

# INTERMEDIATE LEVEL (AS03-5)

<b>RESPECT</b> 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. At the higher level, this capability requires people to model ethical practice and embeds behaviours we want to see in the agency. Sets challenging personal and organisational performance standards and pursues them with passion and energy.	<b>CONNECT</b> Individuals demonstrate capability through connecting to the customer -experience. 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.	<b>EXCEL</b> Individuals excel in an accountable and solution focussed way, and actively seeks opportunity through change. 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.	<b>ENABLE</b> Individuals demonstrate capability in core business functions to enable individual and operational performance for the benefit of the business. 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.	<b>LEAD</b> Staff demonstrate capability by embracing change, encouraging self-reflection and works with a one team approach. 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.
<b>Shows drive, resilience and adaptability</b> <ul style="list-style-type: none"> <li>Is flexible and adaptable and responds quickly when situations change</li> <li>Offers own opinion and raises challenging issues</li> <li>Listens when ideas are challenged and responds in a reasonable way</li> <li>Stays calm and focused in the face of challenging situations.</li> </ul>	<b>Communicates effectively</b> <ul style="list-style-type: none"> <li>Clearly explains and presents ideas and arguments</li> <li>Listens to others when they are speaking and asks appropriate, respectful questions</li> <li>Prepares written material that is well structured and easy to follow by the intended audiences.</li> </ul>	<b>Deliver results</b> <ul style="list-style-type: none"> <li>Completes work tasks to agreed budgets, timeframes and standards</li> <li>Takes the initiative to progress and deliver own and team/unit work</li> <li>Contributes to allocation of responsibilities and resources to ensure achievement of team/unit goals</li> <li>Seeks and applies specialist advice when required.</li> </ul>	<b>Project Management Savvy</b> <ul style="list-style-type: none"> <li>Performs basic research and analysis which others will use to inform project directions</li> <li>Understands project goals, steps to be undertaken and expected outcomes</li> <li>Prepares accurate documentation to support cost or resource estimates</li> <li>Identifies and escalates any possible variance from project plans.</li> </ul>	<b>Leads People</b> <ul style="list-style-type: none"> <li>Implements development plans with direct reports to address skill and knowledge gaps and enhance the capabilities they require for current and future roles</li> <li>Encourages self-reflection, and provides clear, timely and accurate feedback on progress against agreed goals</li> <li>Enhances team capacity by bringing together people of diverse disciplines, background, and perspectives</li> <li>Drives autonomy in the team by empowering others to take ownership for the delivery and quality of outcomes achieved.</li> </ul>
<b>Acts with integrity</b> <ul style="list-style-type: none"> <li>Represents the organisation in an honest, ethical and professional way</li> <li>Understands and follows legislation, rules, policies, guidelines and codes of conduct</li> <li>Recognises and reports misconduct, illegal or inappropriate behaviour</li> <li>Reports and manages apparent conflicts of interest.</li> </ul>	<b>Customer Centric</b> <ul style="list-style-type: none"> <li>Supports a culture of quality customer service in the organisation</li> <li>Demonstrates a thorough knowledge of the services provided and relays to customers</li> <li>Identifies and responds quickly to customer needs</li> <li>Considers customer service requirements and develops solutions to meet needs.</li> </ul>	<b>Be agile</b> <ul style="list-style-type: none"> <li>Understands the team/unit objectives and aligns operational activities accordingly</li> <li>Responds proactively to changing circumstances and adjusts plans and schedules when necessary</li> <li>Considers the implications of immediate and longer-term organisational issues and how these might impact on the achievement of team/unit goals.</li> </ul>	<b>Leverages Technology, Information and Data</b> <ul style="list-style-type: none"> <li>Understands and complies with information and communications security and acceptable use policies</li> <li>Supports the implementation of systems i mprovement initiatives and the introduction and roll-out of new technologies</li> <li>Drives new thinking by encouraging others to share and debate ideas and data-driven, creative solutions</li> <li>Researches and analyses information and data, makes recommendations based on relevant evidence.</li> </ul>	<b>Inspires a sense of purpose and direction</b> <ul style="list-style-type: none"> <li>Determines the connection between organisational events and issues, and their impact on the team's work</li> <li>Recognises and articulates how the team's work contributes to the organisation's vision and community outcomes</li> <li>Provides clear direction for the team by consistently communicating the greater meaning and impact of the work undertaken</li> <li>Brings the team together to define and promote its identity and contributions to the organisation.</li> </ul>
<b>Manages Self</b> <ul style="list-style-type: none"> <li>Adapts existing skills to new situations</li> <li>Shows commitment to achieving work goals</li> <li>Shows awareness of own strengths and areas for growth and development and applies new skills</li> <li>Seeks feedback from colleagues and stakeholders.</li> </ul>	<b>Work in Partnership</b> <ul style="list-style-type: none"> <li>Builds a supportive and co-operative team environment</li> <li>Shares information and learning across teams</li> <li>Acknowledges outcomes which were achieved by effective collaboration</li> <li>Engages other teams/units to share information and solve issues and problems jointly.</li> </ul>	<b>Be accountable</b> <ul style="list-style-type: none"> <li>Takes responsibility and is accountable for own actions</li> <li>Understands delegations and acts within authority levels</li> <li>Identifies and follows safe work practices, and is vigilant about their application by self and others</li> <li>Is alert to risks that might impact the completion of an activity and escalates these when identified.</li> </ul>	<b>Ensures ROI</b> <ul style="list-style-type: none"> <li>Understands basic financial terminology, policies and processes, including the difference between recurrent and capital spending</li> <li>Takes account of financial and budget implications, including value for money in planning decisions to support commercial outcomes</li> <li>Presents basic financial information to a target audience in an appropriate format</li> <li>Understands financial audit, reporting and compliance obligations and the actions needed to satisfy them.</li> </ul>	<b>Optimises business outcomes</b> <ul style="list-style-type: none"> <li>Seeks and leverages stakeholder feedback to steer and adjust plans, and encourages others to do the same</li> <li>Works with the team to develop shared objectives and clear indicators for success</li> <li>Works with the team to organise work priorities so they deliver on broader organisational commitments</li> <li>Implements reporting mechanisms to oversee the work of the team and provide appropriate levels of input.</li> </ul>
<b>Values every individual</b> <ul style="list-style-type: none"> <li>Is responsive to diverse experiences, perspectives, values and beliefs</li> <li>Listens to others' individual viewpoints</li> <li>Seeks input from others who may have different perspectives and needs.</li> </ul>	<b>Influence and negotiate</b> <ul style="list-style-type: none"> <li>Works towards positive and mutually satisfactory outcomes</li> <li>Identifies and resolves issues in discussion with other staff and stakeholders</li> <li>Identifies others' concerns and expectations</li> <li>Keeps focused on the key issues for stakeholders.</li> </ul>	<b>Solves problems and innovates</b> <ul style="list-style-type: none"> <li>Identifies issues that may hinder completion of tasks and finds appropriate solutions</li> <li>Is willing to seek out input from others and share own ideas to achieve best outcomes</li> <li>Identifies ways to improve systems or processes which are used by the team/unit.</li> </ul>	<b>Ensures Governance &amp; Compliance</b> <ul style="list-style-type: none"> <li>Understands and complies with legal, policy and organisational guidelines and procedures</li> <li>Conducts delegated purchasing activities, complying with prescribed guidelines and procedures</li> <li>Works with providers, suppliers and contractors to ensure that outcomes are delivered in line with time and quality requirements.</li> </ul>	<b>Leads change</b> <ul style="list-style-type: none"> <li>Challenges the status quo, asks questions and seeks out new models and developments that may inform the team's approach</li> <li>Provides time, support and resources to the team to test and refine new ways of doing things</li> <li>Embraces change and leads with focus and optimism in an environment of complexity and ambiguity.</li> </ul>