

Queensland Public Service Workforce Capability Success Profile

The **Workforce Capability Success Profile** is a sector wide, one-government approach to the leadership behaviours expected of all public sector employees to support high performing workplaces.

The success profile supports:

- ▶ A common framework and language about leadership expectations
- ▶ A foundation for dialogue between managers and staff about performance and development
- ▶ Transferable leadership and management capabilities as careers progress
- ▶ Greater mobility across the sector
- ▶ Shared responsibility for professional and capability development



Customers first



Ideas into action



Unleash potential

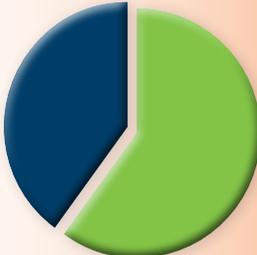
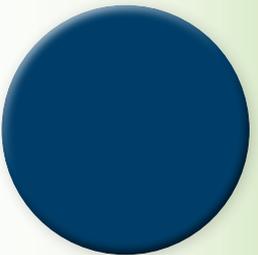


Be courageous



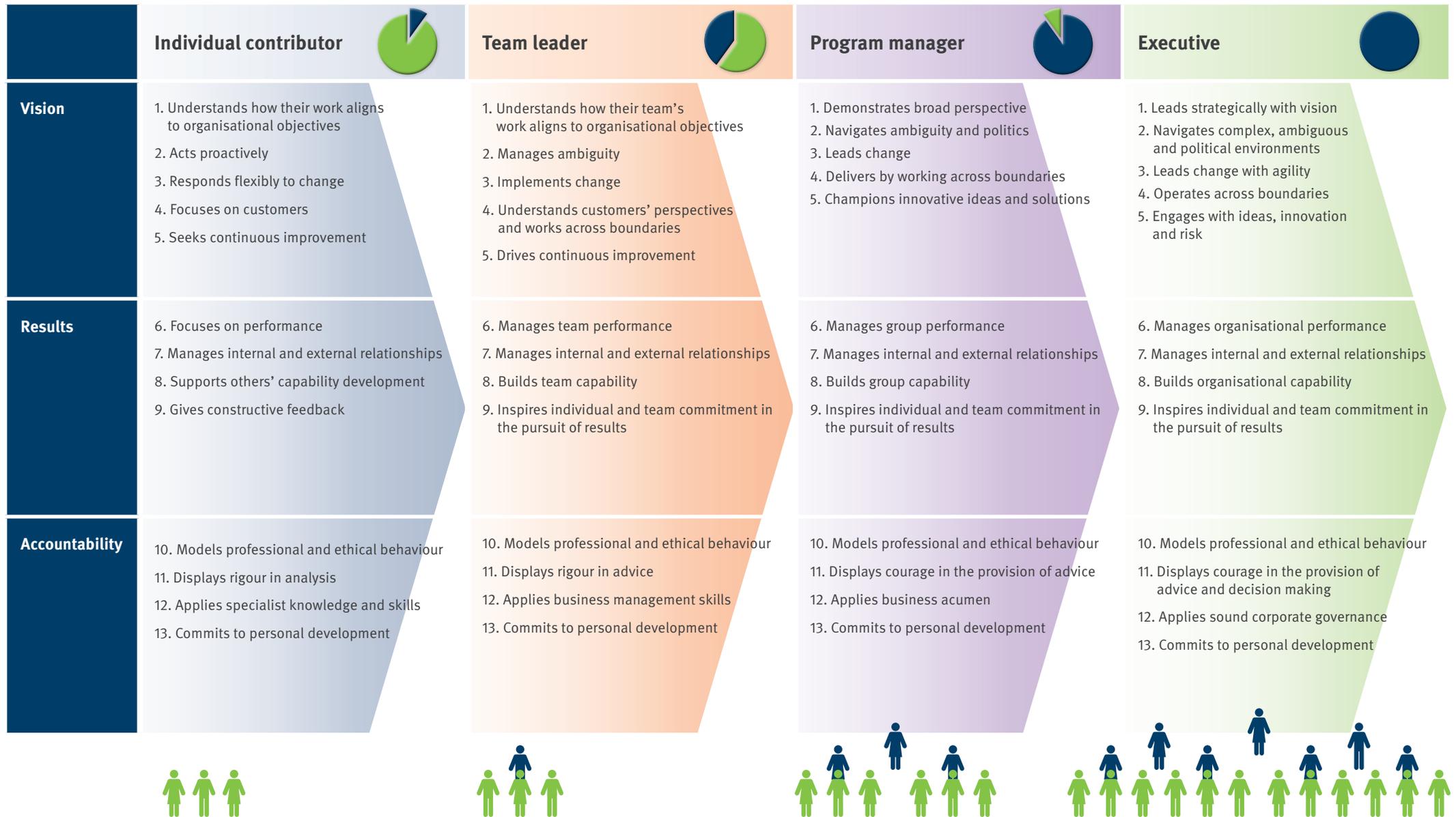
Empower people

QPS Workforce Capability Success Profile roles

	Individual contributor (manages self)	Team leader (manages individuals)	Program manager (manages multiple teams/projects)	Executive (manages program managers)
Role overview	<ul style="list-style-type: none"> Individual contributors can be from entry level roles to specialised technical executives. They often require specific skills of a technical nature. Some examples are: educators, counsellors, researchers, administration officers, prosecutors, engineers, policy officers, analysts, or scientists. 	<ul style="list-style-type: none"> Team leaders are responsible for small teams, often in direct service delivery, and guide others to ensure specific outputs are delivered. They often require high levels of technical skills to monitor and support team members to deliver services effectively. 	<ul style="list-style-type: none"> Program managers are responsible and accountable for the outcomes of multiple projects and/or teams and guide team leaders to deliver business strategies. They are expected to deliver outcomes by working across boundaries. 	<ul style="list-style-type: none"> Executives are responsible for divisions or branches of a government agency dealing with strategy, policy, service delivery or a range of other initiatives. Executives are expected to liaise with other agencies and sectors to ensure government service delivery is contestable, relevant, effective, provides value for money for the community and meets the needs of the people of Queensland.
Value proposition	<ul style="list-style-type: none"> Valued for strong technical knowledge and skill in their areas of expertise or discipline. Shows strong self management. 	<ul style="list-style-type: none"> Valued for experience in their technical area or discipline, and ability to lead others. Manages the delivery of work agendas as part of a team. 	<ul style="list-style-type: none"> Valued for managerial expertise and ability to lead others. Lead the delivery of work programs through others. 	<ul style="list-style-type: none"> Valued for leadership and vision and building high performing organisations.
Balance of technical/ discipline, managerial and leadership competencies				

Key: ■ Technical/discipline ■ Leadership and management

Success profile—leadership and management behavioural competencies





Vision	1. Understands how their work aligns to organisational objectives	<ul style="list-style-type: none"> a. Can describe the vision for their area b. Able to describe how their work contributes to organisational objectives c. Considers wider organisational objectives when making decisions and going about their work
	2. Acts proactively	<ul style="list-style-type: none"> a. Self-directed (i.e. can decide on a course of action to achieve objectives, without needing step-by-step instruction) b. Works flexibly without supervision (i.e. effectively manages new and unexpected events, and demonstrates judgement about when to escalate issues)
	3. Responds flexibly to change	<ul style="list-style-type: none"> a. Works to embrace and assist change b. Helps to engage others in the change process c. Shows resilience in times of uncertainty
	4. Focuses on customers	<ul style="list-style-type: none"> a. Actively works to understand customers and stakeholders b. Engages customers in a friendly and appropriate manner c. Shows respect for customers and stakeholders
	5. Seeks continuous improvement	<ul style="list-style-type: none"> a. Shows a willingness to try new ways of working b. Generates and shares creative ideas and suggestions for improvement
Results	6. Focuses on performance	<ul style="list-style-type: none"> a. Seeks clarity of tasks, asks questions, knows what is expected of them b. Energetically approaches challenges c. Sets priorities and organises self to meet deadlines d. Reports progress and any potential delays or issues which may impact on others
	7. Manages internal and external relationships	<ul style="list-style-type: none"> a. Written and verbal communication is clear and concise b. Models open communication. Actively and attentively listens to others c. Demonstrates a friendly and engaging interpersonal style d. Builds networks with peers e. Works collaboratively with others
	8. Supports others' capability development	<ul style="list-style-type: none"> a. Readily shares their knowledge and experience b. Acts as a coach, mentor, role-model and sounding board for others
	9. Gives constructive feedback	<ul style="list-style-type: none"> a. Provides considered and supportive feedback to others
Accountability	10. Models professional and ethical behaviour	<ul style="list-style-type: none"> a. Acts in accordance with the QPS legislative framework and Code of Conduct b. Models ethical behaviour and consistently applies those ethical standards to self and others c. Is consistent in word and actions d. Is viewed as trustworthy, honourable and truthful, and respectful of the views of others e. Able to understand, monitor and channel their own emotions in a positive way whilst staying true to self
	11. Displays rigour in analysis	<ul style="list-style-type: none"> a. Rigorously researches and analyses information relevant to tasks b. Shows judgement in decision making
	12. Applies specialist knowledge and skills	<ul style="list-style-type: none"> a. Able to evidence knowledge in their specialist and/or functional area. b. Demonstrates strong skills in their specialist and/or functional area. c. Disciplined in maintaining a high standard of practice in their specialist and/or functional area.
	13. Commits to personal development	<ul style="list-style-type: none"> a. Is aware of personal strengths and weaknesses and takes account of these when acting b. Is committed to their own development and continuous self-improvement, and sees learning opportunities in everyday work c. Reflects on the reasons for both success and failure, and learns from the experience d. Actively seeks feedback and modifies their approach to enhance their effectiveness



Vision	1. Understands how their team’s work aligns to organisational objectives	<ul style="list-style-type: none"> a. Conveys the vision for their area in a compelling way b. Able to describe how their work, and the work of their team, contributes to organisational objectives c. Considers wider organisational objectives when making decisions and going about their work
	2. Manages ambiguity	<ul style="list-style-type: none"> a. Can comfortably handle risk and uncertainty b. Has a balanced approach to managing conflicting demands
	3. Implements change	<ul style="list-style-type: none"> a. Communicates the positive side of change for the team and organisation b. Assists the team to adapt to a changing environment c. Influences others
	4. Understands customers’ perspectives	<ul style="list-style-type: none"> a. Actively works to understand customers and stakeholders b. Encourages a strong customer-focus and builds understanding of customer perspectives within their team c. Shows respect for customers and stakeholders
	5. Drives continuous improvement	<ul style="list-style-type: none"> a. Encourages creativity and innovation b. Identifies and implements improved ways of doing things
Results	6. Manages team performance	<ul style="list-style-type: none"> a. Breaks down projects into objectives and goals, and accurately scopes out length and difficulty of tasks b. Organises the team to deliver the required work program c. Provides clear and accurate reporting of progress and performance
	7. Manages internal and external relationships	<ul style="list-style-type: none"> a. Written and verbal communication is clear and concise b. Models open communication. Actively and attentively listens to others c. Seeks to understand the audience and adapt accordingly d. Builds networks with peers e. Works collaboratively with others f. Reads situations quickly and sees conflicts as opportunities g. Can settle disputes equitably by finding common ground and gaining cooperation
	8. Builds team capability	<ul style="list-style-type: none"> a. Takes responsibility for team development b. Uses development plans to addresses skills / knowledge gaps or to strengthen current capability c. Identifies a broad range of development opportunities for team members d. Develops staff for high performance through providing appropriate guidance and supporting them to resolve their own issues.
	9. Inspires individual and team commitment in the pursuit of results	<ul style="list-style-type: none"> a. Motivates individuals and creates a climate in which people want to do their best b. Regularly reviews performance and holds timely and frank discussions with all team members c. Gives people the balance of autonomy and support they need to achieve outcomes d. Builds a cohesive and supportive team environment
Accountability	10. Models professional and ethical behaviour	<ul style="list-style-type: none"> a. Acts in accordance with the QPS legislative framework and Code of Conduct b. Models ethical behaviour and consistently applies those ethical standards to self and others c. Is consistent in word and actions d. Is viewed as trustworthy, honourable and truthful, and respectful of the views of others e. Able to understand, monitor and channel their own emotions in a positive way whilst staying true to self
	11. Displays rigour in advice	<ul style="list-style-type: none"> a. Provides advice that is rigorously considered and supported by a clear rationale b. Looks beyond the obvious and persists with analysis and solutions c. Makes timely decisions
	12. Applies business management skills	<ul style="list-style-type: none"> a. Applies sound business management skills in corporate governance areas, such as financial, contract, and project management
	13. Commits to personal development	<ul style="list-style-type: none"> a. Is aware of personal strengths and weaknesses and takes account of these when acting b. Is committed to their own development and continuous self-improvement, and sees learning opportunities in everyday work c. Reflects on the reasons for both success and failure, and learns from the experience d. Actively seeks feedback and modifies their approach to enhance leadership effectiveness



Vision	1. Demonstrates broad perspective	<ul style="list-style-type: none"> a. Conveys the vision for their area in a compelling way b. Takes the broadest possible view of an issue or problem c. Is future-oriented in analysis, thought and action
	2. Navigates ambiguity and politics	<ul style="list-style-type: none"> a. Navigates complex and ambiguous environments, in the absence of complete information b. Understands ‘hot button’ areas of political sensitivity and risk, and uses judgement when deciding how to proceed c. Accurately reads situations and group dynamics
	3. Leads change	<ul style="list-style-type: none"> a. Adopts a planned and comprehensive approach to implementing organisational change b. Understands and influences organisational culture c. Influences others
	4. Delivers by working across boundaries	<ul style="list-style-type: none"> a. Sees and acts on opportunities for synergy and integration across their organisation and sector b. Works effectively with other parts of the organisation and sector to deliver results
	5. Champions innovative ideas and solutions	<ul style="list-style-type: none"> a. Open to and experiments with innovative approaches b. Analyses both success and failure to identify opportunities for improvement c. Inspires and harnesses the creativity of others d. Demonstrates good judgment about the creative ideas and suggestions of others that will work
Results	6. Manages group performance	<ul style="list-style-type: none"> a. Implements systems and processes to ensure ongoing delivery b. Organises various resources (people, funding, material, support) to achieve results c. Measures and monitors the performance of their area
	7. Manages internal and external relationships	<ul style="list-style-type: none"> a. Builds and maintains productive relationships with internal and external stakeholders b. Communicates in a way that is appropriate for the situation, and that promotes trust, respect and integrity c. Models open communication. Actively and attentively listens to others d. Understands different and competing views, and synthesises stakeholder information to inform approach e. Manages conflict and negotiates outcomes without compromising relationships f. Manages challenging stakeholders with diplomacy and tact
	8. Builds group capability	<ul style="list-style-type: none"> a. Selects the best people from inside and outside the sector b. Understands and can articulate the strengths and limitations of their direct reports and staff c. Develops the knowledge, skills and abilities of their direct reports, and other staff within their group d. Encourages opportunities for learning and stretch assignments to build capability
	9. Inspires individual and team commitment in the pursuit of results	<ul style="list-style-type: none"> a. Motivates individuals and creates a culture where people want to ‘go the extra mile’ b. Focuses strongly on the achievement of results, and places the same expectation on others c. Gives people the balance of autonomy and support they need to achieve outcomes d. Builds a cohesive and supportive team environment
Accountability	10. Models professional and ethical behaviour	<ul style="list-style-type: none"> a. Acts in accordance with the QPS legislative framework and Code of Conduct b. Models ethical behaviour and consistently applies those ethical standards to self and others c. Is consistent in word and actions d. Is viewed as trustworthy, honourable and truthful, and respectful of the views of others e. Able to understand, monitor and channel their own emotions in a positive way whilst staying true to self
	11. Displays courage in the provision of advice	<ul style="list-style-type: none"> a. Provides advice and makes decisions that are rigorously considered and supported by a clear rationale b. Uses analysis, experience and judgement to make informed decisions c. Takes personal responsibility and does not hold back on issues that need to be addressed d. Willing to be the only champion for an idea or position
	12. Applies business acumen	<ul style="list-style-type: none"> a. Exercises sound business acumen in corporate governance areas, such as financial, contract, and project management b. Understands the origin and reasoning behind key policies, practices and procedures
	13. Commits to personal development	<ul style="list-style-type: none"> a. Is aware of personal strengths and weaknesses and takes account of these when acting b. Is committed to their own development and continuous self-improvement, and sees learning opportunities in everyday work c. Reflects on the reasons for both success and failure, and learns from the experience d. Actively seeks feedback and modifies their approach to enhance leadership effectiveness



Executive	Sub-competencies	Behavioural indicators
Vision	1. Leads strategically with vision	<ul style="list-style-type: none"> • Strategic thinking • Strategic leadership <ol style="list-style-type: none"> a. Communicates a clear and compelling vision for the organisation that is meaningful to others b. Articulates and drives the implementation of strategies that align with organisational vision and purpose c. Commits the organisation to customer service in its vision, strategies, and culture d. Is future-oriented in analysis, thought and action
	2. Navigates complex, ambiguous and political environments	<ul style="list-style-type: none"> • Senior official experience • Navigating politics <ol style="list-style-type: none"> a. Makes decisions in complex and ambiguous environments, in the absence of complete information b. Understands 'hot button' areas of political sensitivity and risk, and uses judgement when deciding how to proceed c. Works with other executives and stakeholders to understand different viewpoints and plot a course of action d. Accurately reads situations, including key power relationships and group dynamics
	3. Leads change with agility	<ul style="list-style-type: none"> • Adaptive leadership • Leading change <ol style="list-style-type: none"> a. Anticipates changes in the strategic or operational environment and adjusts accordingly b. Quickly understands the implications of new information and developments, and how things may play out in the future c. Adapts leadership approach to reflect individual needs and environmental changes d. Adopts a planned and comprehensive approach to implementing organisational change
	4. Operates across boundaries	<ul style="list-style-type: none"> • Systems thinking • Working across boundaries <ol style="list-style-type: none"> a. Works across different agencies, levels of government and the private and not-for-profit sectors to develop responses b. Adopts a system-wide view of issues, and draws on a range of information, ideas and perspectives to understand problems c. Works to remove legislative, regulatory or other roadblocks in the pursuit of outcomes
	5. Engages with ideas, innovation and risk	<ul style="list-style-type: none"> • Innovative thinking • Driving performance improvement <ol style="list-style-type: none"> a. Is open to new ideas and ways of thinking, and empowers others to explore new approaches to long-standing or emerging problems b. Actively seeks out alternative ways to deliver cost-effective services to clients c. Exercises judgement in deciding which ideas are likely to work, and manages the risks associated with implementation d. Builds an organisational climate that is creative and committed to continuous improvement e. Identifies opportunities for business improvement and addresses barriers to facilitate outcomes
Results	6. Manages organisational performance	<ul style="list-style-type: none"> • Driving high performance • Monitoring performance <ol style="list-style-type: none"> a. Directs and prioritises resources, including human capital and other assets, towards matters that are important to the organisation, sector and/or government b. Manages performance through systems and processes, allowing people to get on with the job c. Maintains an appropriate level of oversight and involvement in the work of the area
	7. Manages internal and external relationships	<ul style="list-style-type: none"> • Relationship management • Engaging others • Managing challenging relationships <ol style="list-style-type: none"> a. Builds and maintains productive relationships with internal and external stakeholders b. Manages conflict and negotiates outcomes without compromising the relationship c. Manages challenging stakeholders with diplomacy and tact d. Understands different and competing views, and synthesises stakeholder information to inform approach e. Communicates in a way that is appropriate for the situation, and that promotes trust, respect and integrity f. Models open communication, and actively and attentively listens to others
	8. Builds organisational capability	<ul style="list-style-type: none"> • Developing managerial capability • Developing group capability <ol style="list-style-type: none"> a. Commits to succession planning, talent identification and management, mentoring and developing direct reports and others b. Actively builds a learning culture that values continuous improvement and promotes flexibility and access to learning opportunities c. Uses QPS-wide and agency-based performance planning frameworks to develop people
	9. Inspires individual and team commitment in the pursuit of results	<ul style="list-style-type: none"> • Achieving through others • Team leadership <ol style="list-style-type: none"> a. Communicates and reinforces the importance of team objectives b. Focuses strongly on the achievement of results, and places the same expectation on others c. Gives people the balance of autonomy and support they need to achieve outcomes d. Motivates individuals and creates a culture where people want to 'go the extra mile' e. Maintains composure when under pressure and is a calming influence in difficult situations f. Builds a cohesive and high performing management team that is characterised by team work, open discussion, strong morale and a focus on results



Accountability

10. Models professional and ethical behaviour	<ul style="list-style-type: none"> • Modelling ethical behaviour • Managing self 	<ol style="list-style-type: none"> Acts in accordance with the QPS legislative framework and Code of Conduct Models ethical behaviour, even in times of crisis, and consistently applies those ethical standards to self and others Is consistent in word and actions Is viewed as trustworthy, honourable and truthful, and respectful of the views of others
11. Displays courage in the provision of advice and decision-making	<ul style="list-style-type: none"> • Problem solving and decision making • Displaying managerial courage 	<ol style="list-style-type: none"> Provides frank and fearless advice, even in difficult or 'high stakes' situations (e.g. competing or vested interests; situations involving no precedent or going against precedent; advice that goes against strongly-held community views) Makes decisions that stand the test of time and are supported by a clear rationale Is prepared to make unpopular decisions and have 'difficult' conversations in a fair, considered and constructive manner Uses analysis, experience and judgement to make informed decisions
12. Applies sound corporate governance	<ul style="list-style-type: none"> • Business acumen • Managing corporate risk 	<ol style="list-style-type: none"> Exercises sound business acumen in corporate governance areas, such as financial and contract management, project management and benefits realisation Drives cost-effective commissioning of goods and services, utilising best practice procurement processes and appropriate supplier relationships Proactively seeks advice as required to ensure probity and sound decision making
13. Commits to personal development	<ul style="list-style-type: none"> • Self-awareness • Self-development focus 	<ol style="list-style-type: none"> Is aware of personal strengths and weaknesses and takes account of these when acting Is committed to their own development and continuous self-improvement, and sees learning opportunities in everyday work Applies self-awareness to create and strengthen leadership approach Reflects on the reasons for both success and failure, and learns from the experience Actively seeks feedback and modifies their approach to enhance leadership effectiveness

Key knowledge sets for team leader, program manager and executive

Discipline	Team leader 	Program manager 	Executive 
Finance Financial management framework	Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures.	Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management.	Apply strategic management of financial and budgetary compliance and governance responsibilities within the organisation.
Procurement Procurement competency framework Project assurance framework	Understand and comply with legal, policy and organisational guidelines and procedures in relation to procurement.	Ensure that government and organisational policy in relation to procurement is implemented.	Ensure that whole of government approaches to procurement are integrated into the organisation's policies and practices.
Technology Queensland Government ICT skills framework	Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks.	Show commitment to the use of existing and deployment of appropriate new technologies in the workplace.	Encourage research and expert advice on the application of emerging technologies to achieve organisational outcomes.
Policy Policy capability and development framework	Interpret and analyse the meaning of information gathered from a variety of sources, for the current policy agenda.	Compare proposed solutions to the current situation in response to the political context to provide compelling evidence on the proposed solution.	Apply a whole of government perspective and multi-disciplinary approach to identifying research and policy implications.
HR Strategic human resource competency framework	Work in partnership with the business to implement HR services to support business outcomes.	Understand how HR services best contribute to the organisation's KPIs and work collegiately with the business to ensure optimum service delivery.	As a strategic partner to the business take a whole of government perspective and multi-disciplinary approach to ensuring best practice and innovation in HR policies and practices that support the organisation's vision and purpose.