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| Public sector Capability Profile: Levels 1-6 |
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| Guidelines |

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Introduction

Recruitment in today’s labour market is an increasingly challenging task. The complexity of the modern workplace, the expectations of potential job candidates and the level of competition in the Western Australian labour market are all on the increase and in a constant state of change.

This publication is designed to provide guidance to anyone who is involved in a Western Australian public sector recruitment process. It assists by providing a Capability Profile for public sector positions from Level 1 to 6 and builds on the existing Leadership Capability Profile for Level 7 to Class 4, thereby creating a complete framework to identify the critical capabilities at each level across the Western Australian public sector.

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| A practical guide to assist with recruitment, workforce planning, performance  management, career planning and learning and development.  **Recruitment:**   * developing candidate friendly job descriptions * simplifying job-related requirements * providing a consistent set of expected capabilities.   **Workforce Planning, Performance Management, Career Planning and Learning and Development:**   * establishing a set of capabilities and behaviours for Level 1-6 employees * providing an analytical and communication tool for Level 1-6 positions. |

What is the Capability Profile?

The Capability Profile identifies and describes the skills and behaviours for each level from Level 1 to Level 6. It has been developed around five core capability clusters:

* shapes and manages strategy
* achieves results
* builds productive relationships
* exemplifies personal integrity and self awareness
* communicates and influences effectively.

It also assists those who want to develop their own skills to increase their ability to enhance career mobility.

It is important to recognise that each agency within the Western Australian public sector has unique roles, structures and context. The Capability Profile has, therefore, been designed as a level-specific rather than job-specific tool. It may be applied differently by agencies depending on size, location and other factors.

It is not a mandatory tool but one that is recommended to assist agencies to develop candidate friendly job descriptions, and to identify development needs for the agency and individuals at each of the Levels 1 to 6.

What are the benefits of a Capability Profile for Levels 1-6?

There are a range of benefits that can be achieved for individuals, agencies and the Western Australian public sector in general through the Capability Profile. For example, it is easier to:

* develop job descriptions that will date less quickly
* identify the often intangible, but increasingly important, ‘people skills’ associated with successful performance
* focus on interpersonal relationships as they pertain to job performance
* focus on the people who do the work, not just the work they do
* provide flexibility for recruiting potential and generic skills
* enable candidates to quickly recognise and transfer their knowledge and skills developed in one situation to the position advertised
* make a link between personal and organisational objectives and values, so applicants can clearly see how they could contribute to the organisation’s culture.

How can the Capability Profile be used for recruitment?

The details in the Capability Profile are designed to be applied to job descriptions and advertising materials. A small number of well understood and generic capabilities for each level from Level 1 to Level 6 can reduce the amount of time it takes to recruit, select and appoint a person to a vacancy, which can be achieved in several ways.

1. The job-related requirements can be described to potential candidates in a simple and concise way that encourages them to apply.
2. There is less time needed for the selection process due to the reduced scope of detail to be reviewed to shortlist and select applicants.
3. The selection process can be more effective if the focus is placed on indicative behaviours.
4. There is a higher level of consistency for the recruitment, selection and appointment process.

How else can the Capability Profile be used?

The Capability Profile will also provide each agency and the Western Australian public sector with a common platform. Every organisation in today’s labour market is keen to ensure that they have a highly skilled workforce that is adaptable and has the foundation capabilities needed to ensure efficient and effective service delivery.

An agreed Capability Profile for each level from Level 1 to Level 6 provides a clear basis to improve career planning, development, performance management, job design and workforce planning.

Capability Profile: Levels 1-6

# Capability Profile: Levels 1-2

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| Capability | Description | Behavioural Indicators |
| **Shapes and Manages Strategy** | * **Supports** shared purpose and direction * **Thinks** strategically * **Harnesses** information and opportunities * **Shows judgement**, intelligence and common sense | * Understands business values and objectives and can explain how they are relevant to their work * Works under direct supervision to meet timelines and priorities |
| **Achieves Results** | * **Identifies** and **uses** resources wisely * **Applies** and builds professional expertise * **Responds** positively to change * **Takes responsibility** for managing projects to achieve results | * Reschedules and reorganises work to reflect changes in priority * Applies and develops capabilities to meet performance expectations, demonstrates knowledge of new programs, products or services relevant to the position * Maintains accurate records and files * Sees tasks through to completion |
| **Builds Productive Relationships** | * **Nurtures** internal and external relationships * **Listens** to, **understands** and recognises the needs of others * **Values** individual differences and diversity * **Shares learning** and supports others | * Responds under direction to changes in client needs and expectations, manages progress and keeps clients informed, provides prompt and courteous service * Recognises the value of individual differences and understands that others may work in different ways |
| **Exemplifies Personal Integrity and Self-Awareness** | * **Demonstrates** public service professionalism and probity * **Engages** with risk and shows personal courage * **Commits** to action * **Promotes** and **adopts** a positive and balanced approach to work * **Demonstrates** self-awareness and a commitment to personal development | * Adheres to the Code of Conduct and behaves in an honest, professional and ethical way * Provides accurate information, checks and confirms accuracy prior to release * Gets on with the job and applies self to meet objectives, follows up to ensure work is finalised * Stays calm under pressure, does not react personally to criticism * Agrees on performance levels with supervisor, seeks supervisor feedback and responds to guidance |
| **Communicates and Influences Effectively** | * **Communicates** clearly * **Listens**, **understands** and adapts to audience * **Negotiates** confidently | * Limits the use of jargon, explains information using language appropriate to the client * Listens and asks questions to ensure understanding, checks own communication has been understood * Discusses issues thoughtfully without getting aggressive |

Capability Profile: Levels 1-6

# Capability Profile: Levels 3

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| Capability | Description | Behavioural Indicators |
| **Shapes and Manages Strategy** | * **Supports** shared purpose and direction * **Thinks** strategically * **Harnesses** information and opportunities * **Shows judgement**, intelligence and common sense | * Follows direction provided by supervisor * Understands reasons for decisions and can explain how they are relevant to their work * Informs supervisor of potential issues * Knows where to find information and uses common sense to research, analyse and make evidence-based recommendations |
| **Achieves Results** | * **Identifies** and **uses** resources wisely * **Applies** and builds professional expertise * **Responds** positively to change * **Takes responsibility** for managing projects to achieve results | * Reschedules and reorganises work to reflect changes in priority * Applies and develops capabilities to meet performance expectations, demonstrates knowledge of new programs, products or services relevant to the position * Maintains accurate records and files * Sees tasks through to completion |
| **Builds Productive Relationships** | * **Nurtures** internal and external relationships * **Listens** to, **understands** and **recognises** the needs of others * **Values** individual differences and diversity * **Shares learning** and supports others | * Responds under direction to changes in client needs and expectations, manages progress and keeps clients informed, provides prompt and courteous service * Recognises the value of individual differences and understands that others may work in different ways * Understands and acts on constructive feedback |
| **Exemplifies Personal Integrity and Self-Awareness** | * **Demonstrates** public service professionalism and probity * **Engages** with risk and shows personal courage * **Commits** to action * **Promotes** and **adopts** a positive and balanced approach to work * **Demonstrates** self-awareness and a commitment to personal development | * Adheres to the Code of Conduct and behaves in an honest, professional and ethical way * Provides accurate information, checks and confirms accuracy prior to release * Gets on with the job and applies self to meet objectives, follows up to ensure work is finalised * Stays calm under pressure, does not react personally to criticism * Agrees on performance levels with supervisor, seeks supervisor feedback and responds to guidance |
| **Communicates and Influences Effectively** | * **Communicates** clearly * **Listens**, **understands** and adapts to audience * **Negotiates** confidently | * Limits the use of jargon, explains information using language appropriate to the client * Listens and asks questions to ensure understanding, checks own communication has been understood * Discusses issues thoughtfully without getting aggressive |

Capability Profile: Levels 1-6

# Capability Profile: Levels 4

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| Capability | Description | Behavioural Indicators |
| **Shapes and Manages Strategy** | * **Supports** shared purpose and direction * **Thinks** strategically * **Harnesses** information and opportunities * **Shows judgement**, intelligence and common sense | * Understands reasons for decisions and how they are related to their work * Understands the work environment, identifies issues that may impact own achievement and contributes to team planning * Draws on information from a range of sources, uses common sense to analyse what information is important * Anticipates issues that could impact on tasks, and identifies risks and uncertainties in procedures and tasks |
| **Achieves Results** | * **Identifies** and **uses** resources wisely * **Applies** and builds professional expertise * **Responds** positively to change * **Takes responsibility** for managing projects to achieve results | * Monitors progress against performance expectations to ensure deadlines are met and communicates outcomes to supervisor * Applies and develops capabilities to meet performance expectations, demonstrates knowledge of new programs, products or services relevant to the position * Works to agreed priorities, outcomes and resources and is responsive to changes in requirements |
| **Builds Productive Relationships** | * **Nurtures** internal and external relationships * **Listens** to, **understands** and **recognises** the needs of others * **Values** individual differences and diversity * **Shares learning** and supports others | * Builds and maintains relationships with team members, other teams, colleagues and clients * Shares information with own team, seeks input from others, contributes to team discussions and ensures others are kept informed * Maintains awareness of personalities, motivations and diverse qualities, treats people with respect and courtesy * Acts on constructive feedback |
| **Exemplifies Personal Integrity and Self-Awareness** | * **Demonstrates** public service professionalism and probity * **Engages** with risk and shows personal courage * **Commits** to action * **Promotes** and **adopts** a positive and balanced approach to work * **Demonstrates** self-awareness and a commitment to personal development | * Adheres to the Code of Conduct and behaves in an honest, professional and ethical way * Provides accurate information, checks and confirms accuracy prior to release * Takes responsibility for completion of work and seeks guidance when required, takes initiative to progress work when required * Maintains effective performance in challenging situations * Seeks self development opportunities, willing to learn new approaches, acquire new capabilities and knowledge |
| **Communicates and Influences Effectively** | * **Communicates** clearly * **Listens**, **understands** and adapts to audience * **Negotiates** confidently | * Structures messages clearly and succinctly, orally and in writing * Focuses on gaining a clear understanding of other’s comments by listening and questioning for clarity, checks own views have been understood * Listens to differing ideas to develop an understanding of the issues |

Capability Profile: Levels 1-6

# Capability Profile: Levels 5

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| Capability | Description | Behavioural Indicators |
| **Shapes and Manages Strategy** | * **Supports** shared purpose and direction * **Thinks** strategically * **Harnesses** information and opportunities * **Shows judgement**, intelligence and common sense | * Understands and communicates the reasons for decisions to others * Understands strategic objectives, trends and factors that may influence work plans and goals * Draws on information from a range of sources, uses judgement to analyse, works within agreed guidelines to make decisions, incorporates outcomes into work plans |
| **Achieves Results** | * **Identifies** and **uses** resources wisely * **Applies** and builds professional expertise * **Responds** positively to change * **Takes responsibility** for managing projects to achieve results | * Evaluates project performance, identifies need for change and initiates change when required * Applies and develops capabilities to meet performance expectations, contributes own expertise to work unit * Demonstrates flexibility and copes with day-to-day changes in priorities * Focuses on quality, adheres to procedures and appropriate information management systems for currency and sees project to completion |
| **Builds Productive Relationships** | * **Nurtures** internal and external relationships * **Listens** to, **understands** and **recognises** the needs of others * **Values** individual differences and diversity * **Shares learning** and supports others | * Builds and maintains relationships with stakeholders, team members, other teams, colleagues and clients * Consults and shares information with team and seeks input from others, ensures others are kept informed * Recognises different views, explores contributions and encourages diverse views * Works with staff to identify development areas, encourages development activities, actively requests coaching from supervisor, identifies learning for self and shares this with others |
| **Exemplifies Personal Integrity and Self-Awareness** | * **Demonstrates** public service professionalism and probity * **Engages** with risk and shows personal courage * **Commits** to action * **Promotes** and **adopts** a positive and balanced approach to work * **Demonstrates** self-awareness and a commitment to personal development | * Adheres to the Code of Conduct and behaves in an honest, professional and ethical way * Listens when own ideas are challenged, takes responsibility for mistakes and learns from them * Takes responsibility for completion of work within time frames, takes initiative to progress work when required * Maintains a positive outlook and maintains a balanced working environment * Reflects on own behaviours and work style and understands the impact on others and on performance |
| **Communicates and Influences Effectively** | * **Communicates** clearly * **Listens**, **understands** and adapts to audience * **Negotiates** confidently | * Presents messages confidently and selects the appropriate medium for conveying information to the audience’s level of knowledge, skill and experience * Listens to differing ideas to develop an understanding of the issues, presents persuasive counter-arguments |

Capability Profile: Levels 1-6

# Capability Profile: Levels 6

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| --- | --- | --- |
| Capability | Description | Behavioural Indicators |
| **Shapes and Manages Strategy** | * **Supports** shared purpose and direction * **Thinks** strategically * **Harnesses** information and opportunities * **Shows judgement**, intelligence and common sense | * Communicates reasons for decisions and clarifies expectations of key deliverables * Understands strategic objectives, trends and factors that may influence work plans and goals * Scans environment to monitor priorities and keeps self and others informed on work issues * Thinks laterally, is innovative, identifies and implements improved work practices |
| **Achieves Results** | * **Identifies** and **uses** resources wisely * **Applies** and builds professional expertise * **Responds** positively to change * **Takes responsibility** for managing projects to achieve results | * Evaluates project performance, identifies need for change and initiates change when required * Applies and develops capabilities to meet performance expectations, contributes own expertise to work unit * Deals positively with uncertainty and copes in a changing environment, determines action despite lack of clarity * Focuses on quality, adheres to procedures and appropriate information management systems for currency and sees project to completion |
| **Builds Productive Relationships** | * **Nurtures** internal and external relationships * **Listens** to, **understands** and **recognises** the needs of others * **Values** individual differences and diversity * **Shares learning** and supports others | * Builds and maintains relationships with stakeholders, team members, other teams, colleagues and clients * Actively listens to staff, colleagues, clients and stakeholders, involves and recognises others’ contributions * Recognises different views, explores contributions and encourages diverse views * Works with staff to identify development areas, encourages development activities, proactively requests coaching from supervisor, identifies learning for self and shares this with others |
| **Exemplifies Personal Integrity and Self-Awareness** | * **Demonstrates** public service professionalism and probity * **Engages** with risk and shows personal courage * **Commits** to action * **Promotes** and **adopts** a positive and balanced approach to work * **Demonstrates** self-awareness and a commitment to personal development | * Adheres to the Code of Conduct and behaves in an honest, professional and ethical way * Constructively challenges issues, discusses alternatives to progress issue * Applies self with energy and drive and commits to meeting the objectives, follows up to finalise work * Maintains a positive outlook and maintains a balanced working environment * Reflects on own behaviours and work style and understands the impact on others and on performance |
| **Communicates and Influences Effectively** | * **Communicates** clearly * **Listens**, **understands** and adapts to audience * **Negotiates** confidently | * Presents messages confidently and selects the appropriate medium for conveying information to the audience’s level of knowledge, skill and experience * Listens to differing ideas to develop an understanding of the issues, presents persuasive counter arguments |

Capability Profile: Levels 1-6

# Capability Profile Levels 1 – 6: Summary Sheet

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| Capability | Description | Level 1/2 | Level 3 | Level 4 | Level 5 | Level 6 |
| **Shapes and Manages Strategy** | * **Supports** shared purpose and direction * **Thinks** strategically * **Harnesses** information and opportunities * **Shows judgement**, intelligence and common sense | * Understands business values and objectives and can explain how they are relevant to their work * Works under direct supervision to meet timelines and priorities | * Follows direction provided by supervisor * Understands reasons for decisions and can explain how they are relevant to their work * Informs supervisor of potential issues * Knows where to find information and uses common sense to research, analyse and make evidence-based recommendations | * Understands reasons for decisions and how they are to their work * Understands the work environment, identifies issues that may impact own achievement and contributes to team planning * Draws on information from a range of sources, uses common sense to analyse what information is important * Anticipates issues that could impact on tasks, identifies risks and uncertainties in procedures and tasks | * Understands and communicates the reasons for decisions to others * Understands strategic objectives, trends and factors that may influence work plans and goals * Draws on information from a range of sources, uses judgement to analyse, works within agreed guidelines to make decisions, incorporates outcomes into work plans | * Communicates reasons for decisions and clarifies expectations of key deliverables * Understands strategic objectives, trends and factors that may influence work plans and goals * Scans environment to monitor priorities and keeps self and others informed on work issues * Thinks laterally, is innovative, identifies and implements improved work practices |
| **Achieves Results** | * **Identifies** and **uses** resources wisely * **Applies** and builds professional expertise * **Responds** positively to change * **Takes responsibility** for managing projects to achieve results | * Reschedules and reorganises work to reflect changes in priority * Applies and develops capabilities to meet performance expectations, demonstrates knowledge of new programs, products or services relevant to the position * Maintains accurate records and files * Sees tasks through to completion | * Reschedules and reorganises work to reflect changes in priority * Applies and develops capabilities to meet performance expectations, demonstrates knowledge of new programs, products or services relevant to the position * Maintains accurate records and files * Sees tasks through to completion | * Monitors progress against performance expectations to ensure deadlines are met, communicates outcomes to supervisor * Applies and develops capabilities to meet performance expectations, demonstrates knowledge of new programs, products or services relevant to the position * Works to agreed priorities, outcomes, resources and is responsive to changes in requirements | * Evaluates project performance, identifies need for change and initiates change when required * Applies and develops capabilities to meet performance expectations, contributes own expertise to work unit * Demonstrates flexibility and copes with day-to-day changes in priorities * Focuses on quality, adheres to procedures and appropriate information management systems for currency and sees project to completion | * Evaluates project performance, identifies need for change and initiates change when required * Applies and develops capabilities to meet performance expectations, contributes own expertise to work unit * Deals positively with uncertainty and copes in a changing environment, determines action despite lack of clarity * Focuses on quality, adheres to procedures and appropriate information management systems for currency and sees project to completion |
| **Builds Productive Relationships** | * **Nurtures** internal and external relationships * **Listens** to, **understands** and **recognises** the needs of others * **Values** individual differences and diversity * **Shares learning** and supports others | * Responds under direction to changes in client needs and expectations, manages progress and keeps clients informed, provides prompt and courteous service * Recognises the value of individual differences and understands that others may work in different ways | * Responds under direction to changes in client needs and expectations, manages progress and keeps clients informed, provides prompt and courteous service * Recognises the value of individual differences and understands that others may work in different ways * Understands and acts on constructive feedback | * Builds and maintains relationships with team members, other teams, colleagues and clients * Shares information with own team, seeks input from others, contributes to team discussions and ensures others are kept informed * Maintains awareness of personalities, motivations and diverse qualities, treats people with respect and courtesy * Acts on constructive feedback | * Builds and maintains relationships with stakeholders, team members, other teams, colleagues and clients * Consults and shares information with team and seeks input from others, ensures others are kept informed * Recognises different views, explores contributions and encourages diverse views * Works with staff to identify development areas, encourages development activities, actively requests coaching from supervisor, identifies learning for self and shares this with others | * Builds and maintains relationships with stakeholders, team members, other teams, colleagues and clients * Actively listens to staff, colleagues, clients and stakeholders, involves and recognises others’ contributions * Recognises different views, explores contributions and encourages diverse views * Works with staff to identify development areas, encourages development activities, proactively requests coaching from supervisor, identifies learning for self and shares this with others |

Capability Profile: Levels 1-6

# Capability Profile Levels 1 – 6: Summary Sheet (continued)

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| --- | --- | --- | --- | --- | --- | --- |
| Capability | Description | Level 1/2 | Level 3 | Level 4 | Level 5 | Level 6 |
| **Exemplifies Personal Integrity and Self-Awareness** | * **Demonstrates** public service professionalism and probity * **Engages** with risk and shows personal courage * **Commits** to action * **Promotes** and **adopts** a positive and balanced approach to work * **Demonstrates** self-awareness and a commitment to personal development | * Adheres to the Code of Conduct and behaves in an honest, professional and ethical way * Provides accurate information, checks and confirms accuracy prior to release * Gets on with the job and applies self to meet objectives, follows up to ensure work is finalised * Stays calm under pressure, does not react personally to criticism * Agrees on performance levels with supervisor, seeks supervisor feedback and responds to guidance | * Code of Conduct and behaves in an honest, professional and ethical way * Provides accurate information, checks and confirms accuracy prior to release * Gets on with the job and applies self to meet objectives, follows up to ensure work is finalised * Stays calm under pressure, does not react personally to criticism * Agrees on performance levels with supervisor, seeks supervisor feedback and responds to guidance | * Adheres to the Code of Conduct and behaves in an honest, professional and ethical way * Provides accurate information, checks and confirms accuracy prior to release * Takes responsibility for completion of work and seeks guidance when required, takes initiative to progress work when required * Maintains effective performance in challenging situations * Seeks self development opportunities, willing to learn new approaches, acquire new capabilities and knowledge | * Adheres to the Code of Conduct and behaves in an honest, professional and ethical way * Listens when own ideas are challenged, takes responsibility for mistakes and learns from them * Takes responsibility for completion of work within time frames, takes initiative to progress work when required * Maintains a positive outlook and maintains a balanced working environment * Reflects on own behaviours and work style and understands the impact on others and on performance | * Adheres to the Code of Conduct and behaves in an honest, professional and ethical way * Constructively challenges issues, discusses alternatives to progress issue * Applies self with energy and drive and commits to meeting the objectives, follows up to finalise work * Maintains a positive outlook and maintains a balanced working environment * Reflects on own behaviours and work style and understands the impact on others and on performance |
| **Communicates and Influences Effectively** | * **Communicates** clearly * **Listens**, **understands** and adapts to audience * **Negotiates** confidently | * Limits the use of jargon, explains information using language appropriate to the client * Listens and asks questions to ensure understanding, checks own communication has been understood * Discusses issues thoughtfully without getting aggressive | * Limits the use of jargon, explains information using language appropriate to the client * Listens and asks questions to ensure understanding, checks own communication has been understood * Discusses issues thoughtfully without getting aggressive | * Structures messages clearly and succinctly, orally and in writing * Focuses on gaining a clear understanding of other’s comments by listening and questioning for clarity, checks own views have been understood * Listens to differing ideas to develop an understanding of the issues | * Presents messages confidently and selects the appropriate medium for conveying information to the audience’s level of knowledge, skill and experience * Listens to differing ideas to develop an understanding of the issues, presents persuasive counter-arguments | * Presents messages confidently and selects the appropriate medium for conveying information to the audience’s level of knowledge, skill and experience * Listens to differing ideas to develop an understanding of the issues, presents persuasive counter-arguments |