

SACE Board Capability Framework 2021- 2023

The SACE Board Capability Framework ("The Framework") was formed from the key capability areas identified to enable the SACE Board to deliver on our Strategic Plan 2020-2023, grouped by the leading behavioural indicators staff identified were important to recognise at the SACE Board. The Framework guides the SACE Board on the capabilities we will attract, develop, and retain as a Bold Leader in education and an exemplary public sector agency.

The Framework is a common language to describe:

- The 5 lead indicators, key capabilities, behaviours all SACE Board employees demonstrate, across all levels and occupational groups
- Our key capabilities and behavioural indicators span across five levels, reflecting a progressive increase in capability. The classification levels are there to guide expectations of capability, skill and behaviour.

Foundation (ASO1-2)	Intermediate (ASO3-5)	Advanced (ASO6-7)	Expert (ASO8-MAS3)	Architect (Executive)
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The Framework will support:

- consistent job design, by providing a common foundation for describing our capability requirements
- best practice recruitment support for managers, to guide the type and level of capability the SACE Board wants to attract and can apply targeted recruitment and assessment methodologies
- the management of performance and learning & development by assisting managers and staff to have a clear, shared language of capability expectations and providing a starting point for individual capability assessment and development planning
- targeted learning and development activities to specific capability areas and guiding talent management programs
- individual career planning conversations to empower staff to identify their career and development pathways based on the capabilities required for progression to chosen roles
- systematic workforce planning, to identify current and future workforce capability needs and gaps.

 Respect	 Connect	 Excel	 Enable	 Lead
Show courage, resilience and adaptability Be willing to embrace change and remain focused in challenging situations.	Communicates effectively Communicate clearly, actively listen to others and respond constructively.	Delivers results Achieve results through a focus on quality outcomes and efficient use of resources.	Ensures ROI Understand and apply financial management to achieve outcomes with regard to value for money.	Leads people Guide and motivate staff in a way that develops their capabilities and expertise.
Acts with integrity Act professionally and ethically, and uphold the Public Sector Values.	Customer centric Understand the needs of customers and provide tailored services in line with the public sector and agency objectives.	Be Agile Plan and prioritise work outcomes whilst remaining adaptable to changing circumstances.	Leverages Technology & Information Maximise efficiency and effectiveness through the use of technology.	Inspires a sense of purpose and direction Create a shared understanding of the Agency's goals, priorities and vision.
Manages self Display self-awareness, motivation and a commitment to personal development.	Works in partnership Build effective working relationships which support collaboration and value the contribution of others.	Solve problems & innovates Solve problems by assessing the broader context, challenging inefficiencies and thinking creatively.	Ensures governance Understand and apply policies and processes and ensure policies and process are continually improved to achieve required outcomes.	Optimise business outcomes Manage resources effectively and apply sound workforce planning principles.
Values every individual Respect the individuality of others and recognise the benefit of diverse ideas and approaches.	Influences and Negotiates Gain consensus and commitment from others and resolve issues and conflicts.	Display commitment and accountability Take responsibility for own actions, uphold policy and legislation and proactively manage risk.	Project Management savvy Understand and apply project planning, implementation, quality and control methods.	Leads change Be an advocate of change and engage and support others during times of uncertainty.

RESPECT 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.	CONNECT 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.	EXCEL 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.	ENABLE 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.	LEAD 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.
Shows drive, resilience and adaptability - Is open to new ideas and approaches - Offers own opinion, asks questions and makes suggestions - Does not give up easily when problems arise - Stays calm in challenging situations.	Communicates effectively - Displays active listening - Explains things clearly - Writes in a way that is logical and easy to follow.	Deliver results - Completes own work tasks under guidance, within set budgets, timeframes and standards - Takes the initiative to progress own work - Identifies resources needed to complete allocated work tasks.	Project Management Savvy - Plans and delivers tasks in line with agreed schedules - Checks progress against schedules, and seeks help to overcome barriers - Participates in planning and provides feedback about improvements to schedules.	Leads People - Takes the initiative to collaborate with people from a diverse range of backgrounds, experiences, and expertise - Supports others by providing timely information within own area of expertise in an articulate and non-technical manner - Listens attentively and proactively seeks to understand others' needs by asking questions and clarifying - Recognises the broad value and contribution that diversity of viewpoints brings to the team and organisation.
Acts with integrity - Behaves in an honest, ethical and professional way - Identifies and follows legislation, rules, policies, guidelines and codes of conduct that apply to your role - Speaks out against misconduct, illegal and inappropriate behaviour - Reports apparent conflicts of interest.	Customer Centric - Helps customers understand the services that are available - Takes responsibility for delivering services which meet customer requirements - Keeps customers informed of progress and seeks feedback to ensure their needs are met - Shows respect, courtesy and fairness when interacting with customers.	Be agile - Re-prioritises own work activities on a regular basis to achieve set goals - Contributes to the development of team work plans and goal setting - Understands team objectives and how own work relates to achieving these.	Leverages Technology, Information and Data - Displays familiarity and confidence in the use of core office software applications or other technology used in role - Understands information, communication and document control policies and systems, and security protocols - Uses data to answer policy and service delivery questions.	Inspires a sense of purpose and direction - Recognises and articulates how own work directly contributes to the organisation's vision and community outcomes - Seeks and shares customer feedback to support the refinement of planned activities - Reflects on the purpose and impact of their work - Promotes the team's work through clear and compelling communication - Celebrates achievements in own and others' work.
Manages Self - Is willing to develop and apply new skills - Shows commitment to completing work activities effectively - Looks for opportunities to learn from the feedback of others.	Work in Partnership - Works as a supportive and co-operative team member, share information and acknowledge others' efforts - Responds to others who need clarification or guidance on the job - Steps in to help others when workloads are high.	Be accountable - Takes responsibility for own actions - Knows delegations and acts within authority levels - Follows safe work practices and takes reasonable care of own and others health and safety.	Ensures ROI - Understands that services budgets are limited and must only be used for intended purposes - Is aware of financial delegation principles and processes - Understands compliance obligations related to using resources and recording financial transactions.	Optimises business outcomes - Recognises own role in achieving results - Welcomes challenges in the delivery of work and demonstrates persistence in working through obstacles - Demonstrates careful planning and organisation to achieve results - Implements and utilises reporting mechanisms with honest recognition of progress against goals.
Values every individual - Acknowledges and is responsive to diverse experiences, perspectives, values and beliefs - Is open to the inputs of others - Works to understand the perspectives of others.	Influence and negotiate - Helps to find solutions that contribute to positive outcomes - Contributes to resolving differences with other staff or parties - Keeps informed of key issues for stakeholder.	Solves problems and innovates - Escalates more complex issues and problems when these are identified - Thinks of new ways to solve problems - Shares ideas about ways to improve work tasks and solve problems.	Ensures Governance & Compliance - Complies with basic ordering, receipting and payment processes - Applies basic checking and quality control processes to activities.	Leads change - Shares and seeks creative ideas, suggestions and data to inform the delivery of services - Actively participates in the design of new solutions and new ways of working - Adapts own approach to reflect new requirements.

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Shows drive, resilience and adaptability - Is flexible and adaptable and responds quickly when situations change - Offers own opinion and raises challenging issues - Listens when ideas are challenged and responds in a reasonable way - Stays calm and focused in the face of challenging situations.	Communicates effectively - Clearly explains and presents ideas and arguments - Listens to others when they are speaking and asks appropriate, respectful questions - Prepares written material that is well structured and easy to follow by the intended audiences.	Deliver results - Completes work tasks to agreed budgets, timeframes and standards - Takes the initiative to progress and deliver own and team/unit work - Contributes to allocation of responsibilities and resources to ensure achievement of team/unit goals - Seeks and applies specialist advice when required.	Project Management Savvy - Performs basic research and analysis which others will use to inform project directions - Understands project goals, steps to be undertaken and expected outcomes - Prepares accurate documentation to support cost or resource estimates - Identifies and escalates any possible variance from project plans.	Leads People - Implements development plans with direct reports to address skill and knowledge gaps and enhance the capabilities they require for current and future roles - Encourages self-reflection, and provides clear, timely and accurate feedback on progress against agreed goals - Enhances team capacity by bringing together people of diverse disciplines, background, and perspectives - Drives autonomy in the team by empowering others to take ownership for the delivery and quality of outcomes achieved.
Acts with integrity - Represents the organisation in an honest, ethical and professional way - Understands and follows legislation, rules, policies, guidelines and codes of conduct - Recognises and reports misconduct, illegal or inappropriate behaviour - Reports and manages apparent conflicts of interest.	Customer Centric - Supports a culture of quality customer service in the organisation - Demonstrates a thorough knowledge of the services provided and relays to customers - Identifies and responds quickly to customer needs - Considers customer service requirements and develops solutions to meet needs.	Be agile - Understands the team/unit objectives and aligns operational activities accordingly - Responds proactively to changing circumstances and adjusts plans and schedules when necessary - Considers the implications of immediate and longer-term organisational issues and how these might impact on the achievement of team/unit goals.	Leverages Technology, Information and Data - Understands and complies with information and communications security and acceptable use policies - Supports the implementation of systems improvement initiatives and the introduction and roll-out of new technologies - Drives new thinking by encouraging others to share and debate ideas and data-driven, creative solutions - Researches and analyses information and data, makes recommendations based on relevant evidence.	Inspires a sense of purpose and direction - Determines the connection between organisational events and issues, and their impact on the team's work - Recognises and articulates how the team's work contributes to the organisation's vision and community outcomes - Provides clear direction for the team by consistently communicating the greater meaning and impact of the work undertaken - Brings the team together to define and promote its identity and contributions to the organisation.
Manages Self - Adapts existing skills to new situations - Shows commitment to achieving work goals - Shows awareness of own strengths and areas for growth and development and applies new skills - Seeks feedback from colleagues and stakeholders.	Work in Partnership - Builds a supportive and co-operative team environment - Shares information and learning across teams - Acknowledges outcomes which were achieved by effective collaboration - Engages other teams/units to share information and solve issues and problems jointly.	Be accountable - Takes responsibility and is accountable for own actions - Understands delegations and acts within authority levels - Identifies and follows safe work practices, and is vigilant about their application by self and others - Is alert to risks that might impact the completion of an activity and escalates these when identified.	Ensures ROI - Understands basic financial terminology, policies and processes, including the difference between recurrent and capital spending - Takes account of financial and budget implications, including value for money in planning decisions to support commercial outcomes - Presents basic financial information to a target audience in an appropriate format - Understands financial audit, reporting and compliance obligations and the actions needed to satisfy them.	Optimises business outcomes - Seeks and leverages stakeholder feedback to steer and adjust plans, and encourages others to do the same - Works with the team to develop shared objectives and clear indicators for success - Works with the team to organise work priorities so they deliver on broader organisational commitments - Implements reporting mechanisms to oversee the work of the team and provide appropriate levels of input.
Values every individual - Is responsive to diverse experiences, perspectives, values and beliefs - Listens to others' individual viewpoints - Seeks input from others who may have different perspectives and needs.	Influence and negotiate - Works towards positive and mutually satisfactory outcomes - Identifies and resolves issues in discussion with other staff and stakeholders - Identifies others' concerns and expectations - Keeps focused on the key issues for stakeholders.	Solves problems and innovates - Identifies issues that may hinder completion of tasks and finds appropriate solutions - Is willing to seek out input from others and share own ideas to achieve best outcomes - Identifies ways to improve systems or processes which are used by the team/unit.	Ensures Governance & Compliance - Understands and complies with legal, policy and organisational guidelines and procedures - Conducts delegated purchasing activities, complying with prescribed guidelines and procedures - Works with providers, suppliers and contractors to ensure that outcomes are delivered in line with time and quality requirements.	Leads change - Challenges the status quo, asks questions and seeks out new models and developments that may inform the team's approach - Provides time, support and resources to the team to test and refine new ways of doing things - Embraces change and leads with focus and optimism in an environment of complexity and ambiguity.

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Shows drive, resilience and adaptability - Is flexible, shows initiative and responds quickly when situations change - Gives frank and honest feedback/advice - Listens when ideas are challenged and responds constructively - Keeps control of own emotions and stays calm under pressure and in challenging situations.	Communicates effectively - Clearly explains complex concepts and arguments to individuals and groups - Creates opportunities for others to be heard - Writes fluently in a range of styles and formats suited to the intended audiences.	Deliver results - Takes responsibility for delivering on intended outcomes - Ensures team/unit staff understand expected goals and acknowledges success - Identifies resource needs and ensures goals are achieved within budget and deadlines - Ensures financial implications of changed priorities are explicit and budgeted for.	Project Management Savvy - Establishes performance outcomes and measures for key project goals, and defines monitoring, reporting and communication requirements - Prepares accurate estimates of costs and resources required for more complex projects - Communicates the project strategy and its expected benefits to others - Monitors the completion of project milestones against goals and initiates amendments where necessary - Evaluates progress and identifies improvements to inform future projects.	Leads People - Is aware of own strengths and development needs, and reflects on the effectiveness of own behaviour and approach - Acts as a role model for the team by actively seeking feedback and communicating openly about learnings - Strengthens and mobilises the unique talents and capabilities of the workforce - Role models persistence through setbacks, empowering others to source alternate strategies to overcome issues.
Acts with integrity - Represents the organisation in an honest, ethical and professional way and encourages others to do so - Sets an example for others to follow and identifies and explains ethical issues - Ensures that others understand the legislation and policy framework within which they operate - Acts to prevent and report misconduct, illegal and inappropriate behaviour.	Customer Centric - Takes responsibility for delivering high quality customer-focused services - Understands customer perspectives and ensures responsiveness to their needs - Identifies customer service needs and implements solutions - Finds opportunities to co-operate with internal and external parties to improve outcomes for customers - Maintains relationships with key customers in area of expertise.	Be agile - Considers future aims and goals of the team/unit and organisation when prioritising own and others' work - Initiates, prioritises, consults on and develops team/unit goals, strategies and plans - Anticipates and assesses the impact of changes, such as government policy/economic conditions, on team/unit objectives and initiates appropriate responses - Ensures current work plans and activities support and are consistent with organisational change initiatives.	Leverages Technology, Information and Data - Identifies opportunities to use a broad range of communications technologies to deliver effective messages - Identifies ways to leverage the value of technology to achieve team/unit outcomes, using the existing technology of the business - Supports compliance with the records, information and knowledge management requirements of the organisation - Researches and analyses information and data, identifies interrelationships and makes recommendations based on relevant evidence.	Inspires a sense of purpose and direction - Communicates the vision authentically to connect program objectives to the broader priorities - Achieves active participation and buy-in to the program by communicating with presence and pride for its intended outcomes - Fosters a culture of celebration by visibly sharing team successes and supporting others to do the same - Generates active engagement in key initiatives through clear, enthusiastic and compelling communication.
Manages Self - Looks for and take advantage of opportunities to learn new skills and develop strengths - Shows commitment to achieving challenging goals - Examines and reflects on own performance - Seeks and respond positively to constructive feedback and guidance.	Work in Partnership - Builds co-operation and overcomes barriers to information sharing and communication across teams/units - Shares lessons learned across teams/units - Identifies opportunities to work collaboratively with other teams/ units to solve issues and develop better processes and approaches to work - Identifies opportunities to engage external stakeholders to develop joint solutions.	Be accountable - Ensures that actions of self and others are focused on achieving organisational outcomes - Exercises delegations responsibly - Understands and applies high standards of financial probity with public monies and other resources - Identifies and implements safe work practices, taking a systematic risk management approach to ensure health and safety of self and others - Identifies risks to successful achievement of goals, and takes appropriate steps to mitigate those risks.	Ensures ROI - Understands core financial terminology, policies and processes, and displays a knowledge of relevant recurrent and capital financial measures - Understands impacts of funding allocations on business planning and budgets, including value for money, choice between direct provision and purchase of services, and financial implications of decisions - Understands and applies financial audit, reporting and compliance obligations - Identifies discrepancies or variances in financial and budget reports, and takes corrective action where appropriate to support commercial outcomes.	Optimises business outcomes - Embraces opportunities to expand knowledge and experience through networks, new assignments and development avenues - Maintains a high standard of practice through governance and risk management - Supports others to embrace and operate within legislative and policy frameworks that guide everyday practice - Works with the team to evaluate options and develop appropriate plans to mitigate risks.
Values every individual - Seeks to promote the value of diversity for the organisation - Recognises and adapts to individual differences and working styles - Supports initiatives that create an environment in which diversity is valued.	Influence and negotiate - Negotiates from an informed and credible position by keeping focused on key issues for stakeholders - Leads and facilitates productive discussions with staff and stakeholders - Shows sensitivity and understanding in resolving conflicts and differences - Manages challenging relations with internal and external stakeholders.	Solves problems and innovates - Designs and implements improvements to business processes, policies or ways of working to support broader organisational changes - Anticipates, identifies and addresses issues and potential problems and select the most effective solutions from a range of options - Identifies and share business process improvements and new ways of working to enhance effectiveness.	Ensures Governance & Compliance - Applies legal, policy and organisational guidelines and procedures - Develops well-written, well-structured procurement documentation that clearly sets out the business requirements - Monitors processes to ensure that business practices are open, transparent and comply with requirements - Escalates non-compliance issues where required.	Leads change - Maintains an optimistic outlook and encourages the same in others, focusing on organisational strategy and objectives through periods of uncertainty - Leads change agendas, generating workforce readiness through timely communications and strategic support mechanisms that allow people to thrive - Empowers others to understand and embrace change by communicating openly about the rationale and intended outcomes.

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Shows drive, resilience and adaptability - Stays calm and acts constructively in highly pressured and unpredictable environments - Gives frank, honest advice in the face of strong, contrary views - Accepts criticism of own ideas and responds in a thoughtful and considered way - Develops effective strategies and shows decisiveness in dealing with difficult situations.	Communicates effectively - Presents with credibility, engages varied audiences and tests levels of understanding - Translates technical and complex information concisely for diverse audiences - Creates opportunities for others to contribute to discussion and debate - Writes fluently and persuasively in a range of styles and formats.	Deliver results - Drives a culture of achievement and acknowledge input of others - Investigates and creates opportunities to enhance the achievement of organisational objectives - Makes sure others understand that on-time and on-budget results are required and how overall success is defined - Controls output of business unit to ensure government outcomes are achieved within budget.	Project Management Savvy - Prepares scope and business cases for more ambiguous or complex projects including cost and resource impacts - Accesses key subject-matter experts' knowledge to inform project plans and directions - Implements effective stakeholder engagement and communications strategy for all stages of projects - Monitors the completion of projects and implements effective and rigorous project evaluation methodologies to inform future planning - Develops effective strategies to remedy variances from project plans, and minimise impacts.	Leads People - Demonstrates awareness of leadership strengths and derailers and critically reflects on own performance, practice and impact as a leader - Role models courage in making decisions, providing advice and a clear rationale even with conflicting or incomplete information - Considers the future skills required to deliver program objectives and implements strategies to support succession of critical roles and capabilities - Coaches others, encourages critical reflection, ownership for problems and discovery of self-led solutions.
Acts with integrity - Represents the organisation in an honest, ethical and professional way and sets an example for others to follow - Ensures that others have a working understanding of the legislation and policy framework within which they operate - Monitors ethical practices, standards and systems and reinforces their use - Acts on reported breaches of rules, policies and guidelines.	Customer Centric - Promotes a culture of quality customer service in the organisation - Initiates and develops partnerships with customers to define and evaluates service performance outcomes - Promotes and manages alliances within the organisation and across the public, private and community sectors - Identifies and incorporates the interests and needs of customers in business process design - Ensures that the organisation's systems, processes, policies and programs respond to customer needs.	Be agile - Understands the links between the business unit, organisation and the whole-of-government agenda - Ensures business plan goals are clear and appropriate including contingency provisions - Anticipates and assesses the impact of changes, such as government policy/economic conditions, to business plans and initiatives, and responds appropriately - Considers the implications of a wide range of complex issues, and shifts business priorities when necessary.	Leverages Technology, Information and Data - Shows commitment to the use of existing and deployment of appropriate new technologies in the workplace - Maintains a level of currency regarding emerging technologies and how they might be applied to support business outcomes - Implements and monitors appropriate records, information and knowledge management systems protocols and policies - Stimulates genuine debate to better define and address system challenges by actively sharing information and data - Drives curiosity in the system, leverages data and harnesses emerging digital technologies to deliver efficient services.	Inspires a sense of purpose and direction - Demonstrates a forward focus, engaging partners in translating the strategic plan into concrete actions - Continuously refines the prioritisation of program commitments through stakeholder feedback and insight - Communicates the vision authentically to connect program objectives to the broader priorities - Supports others to act as representatives, achieving sustained stakeholder engagement through promotion of its benefits.
Manages Self - Acts as a professional role model for colleagues and sets high personal goals - Actively seeks, reflects and acts on feedback on own performance - Translates negative feedback into an opportunity to improve - Takes the initiative and acts in a decisive way.	Work in Partnership - Recognises outcomes which resulted from effective collaboration between teams - Builds co-operation and overcomes barriers to information sharing, communication and collaboration across the organisation and whole of government - Facilitates opportunities to engage and collaborate with external stakeholders to develop joint solutions.	Be accountable - Ensures accountabilities are exercised in line with government and business goals - Exercises due diligence to ensure work health and safety risks are addressed - Models the highest standards of financial probity, demonstrating respect for public monies and other resources - Monitors and maintains business unit knowledge of and compliance with legislative and regulatory frameworks - Incorporates sound risk management principles and strategies into business planning.	Ensures ROI - Applies a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management - Identifies and analyses trends, reviews data and evaluates business options to ensure business cases are financially sound - Assesses relative cost benefits of direct provision or purchase of services - Monitors and promotes the role of sound financial management and its impact on organisational effectiveness - Responds to financial and risk management audit outcomes, addressing areas of non-compliance.	Optimises business outcomes - Fosters cross-sector collaborations to assess risk and develop contingencies and options to protect the sustainable delivery of services - Develops clear and shared objectives that inspire collective ownership for delivery of quality outcomes - Drives ownership and empowers others to independently manage and report on their portfolio responsibilities - Uses feedback mechanisms to stay in touch with progress and directs energy and time towards matters of priority.
Values every individual - Encourages and includes diverse perspectives in the development of policies and strategies - Leverages diverse views and perspectives to develop new approaches to delivery of outcomes - Recognises the value of individual differences to support broader organisational strategies.	Influence and negotiate - Maintains a considered approach and presents persuasive counterarguments - Works towards mutually beneficial win/win outcomes - Shows sensitivity and understanding in resolving acute and complex conflicts - Identifies key stakeholders and gains their support in advance - Establishes a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise.	Solves problems and innovates - Shapes a working environment where staff feel free to challenge the status quo, developing innovative practice for improved service outcomes - Undertakes objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues - Works through issues, weigh up alternatives and identifies the most effective solutions - Takes account of the wider business context when considering options to resolve issues - Explores a range of possibilities and creative alternatives to contribute to systems, process, and business improvements.	Ensures Governance & Compliance - Ensures that government and organisational policy is implemented - Monitors procurement and contract management risks and ensures that this informs contract development, management and procurement decisions - Promotes the principles of risk management to identify and mitigate risk.	Leads change - Responds flexibly to changing government, organisational and community expectations, systematically introducing required changes - 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 - Responds flexibly to changing government, organisational and community expectations, systematically introducing required changes - Maintains an optimistic outlook and encourages the same in others, focusing on organisational strategy and objectives through periods of uncertainty.

RESPECT 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 embed behaviours we want to see in the agency. Sets challenging personal and organisational performance standards and pursues them with passion and energy.	CONNECT 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.	EXCEL 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.	ENABLE 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.	LEAD 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.
Shows drive, resilience and adaptability - Creates a climate which supports openness, persistence and genuine debate around critical issues - Provides sound exposition and argument for agreed positions while remaining open to valid suggestions for change - Raises critical issues and makes tough decisions - Responds to significant, complex and novel challenges with a high level of resilience and persistence.	Communicates effectively - Articulates complex concepts and puts forward compelling arguments and rationales to all levels and types of audiences - States the facts and explains their implications for the organisation and key stakeholders - Promotes the SACE Board's position with authority and credibility cross-government, cross-jurisdictionally and outside of government - Anticipates and addresses key areas of interest for the audience and adapts style under pressure.	Deliver results - Creates a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation - Establishes systems to ensure all staff are able to identify direct connections between their effort and organisational outcomes - Identifies and removes potential barriers or hurdles to ongoing and long-term achievement of outcomes - Initiates and communicates high level priorities for the organisation to achieve government outcomes.	Project Management Savvy - Implements effective governance processes for acceptance of projects based on sound business cases - Uses historical, political and broader context to inform project directions and mitigate risk - Ensures that project risks are managed effectively, and appropriate strategies are in place to respond to variances - Implements systems for monitoring and evaluating effective management, expenditure of project budgets and resources, to achieve organisational goals.	Leads People - Adopts a sector leadership role, working collaboratively with partners to translate the strategy into meaningful action - Models and drives purposeful partnerships with leaders of relevant internal and external stakeholder groups, including Ministers and their staff - Inspires curiosity and passion for life-long learning by actively seeking feedback, setting development objectives and communicating openly about experiences - Seizes opportunities to represent the sector and gain exposure to new environments, perspectives and ways of working.
Acts with integrity - Champions and act as an advocate for the highest standards of ethical and professional behaviour - Drives a culture of integrity and professionalism across the organisation, and in dealings cross-government, cross-jurisdiction and outside of government - Defines, communicates and evaluates ethical practices, standards and systems and reinforces their use - Creates and promotes a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and acts promptly and visibly in response.	Customer Centric - Creates a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes - Engages and negotiates with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provides expert, influential advice - Ensures that responsiveness to customer needs is central to the SACE Board's strategic planning processes - Sets overall performance standards for service delivery.	Be agile - Establishes broad organisational objectives, ensures that these are the focus for all planning activities and communications to staff - Understands the organisation's current and potential future role within government and the community, and plans appropriately - Ensures effective governance frameworks and guidance enable high quality strategic, corporate, business and operational planning - Considers emerging trends, identifies long-term opportunities and aligns organisational requirements with desired whole-of-government outcomes.	Leverages Technology, Information and Data - Encourages research and expert advice on the application of emerging technologies to achieve organisational outcomes - Ensures that effective governance frameworks are in place to enable efficient and effective application of information and communication technology within the organisation - Critically assesses business cases supporting the introduction of technology solutions to improve the efficiency and effectiveness of the organisation - Draws on data forecasts and works closely with partners to identify and predict the global factors that may impact strategy realisation.	Inspires a sense of purpose and direction - Integrates government and organisational priorities and values, and the voice of the community to develop and articulate a compelling vision that provides clear direction for the sector's future - Cascades a vision through clear and authentic communication to inspire collective ownership of government priorities - Achieves visibility across the system, appropriately promoting the organisation's position and greater system impact - Builds community and system engagement by recognising and celebrating outcomes.
Manages self - Promotes and models the value of self-improvement and is proactive in seeking opportunities for growth - Actively seeks, reflects and integrates feedback to enhance own performance - Manages challenging, ambiguous and complex issues calmly and logically - Model initiative and decisiveness	Work in Partnership - Establishes a culture and supporting systems that facilitate information sharing, communication and learning across the sector - Publicly celebrates the successful outcomes of collaboration - Seeks out and facilitates opportunities to engage and collaborates with stakeholders to develop organisational, whole-of-government and cross-jurisdictional solutions - Identifies and overcomes barriers to collaboration with internal and external stakeholders.	Be accountable - Promotes a culture of accountability with clear line of sight to government goals - Inspires a culture which respects the obligation to manage public monies and other resources responsibly and with probity - Ensures that legislative and regulatory frameworks are applied consistently and effectively across the organisation - Directs the development of short- and long-term risk management frameworks to ensure the achievement of government aims and objectives.	Ensures ROI - Applies strategic management of financial and budgetary compliance and governance responsibilities within the organisation - Anticipates operational and capital needs, and identifies the most appropriate financing and funding strategies to meet them, through direct provision or purchase of services - Establishes effective governance to ensure the ethical and honest use of financial resources across the organisation - Actively pursues financial risk minimisation strategies, plans and outcomes for the organisation - Creates a commercial culture, fostering on-time and on-budget quality outcomes in the organisation.	Optimises business outcomes - Anticipates concerns and strategically positions the organisation's view on issues to achieve system outcomes - Steers cross-sector and cross-government collaborations to build strong and enduring alliances for joint delivery of community outcomes - Communicates the consequences of public policy on the organisation and community, and engages in high level critical thinking to identify the links and implications between complex issues - Role models impartiality and inspires a culture that respects and appreciates policy frameworks and governance.
Values every individual - Creates and drive a culture where all staff value diversity of people, experiences and backgrounds - Develops and promote integrated workplace diversity principles across the organisation - Champions the business benefits generated by workforce diversity.	Influence and negotiate - Engages in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy - Determines and communicates the organisation's position and bargaining strategy - Represents the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions - Identifies contentious issues, directs discussion and debate, and steers parties towards an effective resolution.	Solves problems and innovates - Drives collective executive accountability for planning and decisions that deliver innovative, sustainable outcomes - Establishes and promotes a culture which encourages initiative and emphasises the value of continuous improvement - Engages in high-level critical analysis of a wide range of complex information and formulates effective responses to critical policy issues - Applies lateral thinking and develops innovative solutions that have long standing, organisation and community wide impact.	Ensures Governance & Compliance - Ensures that whole-of-government approaches to procurement and contract management are integrated into the organisation's policies and practices - Ensures that effective governance processes are in place for the SACE Board's policies, processes and outcomes reviews and audits that support continuous improvement - Monitors and evaluates both compliance and effectiveness of adherence to policies and procedures across the organisation.	Leads change - Builds and mobilises cross-sector collaborations to prototype and test innovative solutions - Fosters innovation through the exchange of ideas and perspectives - Fosters the spirit of optimism through periods of widespread change, driving a focus on outcomes - Sponsors considered change agendas and works collaboratively with others to build system readiness for emerging opportunities.