**Sergeant Capabilities**

**Display Resilience and Courage**

 Stay calm and act constructively in highly pressured and unpredictable environments

 Give frank, honest advice in the face of strong, contrary views

 Accept criticism of own ideas and respond in a thoughtful and considered way

 Welcome new challenges and persist in raising and working through novel and difficult issues

 Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues

**Act with integrity**

 Model the highest standards of ethical behaviour and reinforce them in others

 Represent the organisation in an honest, ethical and professional way and set an example for others to follow

 Ensure that others have a working understanding of the legislation and policy framework within which they operate

 Promote a culture of integrity and professionalism within the organisation and in dealings external to government

 Monitor ethical practices, standards and systems and reinforce their use

 Act on reported breaches of rules, policies and guidelines

**Manage self**

 Act as a professional role model for colleagues, set high personal goals and take pride in their achievement

 Actively seek, reflect and act on feedback on own performance

 Translate negative feedback into an opportunity to improve

 Maintain a high level of personal motivation

 Take the initiative and act in a decisive way

**Value diversity**

 Seek to promote the value of diversity for the organisation

 Recognise and adapt to individual differences and working styles

 Support initiatives that create an environment in which diversity is valued

**Communicate effectively**

 Present with credibility, engage varied audiences and test levels of understanding

 Translate technical and complex information concisely for diverse audiences

 Create opportunities for others to contribute to discussion and debate

 Actively listen and encourage others to contribute inputs

 Adjust style and approach to optimise outcomes

 Write fluently and persuasively in a range of styles and formats

**Customer service**

 Take responsibility for delivering high quality customer-focused services

 Understand customer perspectives and ensure responsiveness to their needs

 Identify customer service needs and implement solutions

 Find opportunities to co-operate with internal and external parties to improve outcomes for customers

 Maintain relationships with key customers in area of expertise

 Connect and collaborate with relevant stakeholders within the community

**Work collaboratively/teamwork**

 Build a supportive and co-operative team environment

 Share information and learning across teams

 Acknowledge outcomes which were achieved by effective collaboration

 Engage other teams/units to share information and solve issues and problems jointly

 Support others in challenging situations

**Influence and negotiate**

 Negotiate from an informed and credible position

 Lead and facilitate productive discussions with staff and stakeholders

 Encourage others to talk, share and debate ideas to achieve a consensus

 Recognise and explain the need for compromise

 Influence others with a fair and considered approach and sound arguments

 Show sensitivity and understanding in resolving conflicts and differences

 Manage challenging relations with internal and external stakeholders

 Pre-empt and minimise conflict

**Deliver results**

 Complete work tasks to agreed budgets, timeframes and standards

 Take the initiative to progress and deliver own and team/unit work

 Contribute to allocation of responsibilities and resources to ensure achievement of team/unit goals

 Seek and apply specialist advice when required

**Plan and prioritise**

 Take into account future aims and goals of the team/unit and organisation when prioritising own and others’ work

 Initiate, prioritise, consult on and develop team/unit goals, strategies and plans

 Anticipate and assess the impact of changes, such as government policy/economic conditions, on team/unit objectives and initiate appropriate responses

 Ensure current work plans and activities support and are consistent with organisational change initiatives

 Evaluate achievements and adjust future plans accordingly

**Problem solving**

 Research and analyse information, identify interrelationships and make recommendations based on relevant evidence

 Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of options

 Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness

 Identify and share business process improvements to enhance effectiveness

**Demonstrate accountability**

 Assess work outcomes and identify and share learnings to inform future actions

 Ensure that actions of self and others are focused on achieving organisational outcomes

 Exercise delegations responsibly

 Understand and apply high standards of financial probity with public monies and other resources

 Identify and implement safe work practices, taking a systematic risk management approach to ensure health and safety of self and others

 Conduct and report on quality control audits

 Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks

**Finance**

 Appreciate the importance of accuracy and completeness in estimating costs as well as calculating and recording financial data and transactions

 Be aware of financial delegation principles and processes

 Understand compliance obligations related to using resources and recording financial transactions

**Technology**

 Apply computer applications that enable performance of more complex tasks

 Apply practical skills in the use of relevant technology

 Make effective use of records, information and knowledge management functions and systems

 Understand and comply with information and communications security and acceptable use policies

**Project Management**

 Perform basic research and analysis which others will use to inform project directions

 Understand project goals, steps to be undertaken and expected outcomes

 Prepare accurate documentation to support cost or resource estimates

 Participate and contribute to reviews of progress, outcomes and future improvements

 Identify and escalate any possible variance from project plans

**Manage and develop people**

 Define and clearly communicate roles and responsibilities to achieve team/unit outcomes

 Negotiate clear performance standards and monitor progress

 Develop team/unit plans that take into account team capability, strengths and opportunities for development

 Provide regular constructive feedback to build on strengths and achieve results

 Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way

 Monitor and report on performance of team in line with established performance development frameworks

**Inspire direction and purpose**

 Promote a sense of purpose within the team and enable others to understand the strategic direction of the organisation

 Translate broad goals into operational needs and explain the links for the team

 Link team performance goals to team/unit goals to ensure implementation of government policy

 Ensure team objectives and outcomes lead to implementation of government policy

 Recognise and acknowledge high individual/team performance

**Optimise Business Outcomes**

 Develop team/unit plans that take into account team capability and strengths

 Plan and monitor resource allocation effectively to achieve team/unit objectives

 Ensure team members work with a good understanding of business principles as they apply to the public sector context

 Participate in wider organisational workforce planning to ensure the availability of capable resources

**Manage reform and change**

 Actively promote change processes to staff and participate in the communication of change initiatives across the organisation

 Provide guidance, coaching and direction to others managing uncertainty and change

 Engage staff in change processes and provide clear guidance, coaching and support

 Identify cultural barriers to change and implement strategies to address these