in planning and provides feedback about potential improvements</li> </ul>	<ul style="list-style-type: none"> <li>Understands project goals, steps required and expected outcomes</li> <li>Contributes to the identification, development and implementation of project schedules and plans</li> <li>Collaborates effectively with other project team members</li> <li>Prepares accurate documentation to support cost and resource estimates for projects</li> <li>Participates and contributes to project reviews including progress and status updates, outcomes and future improvement discussions</li> <li>Identifies and escalates and possible project plan variances</li> </ul>	<ul style="list-style-type: none"> <li>Provides clear project proposals and define scope and goals in measurable terms</li> <li>Establishes performance outcomes and measure for key project goals, and defines monitoring, reporting and communication requirements</li> <li>Sources and allocates project team members and ensures team harmony</li> <li>Prepares accurate estimates of costs and resources required for complex projects</li> <li>Communicates the project strategy and expected benefits to others effectively</li> <li>Monitors the completion of project milestones against goals and initiates amendments where necessary</li> <li>Evaluates progress and identifies improvements to inform future projects and reduce red tape</li> <li>Prepare business cases supported by appropriate financial considerations</li> </ul>	<ul style="list-style-type: none"> <li>Prepares scope and business cases for more complex projects including cost and resource impacts</li> <li>Implements effective stakeholder engagement and communications strategy for all stages of projects</li> <li>Identifies critical project team members and leads team to deliver high quality project outcomes in a harmonious manner</li> <li>Monitors the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>Develops effective strategies to remedy variances from project plans, and minimise impacts</li> <li>Manages transitions between project stages and ensures that changes are consistent with departmental goals</li> <li>Undertakes cost benefit and risk analysis to identify short and medium term risks to projects</li> </ul>	<ul style="list-style-type: none"> <li>Implements effective governance processes for acceptance of projects based on sound business cases</li> <li>Uses multiple inputs and political dimensions to inform project directions and mitigate risks</li> <li>Engages, leads and supports project team to deliver high quality project outcomes in a sustainable manner and minimise project conflicts</li> <li>Obtains buy-in and commitment for key stakeholders to support project strategies, including cross-departmental initiatives, and ensure ongoing project communication</li> <li>Ensure the project risks are managed effectively and appropriate strategies are in place to respond to changes</li> <li>Ensures evaluation systems are in place and provide effective management, expenditure on project budgets and resources, to achieve departmental goals</li> </ul>

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<p><b>Financial Management</b></p> <p><i>Understands and interprets basic financial reports</i></p> <p><i>Demonstrates knowledge of procurement and contractual obligations</i></p> <p><i>Assesses and determines financial risks and liabilities</i></p> <p><i>Manages to budget and within delegation</i></p>	<ul style="list-style-type: none"> <li>Works within financial budget restrictions and understands the importance of budgets being used for intended purposes</li> <li>Applies accuracy and completeness in estimating costs as well as in recording financial transactions</li> <li>Demonstrates awareness of financial delegation principles and processes</li> <li>Understands the importance of compliance obligations related to using and recording financial information</li> <li>Complies with basic purchasing, receipting and payment processes</li> <li>Applies basic checking and quality control processes to support procurement and contract management obligations</li> </ul>	<ul style="list-style-type: none"> <li>Understands and applies financial policies and processes</li> <li>Considers financial and budget implications, including value for money assessments in planning decisions</li> <li>Presents basic financial information to a target audience in an appropriate format</li> <li>Interprets financial reporting and compliance obligations and the actions required to satisfy them</li> <li>Displays an awareness of financial risk and exposure and solutions to address these</li> <li>Understands and complies with departmental guidelines and procedures including, procurement and contract management practices</li> <li>Works with providers, suppliers and contractors to ensure that outcomes are delivered as required</li> </ul>	<ul style="list-style-type: none"> <li>Understands and interprets impact of recurrent and capital financial measures</li> <li>Understands impacts of funding allocations, choice of direct provisioning and purchase of services on financial decisions</li> <li>Understand and applies audit, reporting and compliance obligations</li> <li>Identifies discrepancies in financials and budget reports and takes remedial action where required</li> <li>Makes decisions and prepares business cases supported by appropriate financial considerations</li> <li>Monitors procurement and contract management processes to ensure they are open, transparent and competitive and that contract performance is effective</li> <li>Evaluates procured services in an objective and rigorous manner as per established guidelines and principles</li> </ul>	<ul style="list-style-type: none"> <li>Applies understanding of recurrent and capital financial policies and procedures in preparing and managing budgets</li> <li>Identifies and analyse trends, reviews data and evaluates business options on a sound financial basis</li> <li>Assesses relative cost benefit between direct provisioning and/or purchase of service options</li> <li>Understands and promotes the role of sound financial management and its impact on the Department</li> <li>Engages specialist financial advice when reviewing and evaluating systems and processes used to identify opportunities for improvement</li> <li>Proactive manages and acts on areas of risk and non-compliance</li> <li>Ensures that government and departmental policy in relation to procurement and contract management is implemented</li> <li>Implements effective governance arrangements to monitor and evaluate contractor, provider and supplier deliverables</li> </ul>	<ul style="list-style-type: none"> <li>Applies strategic management of financial and budgetary compliance and governance responsibilities within the Department</li> <li>Defines departmental direction and sets priorities with reference to key financial indicators</li> <li>Anticipates operational and capital needs, and identifies most appropriate financing and procurement methods</li> <li>Ensures appropriate advice is sought from finance professions to support strategic decisions</li> <li>Establishes effective governance to ensure the ethical and honest use of financial resources across the department</li> <li>Actively pursues financial risk minimisation strategies, plans and outcomes for the department</li> <li>Ensures that whole-of-government procurement and contract management approaches are integrated into the department's policies and practices</li> <li>Monitors and evaluates the compliance and effectiveness of contract management and procurement practices within the department</li> </ul>

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<p><b>Policy &amp; Governance</b></p> <p><i>Works effectively within governance, legislative and regulatory requirements to achieve outcomes</i></p> <p><i>Undertakes research efficiently and effectively</i></p> <p><i>Develops appropriate and effective policy</i></p> <p><i>Reviews policy and understand broader impact of policy position</i></p> <p><i>Analytical abilities</i></p>	<ul style="list-style-type: none"> <li>Complies with applicable governance, legislative and regulatory requirements to achieve work outcomes</li> <li>Undertakes research and assists with basic data collection</li> <li>Has a basic understanding of how the information is applied within a policy setting</li> <li>Creates basic policy documents using appropriate templates and guidelines, written in a manner that is clear and appropriate to the intended audience</li> <li>Reviews work output effectively prior to editorial review</li> <li>Responds positively to feedback and can modify outputs accordingly</li> </ul>	<ul style="list-style-type: none"> <li>Complies with and support others to apply legal, policy and departmental guidelines and procedures to work practices</li> <li>Actively develops a wide range of contracts for understanding research</li> <li>Simplifies data and information so that others may be able to assimilate it rapidly</li> <li>Contributes to the development of policy in a team environment</li> <li>Seeks feedback from multiple sources on policy messaging as required</li> <li>Responds positively to feedback and can modify outputs accordingly</li> <li>Demonstrates a good knowledge and acceptance of standards, legislation, policies and procedures relevant to their role</li> <li>Analyse information and develops options using decision analysis methods and evidence based decision making</li> <li>Interprets and applies existing legislation and policy</li> </ul>	<ul style="list-style-type: none"> <li>Understands and complies with governance, legislative, regulatory requirements and departmental policies and procedures to achieve team and individual work outcomes</li> <li>Knows when and how to seek external expertise when undertaking research</li> <li>Leads and direct others in targeting effective research</li> <li>Drafts policy demonstrating a broad appreciation of whole-of-government and political impact</li> <li>Conveys difficult or complex materials in an easy to understand style and manner</li> <li>Monitors policy implementation and highlights areas for further review</li> <li>Effectively delivers policy providing big picture understanding to broad and cross-functional audiences</li> </ul>	<ul style="list-style-type: none"> <li>Leads team to ensure the whole-of-government approaches to governance, legislative and regulatory requirements are integrated into departmental policies and practices</li> <li>Actively consults with other agencies to develop greater industry awareness and support research objectives</li> <li>Convenes and facilitates committees to support policy and regulatory framework development</li> <li>Complies and synthesises research undertaken and completed by others</li> <li>Leads team and actively contributes to whole-of-government policy development</li> <li>Clarifies responsibility for implementation of policy and directs them accordingly</li> <li>Integrates feedback from multiple sources into policies as appropriate</li> <li>Ensures ongoing review and refinement of policy in response to changing circumstances</li> </ul>	<ul style="list-style-type: none"> <li>Ensures that government and departmental policy in relation to governance, legislative and regulatory requirements is implemented and current</li> <li>Exhibits strong proficiency in developing and maintain networks at the highest levels in government and industry forums</li> <li>Seeks opportunities to influence and participate in broader government policy formulation and manage impact on department</li> <li>Identifies and responds to critical issues for the department requiring a policy response</li> <li>Delivers persuasive, high impact messages through an in-depth understanding of the audience and purpose of policy</li> <li>Ensures government policy principles and standards are communicated and adhered to</li> <li>Provides guidance and expert advice to others in the development and understanding of policy</li> </ul>

Element	Behavioural Criteria				
		<ul style="list-style-type: none"> <li>Evaluates the integrity and comparability of data, and identifies gaps in data sources</li> </ul>	<ul style="list-style-type: none"> <li>Reviews others work output and assists with review of policy and guidance to junior team members</li> <li>Integrates feedback from multiple sources into policies as appropriate</li> </ul>		

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<p><b>Technology &amp; Systems</b></p> <p><i>Utilises technology to achieve desired work outcomes</i></p> <p><i>Applies systems and processes to work practices</i></p>	<ul style="list-style-type: none"> <li>• Demonstrates familiarity and confidence in use of core office software applications and technology used in their role</li> <li>• Understands how computers, telecommunications, audio-visual equipment or other technologies are used by the department</li> <li>• Understands and complies with information, communication, document control and systems policies including data security protocols</li> <li>• Complies with departmental policies on acceptable use of technology</li> <li>• Demonstrates an understanding of systems and technologies relevant to work and uses most appropriate technology that impacts upon work outputs</li> <li>• Utilises information and records management systems effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Applies computer applications for use in more complex tasks</li> <li>• Utilises information and records management systems effectively</li> <li>• Ensures team members understand and comply with the information and communications security usage policies</li> <li>• Supports the implementation of system improvements and enhancements and the introduction of new technologies</li> <li>• Seeks advice from appropriate technology experts to improve access and use of information, communication and other technologies to improve business outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates an understanding of systems and technologies relevant to work and selection of most appropriate technology that impact upon work outputs</li> <li>• Identifies opportunities to use broad range of technologies to deliver effective communications</li> <li>• Understands, acts on and monitors compliance with security and appropriate use policies</li> <li>• Identifies new uses for technology in the workplace to improve team and work outcomes</li> <li>• Supports compliance with records, information and knowledge management requirements</li> <li>• Keeps up-to-date on current research and technology in the industry and one's own area of expertise</li> <li>• Displays an in-depth knowledge of technology and systems relevant to their work to meet service delivery expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates a commitment to use of existing systems and technology and also the deployment of new technologies in the workplace</li> <li>• Implements appropriate safeguards to maintain compliance with information and communications security and use policies</li> <li>• Maintains currency and awareness of new and emerging technologies and their application in the workplace</li> <li>• Implements and monitors appropriate records, information and knowledge management systems, protocols and policies</li> </ul>	<ul style="list-style-type: none"> <li>• Encourages research and expertise on the application of emerging technologies in the workplace to support the achievement of departmental outcomes</li> <li>• Ensures effective governance of information and communication technology use within the department</li> <li>• Ensures effective governance and compliance of information and communications security and use policies within the department</li> <li>• Critically assess business cases and benefits for the introduction of new technologies in the workplace and in consultation across the sector</li> <li>• Implements effective policies, protocols and procedures to monitor records, information and knowledge management systems to meet government and departmental requirements</li> </ul>

Element	Behavioural Criteria				
			<ul style="list-style-type: none"><li>• Ensures and supports other team members to understand and comply with information and communications security usage policies, records, information and knowledge management requirements</li></ul>		

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<p><b>Commercial Awareness</b></p> <p><i>Understands commercial and business essentials</i></p> <p><i>Applies general financial and commercial knowledge</i></p>	<ul style="list-style-type: none"> <li>Displays a basic understanding of business functions, terminology and processes</li> <li>Understands the importance of budgets and how they impact on their immediate work area</li> <li>Displays sound understanding of the products and services offered by their work area</li> <li>Understands business language and terminology used within the workplace and across government</li> <li>Understands the importance of compliance obligations related to using and recording financial information</li> <li>Understands and complies with departmental guidelines and procedures including procurement and contract management practices</li> </ul>	<ul style="list-style-type: none"> <li>Displays sound understanding of the products and services offered by their work area</li> <li>Demonstrates a basic understanding of financial, legal and economic practices</li> <li>Understands business language and terminology used within the workplace and across government</li> <li>Contributes to budget and resource planning processes and understands the importance and impact on other work areas</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates an awareness of and keeps up to date with government business issues and initiatives</li> <li>Maintains an awareness of broader business and economic trends and assess relevance to own work</li> <li>Considers costs and efficiency when allocating and using resources in the workplace</li> <li>Assesses, reviews and modifies work practices, procedures, structures and resource allocations to enhance operating efficiencies</li> <li>Understands the relevance of business and economic data to own job and work area</li> <li>Focus on the business improvement by continually looking at doing things better</li> </ul>	<ul style="list-style-type: none"> <li>Keeps up to date with legal, regulatory, market and technology developments, anticipates impact on business area and plans accordingly</li> <li>Develops well-constructed and justified business plans within the department's strategic context</li> <li>Creates efficiency savings whilst maintaining levels of service</li> <li>Undertakes cost benefit and risk analyses to identify short and medium term risks to projects</li> <li>Applies commercial awareness of market forces, cost management, profitability and broader industry issues to everyday work activities</li> <li>Identifies and analyse trends, reviews data and evaluates business options on a sound financial basis</li> <li>Demonstrates an in-depth understanding of the departments overall service offerings and how they integrate with other departments and supports the whole of government priorities</li> </ul>	<ul style="list-style-type: none"> <li>Is aware of the potential impact of the external environment and regulations on the Department and takes action ahead of change</li> <li>Considers multiple business factors (e.g. medium term and short term impacts; departmental and financial consequences) when weighing up the merits of alternative strategies</li> <li>Undertakes in-depth cost benefit and risk analysis to identify long term commercial viability and acts on results</li> <li>Creates measurable business goals for self/others; develops processes for monitoring progress against bottom-line results</li> <li>Understands and applies strategies and techniques to differentiate and/or promote the department and its services</li> </ul>

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<p><b>Client Engagement</b></p> <p><i>Engages well with clients and key stakeholders</i></p> <p><i>Understands customer needs and service delivery requirements</i></p> <p><i>Strives for continuous improvement</i></p>	<ul style="list-style-type: none"> <li>Actively listens to clients and key stakeholders and checks that their needs have been met</li> <li>Interprets clients and key stakeholders needs and demonstrates sensitivity to the differences in the needs of individuals</li> <li>Keeps client needs as a primary focus and responds to queries politely even under high pressure situations</li> <li>Aims to provide best service possible for clients and key stakeholders</li> <li>Reviews own performance and looks at ways to improve service and discuss these with supervisor</li> <li>Readily accepts feedback on own performance and seeks to act on feedback in a sustained and positive manner</li> </ul>	<ul style="list-style-type: none"> <li>Proactively engages with clients and key stakeholders to understand their specific needs</li> <li>Tailors approach to suit the specific clients and key stakeholders requirements</li> <li>Evaluates the effectiveness of customer service techniques and makes recommendations for changes where appropriate</li> <li>Co-ordinates activities for others to enhance service delivery</li> <li>Strives to continually improve the level of service provided to clients and key stakeholders</li> <li>Understands the reasons behind the service improvement initiative and works to implement these smoothly</li> <li>Consults with team to seek out opportunities for improvement to service delivery</li> <li>Conducts monitoring, analysis and review of service delivery and</li> </ul>	<ul style="list-style-type: none"> <li>Identifies short term service requirements and plans effectively for their delivery</li> <li>Interprets and responds quickly to changes in clients and key stakeholder needs</li> <li>Researches and assesses clients and key stakeholders requirements to anticipate their needs</li> <li>Builds strong clients and key stakeholder relationships</li> <li>Coordinates service steps involving multiple providers and ensures stakeholder satisfaction</li> <li>Carries out performance planning and implements innovative service development approaches</li> <li>Monitors and documents service quality and recommends innovative ways of meeting service delivery expectations</li> </ul>	<ul style="list-style-type: none"> <li>Engages with and consults with clients and key stakeholders to improve overall service delivery and help meet their specific needs</li> <li>Recommends the type and level of service required to deliver to clients and key stakeholder requirements</li> <li>Allocates appropriate resources to allow for the effective and efficient delivery of services to clients and key stakeholders</li> <li>Monitors and directs the delivery of clients and key stakeholder services within a division</li> <li>Makes recommendations as input into the development of clients and key stakeholder service policy and strategies</li> <li>Negotiates with internal and external stakeholders on service delivery issues in line with departmental aims and objectives</li> <li>Assesses service delivery outcomes and implements solutions across the Department</li> </ul>	<ul style="list-style-type: none"> <li>Identifies longer term clients and key stakeholder needs and recommends strategic options for service delivery</li> <li>Identifies and develops opportunities for mutually beneficial partnerships</li> <li>Ensures the quality of service delivery including setting customer service policy, procedures and standards to support strategic aims and objectives</li> <li>Contributes to the negotiation of client service agreements and contracts</li> <li>Balances service quality and costs to ensure consistent service delivery</li> <li>Develops and coordinates the strategies and policies associated with the delivery of quality client engagement practices across the department</li> <li>Actively seeks out and promotes opportunities to collaborate and engage with industry and the sector</li> </ul>

Element	Behavioural Criteria				
		implements innovative solutions			

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<p><b>Technical Expertise</b></p> <p><i>Maintains currency of technical expertise</i></p> <p><i>Applies knowledge to achieve outcomes</i></p> <p><i>Shares knowledge</i></p> <p><i>Applies knowledge to improve work practices</i></p> <p><i>Maintains professional and technical networks</i></p>	<ul style="list-style-type: none"> <li>Understands what is expected of the individual role and their team</li> <li>Utilises work instructions, procedures and documentation to meet service delivery requirements</li> <li>Willing to learn and undertake new learning opportunities</li> <li>Ensure skills are current in line with changes to technical, policy and procedural changes to work practices</li> <li>Applies technical knowledge to achieve positive results</li> <li>Seeks opportunities to build professional and/or technical relationships</li> <li>Willingly shares knowledge with others</li> </ul>	<ul style="list-style-type: none"> <li>Understands other departments/agencies in the context of their area of expertise</li> <li>Demonstrates a good knowledge and acceptance of standards, legislation, policies and procedures relevant to their role</li> <li>Continuously builds knowledge and ensures professional/technical skills are current in relation to procedural aspects of the role</li> <li>Willingly shares knowledge with others</li> <li>Applies professional and occupational knowledge to immediate work tasks</li> <li>Conceptualises and applies new developments to improve departmental performance or customer service</li> <li>Seeks out opportunities to build and expand professional networks and relationships with key contacts</li> </ul>	<ul style="list-style-type: none"> <li>Understands the whole-of-government agenda in the context of their area of expertise</li> <li>Displays an in-depth knowledge of technology and systems relevant to their work to meet service delivery expectations</li> <li>Keeps up-to-date on current research and technology in the industry and one’s own area of expertise</li> <li>Demonstrates strong technical skills and knowledge and is able to impart knowledge and train others</li> <li>Draws on skills and experience and applies it to the work environment</li> <li>Builds network of key professional relationships and is seen as a content and/or technical expert across the department</li> <li>Thinks of ways to apply new developments to improve departmental performance or customer service</li> <li>Demonstrates an excellent knowledge of standards,</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates a good understanding of the whole-of-government operations and seeks links with own area of expertise</li> <li>Demonstrates an excellent knowledge of standards, legislation, policies and procedures relevant to the role</li> <li>Ensures staff are informed of legislation, standards, regulations and policies and procedures that apply to their work</li> <li>Seeks out and supports others with professional development opportunities</li> <li>Communicates technical concepts clearly to non-technical audiences</li> <li>Resolves and/or contributes to resolving technical problems</li> <li>Provides authoritative advice, and is seen as a content and/or technical expert across industry in field of discipline</li> <li>Builds and sustains professional network of diverse range of external stakeholders and consider shared agendas to help</li> </ul>	<ul style="list-style-type: none"> <li>Has a detailed understanding of the whole-of-government and updates self on industry initiatives impacting on the department</li> <li>Demonstrates expert knowledge of standards, legislation, policies and procedures relevant to the role</li> <li>Interprets departmental programs, procedures, and policies to operational requirements</li> <li>Considered a subject matter expert</li> <li>Actively seeks to broaden skills and knowledge of self and acts as coach and mentor for others</li> <li>Provides direction and leadership to help solve professional/technical or procedural problems or issues</li> <li>Provides highly accurate influential technical advice</li> <li>Builds and sustains professional relationships to enrich intelligence network and develop effective working relationships with professional peers</li> </ul>

Element	Behavioural Criteria				
			legislation, policies and procedures relevant to role <ul style="list-style-type: none"> <li>• Makes self available to help solve professional/technical or procedural problems or issues</li> </ul>	support departmental objectives <ul style="list-style-type: none"> <li>• Considers shared agendas to help support departmental objectives</li> <li>• Provides highly accurate influential technical advice</li> </ul>	

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