

<p><b>RESPECT</b></p> <p>Individuals demonstrate respect by managing their own performance, acting with integrity and self-awareness, valuing diverse thinking, and demonstrates a growth mind set through learning and development opportunities.</p> <p>At the higher level, this capability requires people to model ethical practice and embed behaviours we want to see in the agency. Sets challenging personal and organisational performance standards and pursues them with passion and energy.</p>	<p><b>CONNECT</b></p> <p>Individuals demonstrate capability through connecting to the customer -experience.</p> <p>At a higher level, customer-centric behaviours seek to leverage opportunities for cross-organisation and whole of sector collaboration for the benefits of the customer.</p>	<p><b>EXCEL</b></p> <p>Individuals excel in an accountable and solution focussed way, and actively seeks opportunity through change.</p> <p>At the higher level, this capability requires individuals establishing broad organisational objectives, using data to keep across changing organisational, and community needs, responding in an agile way when opportunity present to deliver better business outcomes or community benefits.</p>	<p><b>ENABLE</b></p> <p>Individuals demonstrate capability in core business functions to enable individual and operational performance for the benefit of the business.</p> <p>At the higher level, this capability requires people to build an effective, sustainable and high performing organisation through engaging and aligning human, financial and information resources to achieve strategic targets. Plans for future organisational needs to minimise risk and maximise opportunity.</p>	<p><b>LEAD</b></p> <p>Staff demonstrate capability by embracing change, encouraging self-reflection and works with a one team approach.</p> <p>By empowering leadership at all levels, we enable a high-performing, innovative, and future-focused organisation, capable of making a positive difference to all South Australians.</p>
<p><b>Shows drive, resilience and adaptability</b></p> <ul style="list-style-type: none"> <li>Stays calm and acts constructively in highly pressured and unpredictable environments</li> <li>Gives frank, honest advice in the face of strong, contrary views</li> <li>Accepts criticism of own ideas and responds in a thoughtful and considered way</li> <li>Develops effective strategies and shows decisiveness in dealing with difficult situations.</li> </ul>	<p><b>Communicates effectively</b></p> <ul style="list-style-type: none"> <li>Presents with credibility, engages varied audiences and tests levels of understanding</li> <li>Translates technical and complex information concisely for diverse audiences</li> <li>Creates opportunities for others to contribute to discussion and debate</li> <li>Writes fluently and persuasively in a range of styles and formats.</li> </ul>	<p><b>Deliver results</b></p> <ul style="list-style-type: none"> <li>Drives a culture of achievement and acknowledge input of others</li> <li>Investigates and creates opportunities to enhance the achievement of organisational objectives</li> <li>Makes sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>Controls output of business unit to ensure government outcomes are achieved within budget.</li> </ul>	<p><b>Project Management Savvy</b></p> <ul style="list-style-type: none"> <li>Prepares scope and business cases for more ambiguous or complex projects including cost and resource impacts</li> <li>Accesses key subject-matter experts' knowledge to inform project plans and directions</li> <li>Implements effective stakeholder engagement and communications strategy for all stages of projects</li> <li>Monitors the completion of projects and implements 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> </ul>	<p><b>Leads People</b></p> <ul style="list-style-type: none"> <li>Demonstrates awareness of leadership strengths and derailers and critically reflects on own performance, practice and impact as a leader</li> <li>Role models courage in making decisions, providing advice and a clear rationale even with conflicting or incomplete information</li> <li>Considers the future skills required to deliver program objectives and implements strategies to support succession of critical roles and capabilities</li> <li>Coaches others, encourages critical reflection, ownership for problems and discovery of self-led solutions.</li> </ul>
<p><b>Acts with integrity</b></p> <ul style="list-style-type: none"> <li>Represents the organisation in an honest, ethical and professional way and sets an example for others to follow</li> <li>Ensures that others have a working understanding of the legislation and policy framework within which they operate</li> <li>Monitors ethical practices, standards and systems and reinforces their use</li> <li>Acts on reported breaches of rules, policies and guidelines.</li> </ul>	<p><b>Customer Centric</b></p> <ul style="list-style-type: none"> <li>Promotes a culture of quality customer service in the organisation</li> <li>Initiates and develops partnerships with customers to define and evaluates service performance outcomes</li> <li>Promotes and manages alliances within the organisation and across the public, private and community sectors</li> <li>Identifies and incorporates the interests and needs of customers in business process design</li> <li>Ensures that the organisation's systems, processes, policies and programs respond to customer needs.</li> </ul>	<p><b>Be agile</b></p> <ul style="list-style-type: none"> <li>Understands the links between the business unit, organisation and the whole-of-government agenda</li> <li>Ensures business plan goals are clear and appropriate including contingency provisions</li> <li>Anticipates and assesses the impact of changes, such as government policy/economic conditions, to business plans and initiatives, and responds appropriately</li> <li>Considers the implications of a wide range of complex issues, and shifts business priorities when necessary.</li> </ul>	<p><b>Leverages Technology, Information and Data</b></p> <ul style="list-style-type: none"> <li>Shows commitment to the use of existing and deployment of appropriate new technologies in the workplace</li> <li>Maintains a level of currency regarding emerging technologies and how they might be applied to support business outcomes</li> <li>Implements and monitors appropriate records, information and knowledge management systems protocols and policies</li> <li>Stimulates genuine debate to better define and address system challenges by actively sharing information and data</li> <li>Drives curiosity in the system, leverages data and harnesses emerging digital technologies to deliver efficient services.</li> </ul>	<p><b>Inspires a sense of purpose and direction</b></p> <ul style="list-style-type: none"> <li>Demonstrates a forward focus, engaging partners in translating the strategic plan into concrete actions</li> <li>Continuously refines the prioritisation of program commitments through stakeholder feedback and insight</li> <li>Communicates the vision authentically to connect program objectives to the broader priorities</li> <li>Supports others to act as representatives, achieving sustained stakeholder engagement through promotion of its benefits.</li> </ul>
<p><b>Manages Self</b></p> <ul style="list-style-type: none"> <li>Acts as a professional role model for colleagues and sets high personal goals</li> <li>Actively seeks, reflects and acts on feedback on own performance</li> <li>Translates negative feedback into an opportunity to improve</li> <li>Takes the initiative and acts in a decisive way.</li> </ul>	<p><b>Work in Partnership</b></p> <ul style="list-style-type: none"> <li>Recognises outcomes which resulted from effective collaboration between teams</li> <li>Builds co-operation and overcomes barriers to information sharing, communication and collaboration across the organisation and whole of government</li> <li>Facilitates opportunities to engage and collaborate with external stakeholders to develop joint solutions.</li> </ul>	<p><b>Be accountable</b></p> <ul style="list-style-type: none"> <li>Ensures accountabilities are exercised in line with government and business goals</li> <li>Exercises due diligence to ensure work health and safety risks are addressed</li> <li>Models the highest standards of financial probity, demonstrating respect for public monies and other resources</li> <li>Monitors and maintains business unit knowledge of and compliance with legislative and regulatory frameworks</li> <li>Incorporates sound risk management principles and strategies into business planning.</li> </ul>	<p><b>Ensures ROI</b></p> <ul style="list-style-type: none"> <li>Applies a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management</li> <li>Identifies and analyses trends, reviews data and evaluates business options to ensure business cases are financially sound</li> <li>Assesses relative cost benefits of direct provision or purchase of services</li> <li>Monitors and promotes the role of sound financial management and its impact on organisational effectiveness</li> <li>Responds to financial and risk management audit outcomes, addressing areas of non-compliance.</li> </ul>	<p><b>Optimises business outcomes</b></p> <ul style="list-style-type: none"> <li>Fosters cross-sector collaborations to assess risk and develop contingencies and options to protect the sustainable delivery of services</li> <li>Develops clear and shared objectives that inspire collective ownership for delivery of quality outcomes</li> <li>Drives ownership and empowers others to independently manage and report on their portfolio responsibilities</li> <li>Uses feedback mechanisms to stay in touch with progress and directs energy and time towards matters of priority.</li> </ul>
<p><b>Values every individual</b></p> <ul style="list-style-type: none"> <li>Encourages and includes diverse perspectives in the development of policies and strategies</li> <li>Leverages diverse views and perspectives to develop new approaches to delivery of outcomes</li> <li>Recognises the value of individual differences to support broader organisational strategies.</li> </ul>	<p><b>Influence and negotiate</b></p> <ul style="list-style-type: none"> <li>Maintains a considered approach and presents persuasive counterarguments</li> <li>Works towards mutually beneficial win/win outcomes</li> <li>Shows sensitivity and understanding in resolving acute and complex conflicts</li> <li>Identifies key stakeholders and gains their support in advance</li> <li>Establishes a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise.</li> </ul>	<p><b>Solves problems and innovates</b></p> <ul style="list-style-type: none"> <li>Shapes a working environment where staff feel free to challenge the status quo, developing innovative practice for improved service outcomes</li> <li>Undertakes objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>Works through issues, weigh up alternatives and identifies the most effective solutions</li> <li>Takes account of the wider business context when considering options to resolve issues</li> <li>Explores a range of possibilities and creative alternatives to contribute to systems, process, and business improvements.</li> </ul>	<p><b>Ensures Governance &amp; Compliance</b></p> <ul style="list-style-type: none"> <li>Ensures that government and organisational policy is implemented</li> <li>Monitors procurement and contract management risks and ensures that this informs contract development, management and procurement decisions</li> <li>Promotes the principles of risk management to identify and mitigate risk.</li> </ul>	<p><b>Leads change</b></p> <ul style="list-style-type: none"> <li>Responds flexibly to changing government, organisational and community expectations, systematically introducing required changes</li> <li>Scans the environment, draws on information and alternative viewpoints, asks questions and monitors information channels to understand emerging issues that are important to the sector, organisation and community</li> <li>Responds flexibly to changing government, organisational and community expectations, systematically introducing required changes</li> <li>Maintains an optimistic outlook and encourages the same in others, focusing on organisational strategy and objectives through periods of uncertainty.</li> </ul>