

**SAES** SOUTH AUSTRALIAN  
EXECUTIVE SERVICE

# COMPETENCY FRAMEWORK





## About the South Australian Executive Service (SAES) Competency Framework

The SAES Competency Framework forms the foundation of all aspects of the SAES and articulates the core behaviours required of SAES executives to achieve the highest level of performance in a South Australian public sector leadership role.

The SAES Competency Framework is the result of extensive research into executive competencies at a national and international level. The framework incorporates elements from a range of executive frameworks and has been specifically tailored to suit the needs and priorities of the South Australian public sector.

The competency framework comprises five core competencies which form the DNA of leadership. Each competency is critical and, when used correctly, forms a blueprint that guides the behaviours and actions of exceptional leaders. The five core competencies that sit within the SAES Executive Framework are:

1. Shapes Strategic Thinking and Change
2. Achieves Results
3. Drives Business Excellence
4. Forges Relationships and Engages Others
5. Exemplifies Personal Drive and Professionalism

Each competency includes: a title, which describes the overall outcome of the competency and a series of elements which define major components of the competency; and a description of the behavioural criteria that need to be performed in order to demonstrate proficiency in that competency at a particular level.

## Using the SAES Executive Competency Framework

The framework provides the mechanism by which the SAES links the attraction, recruitment, development, performance assessment and retention of executives across the public sector to a consistent and robust set of competencies that articulate the specific behaviours required to achieve optimum performance levels.

The SAES core competencies are based on the needs of the South Australian public sector both now and in the future. Each of the five core competencies may be prioritised differently by the various departments that make up the South Australian public sector, according to the varying nature of the work of the department, business unit and individuals within.

The SAES Competency Framework delineates the performance criteria for each executive level so that the behaviours and levels of performance required to demonstrate competence are consistent, measurable and widely understood. The framework enables the SAES to measure performance and manage succession more easily, building executive strength and talent for the future. The use of the SAES Competency Framework for all recruitment, performance assessment, development and succession planning will ensure that the public sector continues to have a pool of highly capable and developed leaders ready to take up new roles to meet future demands.

## SAES Levels

The SAES has two levels for the purposes of remuneration and development requirements.

SAES Level 1 Mercer CED points value 670 – 1,019

SAES Level 2 Mercer CED points value 1,020 – 1,799

The two levels illustrate the level of complexity in which the SAES operates. New behavioural criteria are introduced in SAES Level 2 to demonstrate the progressive increase in complexity between the levels. Areas of increased complexity are shown in bold font.

## Overarching Documents

The South Australian Public Sector exists to serve the government of the day and (through the Government's policies and programs) the South Australian community. Therefore it is important to note that the South Australian Strategic Plan and the Code of Ethics for the South Australian Public Sector overarch the SAES Executive Competency Framework.

OVERVIEW OF THE CORE COMPETENCIES

Shapes Strategic Thinking and Change	Achieves Results	Drives Business Excellence	Forges Relationships and Engages Others	Exemplifies Personal Drive and Professionalism
<p><b>Creates Vision</b> Creates a shared vision and mission for the business unit/organisation.</p>	<p><b>Achieves and Delivers Results</b> Drives for results while maintaining a focus on the business unit and/or organisations strategic goals.</p>	<p><b>Influences Organisational Performance</b> Influence the success of outcomes by maximising organisational effectiveness, performance and sustainability.</p>	<p><b>Develops and Uses Political Savvy</b> Identifies the internal and external politics that impact the organisation. Has a clear perception of the political context and reality and acts accordingly.</p>	<p><b>Models the South Australian Executive Service Values</b> Models and promotes appropriate social, ethical and organisational standards in all interactions.</p>
<p><b>Inspires</b> Inspires and influences others to assume ownership of organisational goals.</p>	<p><b>Drives Organisational Effectiveness</b> Ensures priorities are clearly linked to both short term and long-term organisational objectives.</p>	<p><b>Predicts and Plans for Future Organisational Needs</b> Anticipates and plans for future events, trends, problems and opportunities.</p>	<p><b>Negotiates and Influences</b> Approaches negotiations with a strong grasp of key issues and presents a convincing and balanced rationale. Identifies common ground to facilitate agreement and acceptance of mutually beneficial solutions.</p>	<p><b>Engages with Risk and Shows Personal Courage</b> Provides frank and fearless advice and is prepared to make tough decisions to achieve desired outcomes.</p>
<p><b>Thinks and Acts Strategically</b> Displays strategic thinking and planning to ensure the organisation moves towards its vision.</p>	<p><b>Exercises Sound Judgement</b> Makes well informed, effective and timely decisions even when information is incomplete and ambiguous.</p>	<p><b>Leads and Develops People</b> Develops the ability of others to effectively perform and contribute to the organisation by providing ongoing feedback and opportunities for development and growth.</p>	<p><b>Manages Conflict</b> Manages and resolves conflicts and disagreements in a constructive manner. Encourages creative tension and differences of opinion.</p>	<p><b>Displays Flexibility and Resilience</b> Demonstrates resilience in responding to changing directions. Modifies approach, processes and procedures either to fit a specific situation or in response to a changing organisational climate.</p>
<p><b>Leads and Influences Change</b> Develops and oversees the implementation of change initiatives in a sometimes uncertain environment.</p>	<p><b>Manages Compliance with Legislation</b> Abides by the laws, regulations and policies determining public sector activities.</p>	<p><b>Builds Capability and Expertise</b> Builds and manages the capability and expertise of the workforce to achieve organisational goals.</p>	<p><b>Promotes Information Sharing and the Gathering of Knowledge</b> Gathers knowledge and shares information from a variety of sources, explores new ideas and different viewpoints and promotes this culture throughout the organisation.</p>	<p><b>Demonstrates Self Awareness and a Commitment to Personal Development</b> Engages in regular critical reflection on feedback and experiences in the workplace and acts on these to facilitate professional growth.</p>
<p><b>Solves Problems</b> Identifies and analyses problems, generates and evaluates alternative solutions and makes recommendations.</p>	<p><b>Assumes Accountability</b> Holds self and others accountable for own actions and for achieving quality, timely and transparent outcomes.</p>	<p><b>Promotes a Customer Service Ethos</b> Anticipates and meets the needs of both internal and external customers. Delivers high quality goods and/or services.</p>	<p><b>Establishes and Maintains Strategic Networks</b> Builds effective working relationships, networks and partnerships with internal and external individuals at all levels.</p>	<p><b>Promotes and Integrates Diversity into the Workplace</b> Capitalises on the positive benefits that can be gained from diversity. Uses understanding of differences to enhance the operation of the organisation.</p>
<p><b>Applies Technical Expertise</b> Integrates technical expertise into the organisation to improve overall performance and delivery of organisational outcomes.</p>	<p><b>Evaluates</b> Monitors the performance of the business unit/ organisation and seeks continuous improvement.</p>	<p><b>Directs Resources</b> Carefully manages internal and external resources to ensure they are used efficiently to meet organisational objectives and the South Australian public sector strategic agenda.</p>	<p><b>Communicates Clearly and Adapts to Audience</b> Actively listens to others and responds in a clear, concise and diplomatic manner. Adapts communication style as appropriate.</p>	<p><b>Values Wellbeing for Self and Others</b> Values the wellbeing of self and others by managing stress levels and work-life balance.</p>

# SAES LEVEL I BEHAVIOUR PROFILE

## Core Competency - 1

### Shapes Strategic Thinking and Change

Anticipates and plans for future events, trends, problems and opportunities and exercises sound judgement. Develops creative solutions, stimulating new ways of thinking and solving problems.

#### 1.1 Creates Vision

- Behaviours:**
- Develops vision based on the broader public sector vision and direction including state and national policy direction.
  - Develops strategic direction for the business unit or agency.
  - Helps create business unit strategies that are aligned with key organisational objectives and likely future requirements.

#### 1.2 Inspires

- Behaviours:**
- Inspires and influences others creating a shared sense of purpose and direction toward achieving organisational goals.
  - Motivates others to build a shared vision to act as a catalyst for organisational change.
  - Encourages others' input and communicates required actions and expected outcomes.

#### 1.3 Thinks and Acts Strategically

- Behaviours:**
- Identifies links between global and societal trends, stakeholder concerns, the policy agenda, public service values, and departmental, regional and state-wide issues.
  - Operates within a whole of government context, considers multiple perspectives and is aware of potential tension between agency and sector wide outcomes.
  - Aligns business unit objectives with organisational priorities and targets.

#### 1.4 Leads and Influences Change

- Behaviours:**
- Projects beyond the current situation to the organisation's future potential to contribute to the sector and the community.
  - Sets necessary transformational goals with a broad perspective and long term timelines.
  - Operates effectively in an environment of ongoing change and uncertainty and maintains flexibility.
  - Actively ensures stakeholders are kept informed of change.

## 1.5

## Solves Problems

**Behaviours:**

Analyses problems thoroughly before finding solutions.

Considers alternative perspectives when assessing the ramifications of key issues on the organisation.

Anticipates emerging issues and changing context and develops timely strategies to solve problems or seize opportunities.

Applies intellect and knowledge to weigh up critical information and identify issues.

Capitalises on innovative alternatives to resolve complex problems.

# SAES LEVEL I BEHAVIOUR PROFILE

## Core Competency - 2

### Achieves Results

Makes timely, quality decisions taking a broad range of factors into consideration. Evaluates reasonable risk taking opportunities. Sets broad organisational goals and priorities in order to drive results consistent with government direction and public expectations.

#### 2.1 Achieves and Delivers Results

- Behaviours:**
- Transforms ideas into actions and ensures planned projects result in expected outputs.
  - Positions the business unit for future success by identifying opportunities and builds the organisation by developing or improving products or services.
  - Defines objectives and ensures translation into a concrete implementation plan.
  - Enables the achievement of outcomes by identifying and removing potential barriers to the success of the business unit.

#### 2.2 Drives Organisational Effectiveness

- Behaviours:**
- Creates and aligns structures, systems and resources to better achieve objectives.
  - Revises goals and plans to reflect changing priorities or conditions.
  - Applies and encourages strategic risk management practices.
  - Plans for future business unit/ agency needs and ensures staff are appropriately skilled and developed to meet those needs.

#### 2.3 Exercises Sound Judgement

- Behaviours:**
- Exercises sound judgement, makes timely decisions, initiates and responds to urgent actions, and remains calm in crisis situations.
  - Commits to decisive action despite incomplete information or ambiguity, if required.
  - Seeks to gather and understand all of the critical information where possible when making decisions.
  - Anticipates risks and addresses them quickly.
  - Uses judgement to develop strategies and think through contingencies in order to manage risk.



## 2.4 Manages Compliance with Legislation

- Behaviours:** Abides by the laws, regulations and policies determining public sector activities.
- Interprets and explains complex legislative information relating to public sector work and assures legislative compliance within the business unit.

## 2.5 Assumes Accountability

- Behaviours:** Holds self and others accountable for measurable high-quality, timely and cost effective results.
- Fulfils obligations of management accountabilities.
- Delegates authority, responsibility, and accountability to appropriate levels.
- Provides objective, credible and timely reporting to the Chief Executive.

## 2.6 Evaluates

- Behaviours:** Monitors business unit performance and seeks continuous improvement.
- Links financial and performance information to strategic organisational outcomes.
- Acts on evaluation and other objective performance information to continuously improve.

## 2.7 Applies Technical Expertise

- Behaviours:** Understands and appropriately applies principles, procedures and policies related to specialised expertise.
- Invites others to contribute their knowledge.

# SAES LEVEL I BEHAVIOUR PROFILE

## Core Competency - 3

### Drives Business Excellence

Builds an effective, sustainable and high performing organisation through leadership. Engages and aligns human, financial and information resources to achieve strategic targets. Plans for future organisational needs to minimise risk and maximise opportunity. Leads organisational change that maximises results.

#### 3.1 Influences Organisational Performance

- Behaviours:**
- Sets clear performance standards, which are linked to organisational outcomes.
  - Continually searches for ways to add value and to position the organisation for future success.
  - Encourages reasonable and strategic risk taking.
  - Recognises results and deals constructively with setbacks.
  - Champions new initiatives and stimulates change.

#### 3.2 Predicts and Plans for Future Organisational Needs

- Behaviours:**
- Forecasts future organisational, workforce and service needs to minimise risks and maximise opportunities.
  - Ensures immediate organisational capabilities are adequate and appropriate to position the organisation for success.
  - Creates opportunities to enhance existing workplace capability.
  - Investigates ways to drive business excellence by harnessing technology to meet projected needs.

#### 3.3 Leads and Develops People

- Behaviours:**
- Establishes robust processes to monitor and develop staff performance.
  - Gives clear and honest feedback and manages non-performance promptly.
  - Sets clear performance standards and gives timely praise and recognition.
  - Provides leadership and support for those they manage in dealing with staff performance issues.
  - Promotes continuous learning and the development of others to achieve maximum individual and organisational potential.

### 3.4 Builds Capability and Expertise

- Behaviours:**
- Seeks out and integrates professional expertise into the organisation to improve overall performance and delivery of business unit outcomes.
  - Contributes own expertise for the benefit of the organisation.
  - Actively ensures relevant professional input from others is obtained.

### 3.5 Promotes a Customer Service Ethos

- Behaviours:**
- Builds and promotes a commitment to customer service excellence.
  - Identifies the needs of a diverse customer base and ensures that the product and/or service delivery outcomes are consistent with customer needs and defined quality expectations.
  - Communicates a customer focused and corporately aligned vision and engages others to pursue a common goal.
  - Takes steps to ensure the provision of prompt, efficient and responsive client service personally and through the activities of the business unit.

### 3.6 Directs Resources

- Behaviours:**
- Deploys resources astutely and identifies optimum resourcing combinations.
  - Commits appropriate resources to further the South Australian public sector strategic agenda and to achieve priority government objectives in the interests of the state. Is accountable for organisational finance, resource and asset management.
  - Monitors expenditures and uses cost-benefit thinking to set priorities.
  - Ensures access to and security of systems.
  - Oversees procurement and manages contracts judiciously.

# SAES LEVEL I BEHAVIOUR PROFILE

## Core Competency - 4

### Forges Relationships and Engages Others

Builds effective working relationships, networks and partnerships with internal and external bodies at all levels. Creates a commitment to customer service excellence. Actively listens to what others have to say and responds in a clear, concise and diplomatic manner. Adapts communication style as appropriate.

#### 4.1 Develops and Uses Political Savvy

- Behaviours:**
- Identifies the internal and external demands that impact the organisation.
  - Perceives organisational and service delivery realities and acts accordingly.
  - Represents the organisation and the public sector effectively in public and internal forums and advocates government policies and agenda.

#### 4.2 Negotiates and Influences

- Behaviours:**
- Listens to and persuades others; builds consensus.
  - Obtains cooperation from others to gain information and accomplish goals.
  - Focuses on the desired objectives and ensures negotiations remain on track.
  - Anticipates the position of other stakeholders and is aware of the extent of potential for compromise.

#### 4.3 Manages Conflict

- Behaviours:**
- Anticipates and takes steps to prevent counter-productive behaviour.
  - Uses appropriate strategies to constructively manage and resolve conflicts and disagreements promptly.
  - Acts decisively and initiates urgent action to overcome difficult problems.

## 4.4 Promotes Information Sharing and the Gathering of Knowledge

- Behaviours:**
- Provides communication links up, down and throughout the organisation and networks.
  - Encourages debate and ideas from across hierarchy, skills sets and stakeholders.
  - Creates an open, positive environment to stimulate open discussion.
  - Encourages creative tension and diversity of opinion.
  - Positions the business unit to seize opportunities and minimise threats.
  - Uses knowledge of the business unit to tailor approaches to different issues.

## 4.5 Establishes and Maintains Strategic Networks

- Behaviours:**
- Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
  - Develops and implements effective communication and engagement strategies.
  - Acts as the interface and builds relationships between Ministers, stakeholders, and other agencies.
  - Builds and sustains relationships that provide a rich intelligence network.
  - Forges strategic alliances to achieve objectives.

## 4.6 Communicates Clearly and Adapts to Audience

- Behaviours:**
- Confidently communicates complex ideas.
  - Presents messages in a clear and articulate manner.
  - Seeks to understand the audience and tailor the message to their needs.
  - Identifies and communicates priorities, timelines, clear accountabilities and performance expectations.
  - Listens carefully to others and ensures their view has been understood.
  - Uses appropriate and unambiguous language.
  - Structures messages for brevity and presents messages with precision and confidence.

# SAES LEVEL I BEHAVIOUR PROFILE

## Core Competency - 5

### Exemplifies Personal Drive and Professionalism

Models ethical practice and embeds the values of the public sector into the culture of the organisation. Acts with integrity while promoting consistency among principles, values and behaviours. Sets challenging personal and organisational performance standards and pursues them with passion and energy.

#### 5.1 Models the South Australian Executive Service Values

- Behaviours:**
- Adheres to and promotes ethical leadership and decision-making and aligns business unit processes accordingly.
  - Demonstrates and integrates values and ethics (including the Code of Conduct) into business unit practices.
  - Models and builds a culture of respect for people and public sector values and encourages these standards in others.
  - Recognises and reconciles competing values.

#### 5.2 Engages with Risk and Shows Personal Courage

- Behaviours:**
- Provides impartial and forthright advice and acts with the courage of own convictions.
  - Role models the development of courage in others by consistently raising critical and difficult issues.
  - Is prepared to make tough corporate decisions to achieve desired outcomes.
  - Takes responsibility for mistakes and learns from them.
  - Clearly voices own opinion and challenges difficult or controversial issues.
  - Seeks guidance and advice where required.

#### 5.3 Displays Flexibility and Resilience

- Behaviours:**
- Remains open to change and new information; rapidly adapts and responds to changing conditions or unexpected obstacles.
  - Deals effectively with pressure, remains optimistic under adversity.
  - Recovers quickly from setbacks.
  - Demonstrates tenacity and persists with initiatives that are of benefit to the business unit and/or organisation.

## 5.4 Demonstrates Self Awareness and a Commitment to Personal Development

- Behaviours:**
- Is self aware, perceptive and sensitive to the attitudes, feelings and concerns of others.
  - Engages in regular critical reflection and feedback and acts as a role model by openly communicating strengths and development needs.
  - Is open to feedback and is responsive in adjusting behaviour.
  - Sets challenging goals for self to achieve higher quality results/ outcomes.

## 5.5 Promotes and Integrates Diversity into the Workplace

- Behaviours:**
- Ensures the workforce has the capacity and diversity to meet current and future needs.
  - Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the organisational vision.

## 5.6 Values Wellbeing for Self and Others

- Behaviours:**
- Builds and promotes a safe, healthy and respectful organisation, free of harassment and discrimination.
  - Creates opportunities for, models, and encourages the use of work-life balance arrangements.

# SAES LEVEL 2 BEHAVIOUR PROFILE

## Core Competency - 1

### Shapes Strategic Thinking and Change

Anticipates and plans for future events, trends, problems and opportunities and exercises sound judgement. Develops creative solutions, stimulating new ways of thinking and solving problems.

#### 1.1 Creates Vision

- Behaviours:**
- Develops vision based on the broader public sector vision and direction including state and national policy direction.
  - Uses vision to influence organisational behaviour.
  - Champions the organisation's vision and goals and unifies business units with the organisational and strategic direction.
  - Helps create organisational strategies that are aligned with government objectives and likely future requirements.

#### 1.2 Inspires

- Behaviours:**
- Inspires and influences others creating a shared sense of purpose and direction toward achieving organisational goals.
  - Motivates others to build a shared vision to act as a catalyst for organisational improvement and change.
  - Encourages others' input and communicates expected outcomes from organisational strategies.

#### 1.3 Thinks and Acts Strategically

- Behaviours:**
- Identifies links between global and societal trends, stakeholder concerns, the policy agenda, public service values, and departmental, regional and state-wide issues.
  - Operates within a whole of government context, considers multiple perspectives and is aware of potential tension between agency and sector-wide outcomes.
  - Aligns organisational objectives with strategic, public sector-wide priorities and targets.



## 1.4 Leads and Influences Change

<b>Behaviours:</b>	Projects beyond the current situation to the organisation's future potential to contribute to the sector and the community.
	Sets necessary transformational goals with a broad perspective and long term timelines.
	Drives the organisational change agenda and maximises results at the organisational and broader public sector level.
	Actively ensures stakeholders are kept informed of change.

## 1.5 Solves Problems

<b>Behaviours:</b>	Analyses problems thoroughly before finding solutions.
	Considers alternative perspectives when assessing the ramifications of key issues and develops solutions with long-term viability for the organisation and the broader public sector.
	Anticipates emerging issues and changing context and develops timely strategies to solve problems or seize opportunities.
	Applies intellect and knowledge to weigh up critical information and identify issues.
	Capitalises on innovative alternatives to resolve complex problems.

# SAES LEVEL 2 BEHAVIOUR PROFILE

## Core Competency - 2

### Achieves Results

Makes timely, quality decisions taking a broad range of factors into consideration. Evaluates reasonable risk taking opportunities. Sets broad organisational goals and priorities in order to drive results consistent with government direction and public expectations.

#### 2.1 Achieves and Delivers Results

- Behaviours:**
- Transforms ideas into actions and ensures planned projects result in expected outputs.
  - Positions the organisation for future success by identifying opportunities and builds the organisation by developing or improving products or services.
  - Defines objectives and ensures translation into a concrete implementation plan.
  - Enables the achievement of outcomes by identifying and removing potential barriers to the success of the organisation.
  - Acts decisively to ensure strategies are implemented and issues are addressed.

#### 2.2 Drives Organisational Effectiveness

- Behaviours:**
- Creates and aligns structures, systems and resources to better achieve objectives.
  - Revises goals and plans to reflect changing priorities or conditions.
  - Applies and encourages strategic risk management practices.
  - Forecasts future organisational requirements and ensures that people are appropriately developed to meet current and future leadership and capability needs.

#### 2.3 Exercises Sound Judgement

- Behaviours:**
- Exercises sound judgement, makes timely decisions, initiates and responds to urgent actions, and remains calm in crisis situations.
  - Commits to decisive action despite incomplete information or ambiguity, if required.
  - Seeks to gather and understand all of the critical information where possible when making decisions.
  - Anticipates long-term and strategic risks and addresses them quickly.
  - Uses judgement to develop strategies and think through contingencies in order to manage long-term and strategic risk.

## 2.4 Manages Compliance with Legislation

- Behaviours:** Abides by the laws, regulations and policies determining public sector activities.
- Interprets and explains complex legislative information relating to public sector work and assures legislative compliance within the organisation.

## 2.5 Assumes Accountability

- Behaviours:** Holds self and others accountable for measurable high-quality, timely and cost-effective results.
- Fulfils obligations of management accountabilities.
- Delegates authority, responsibility, and accountability to appropriate levels.
- Puts systems in place to establish and measure accountabilities.
- Provides objective, credible and timely reporting to the Chief Executive and Minister(s).

## 2.6 Evaluates

- Behaviours:** Monitors organisational performance and seeks continuous improvement.
- Links financial and performance information to strategic organisational outcomes.
- Acts on evaluation and other objective performance information to continuously improve.

## 2.7 Applies Technical Expertise

- Behaviours:** Understands and appropriately applies principles, procedures and policies related to specialised expertise.
- Invites others to contribute their knowledge.

# SAES LEVEL 2 BEHAVIOUR PROFILE

## Core Competency - 3

### Drives Business Excellence

Builds an effective, sustainable and high performing organisation through leadership. Engages and aligns human, financial and information resources to achieve strategic targets. Plans for future organisational needs to minimise risk and maximise opportunity. Leads organisational change that maximises results.

#### 3.1 Influences Organisational Performance

- Behaviours:**
- Sets clear organisational performance standards, which are linked to organisational outcomes.
  - Continually searches for ways to add value and to position the organisation for future success.
  - Encourages reasonable and strategic risk taking.
  - Recognises results and deals constructively with setbacks.
  - Champions new initiatives and stimulates change.

#### 3.2 Predicts and Plans for Future Organisational Needs

- Behaviours:**
- Forecasts future organisational, workforce and service needs to minimise risks and maximise opportunities.
  - Ensures immediate organisational capabilities are adequate and appropriate to position the organisation for success.
  - Creates opportunities to enhance existing workplace capability.
  - Investigates ways to drive business excellence by harnessing technology to meet projected needs.

#### 3.3 Leads and Develops People

- Behaviours:**
- Establishes robust processes to monitor and develop staff performance.
  - Gives clear and honest feedback and manages non-performance promptly.
  - Sets clear performance standards and gives timely praise and recognition.
  - Provides leadership and support for those they manage in dealing with staff performance issues.
  - Promotes continuous learning and the development of others to achieve maximum individual and organisational potential.
  - Provides access to challenging work and targeted development opportunities for staff, followed by opportunities to embed new learning into the workplace.

### 3.4 Builds Capability and Expertise

- Behaviours:**
- Seeks out and integrates professional expertise into the organisation to improve overall performance and delivery of organisational and whole of public sector outcomes.
  - Contributes own expertise for the benefit of the organisation.
  - Actively ensures relevant professional input from others is obtained.
  - Nurtures talent and engages in succession planning.

### 3.5 Promotes a Customer Service Ethos

- Behaviours:**
- Builds and promotes a commitment to customer service excellence.
  - Identifies the needs of a diverse customer base and ensures that the product and/or service delivery outcomes are consistent with customer needs and defined quality expectations.
  - Creates and communicates a customer focused and corporately aligned vision and engages others to pursue a common goal.
  - Takes steps to ensure the provision of prompt, efficient and responsive client service personally and through the activities of the organisation.

### 3.6 Directs Resources

- Behaviours:**
- Engages in flexible resource management and looks beyond the organisation's boundaries to achieve the optimum resourcing combination.
  - Commits appropriate resources to further the South Australian public sector strategic agenda and to achieve priority government objectives in the interests of the state.
  - Is accountable for organisational finance, resource and asset management.
  - Monitors expenditures and uses cost-benefit thinking to set priorities.
  - Ensures access to and security of systems.
  - Oversees procurement and manages contracts judiciously.

# SAES LEVEL 2 BEHAVIOUR PROFILE

## Core Competency - 4

### Forges Relationships and Engages Others

Builds effective working relationships, networks and partnerships with internal and external bodies at all levels. Creates a commitment to customer service excellence. Actively listens to what others have to say and responds in a clear, concise and diplomatic manner. Adapts communication style as appropriate.

#### 4.1 Develops and Uses Political Savvy

**Behaviours:**

- Identifies the internal and external demands that impact the organisation.
- Perceives organisational and service delivery realities and acts accordingly.
- Represents the organisation and the public sector effectively in public and internal forums and advocates government policies and agenda.

#### 4.2 Negotiates and Influences

**Behaviours:**

- Listens to and persuades others; builds consensus.
- Obtains cooperation from others to gain information and accomplish goals.
- Focuses on desired objectives and ensures negotiations remain on track.
- Focuses on the way in which the message is delivered and uses techniques to illustrate the argument persuasively.
- Identifies key stakeholders and engages their support.
- Consults broadly to obtain buy-in and recognises when input is required.
- Anticipates the position of other stakeholders and is aware of the extent of potential for compromise.

#### 4.3 Manages Conflict

**Behaviours:**

- Anticipates and takes steps to prevent counter-productive behaviour.
- Uses appropriate strategies to constructively manage and resolve conflicts and disagreements promptly.
- Maintains control and initiates urgent action to resolve issues when required.
- Bridges differences in understanding between key stakeholders.

## 4.4 Promotes Information Sharing and the Gathering of Knowledge

- Behaviours:**
- Provides communication links up, down and throughout the organisation and networks.
  - Encourages debate and ideas from across hierarchy, skills sets and stakeholders.
  - Creates an open, positive environment to stimulate open discussion.
  - Encourages creative tension and diversity of opinion.
  - Positions the organisation to seize opportunities and minimise threats.
  - Uses knowledge of the organisation to tailor approaches to different issues.
  - Recognises the opportunities offered through whole of government approaches and seeks to realise them.

## 4.5 Establishes and Maintains Strategic Networks

- Behaviours:**
- Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
  - Develops and implements effective communication and engagement strategies.
  - Acts as the interface and builds relationships between Ministers, stakeholders, and other agencies.
  - Builds and sustains relationships that provide a rich intelligence network.
  - Forges strategic alliances to achieve departmental and shared objectives.
  - Establishes an effective working relationship with the Minister(s) and seeks to understand their needs and expectations.

## 4.6 Communicates Clearly and Adapts to Audience

- Behaviours:**
- Confidently communicates complex ideas.
  - Presents messages in a clear and articulate manner.
  - Seeks to understand the audience and tailor the message to their needs.
  - Identifies and communicates priorities, timelines, clear accountabilities and performance.
  - Listens carefully to others and ensures their view has been understood.
  - Uses appropriate and unambiguous language.
  - Structures messages for brevity and presents messages with precision and confidence.
  - States the facts and uses straightforward language to aid transparency.

# SAES LEVEL 2 BEHAVIOUR PROFILE

## Core Competency - 5

### Exemplifies Personal Drive and Professionalism

Models ethical practice and embeds the values of the public sector into the culture of the organisation. Acts with integrity while promoting consistency among principles, values and behaviours. Sets challenging personal and organisational performance standards and pursues them with passion and energy.

#### 5.1 Models the South Australian Executive Service Values

- Behaviours:**
- Adheres to and promotes ethical leadership and decision-making and aligns organisational processes accordingly.
  - Demonstrates and integrates values and ethics (including the Code of Conduct) into organisational practices.
  - Models and builds a culture of respect for people and public sector values.
  - Recognises and reconciles competing values.
  - Addresses breaches of protocol and probity in a timely and appropriate manner.

#### 5.2 Engages with Risk and Shows Personal Courage

- Behaviours:**
- Provides impartial and forthright advice and acts with the courage of own convictions.
  - Role models the development of courage in others by consistently raising critical and difficult issues.
  - Is prepared to make tough corporate decisions to achieve desired outcomes.
  - Takes responsibility for mistakes and learns from them.
  - Clearly voices own opinion and challenges difficult or controversial issues.
  - Seeks guidance and advice where required.
  - Accepts accountability for mistakes made in the organisation and ensures corrective action is taken.
  - Models courageous leadership by consistently raising critical and difficult issues.



### 5.3 Displays Flexibility and Resilience

- Behaviours:** Remains open to change and new information; rapidly adapts and responds to changing conditions or unexpected obstacles.
- Deals effectively with pressure, remains optimistic and persists under adversity.
- Recovers quickly from setbacks.
- Demonstrates tenacity and persists with initiatives, copes with extreme and changing demands from numerous stakeholders and maintains focus on organisational and whole of government objectives.

### 5.4 Demonstrates Self Awareness and a Commitment to Personal Development

- Behaviours:** Is self aware, perceptive and sensitive to the attitudes, feelings and concerns of others.
- Engages in regular critical reflection and feedback and acts as a role model by openly communicating strengths and development needs.
- Is open to feedback and is responsive in adjusting behaviour.
- Sets challenging goals for self to achieve higher quality results/ outcomes.
- Displays self-awareness and is highly aware of own strengths and limitations.

### 5.5 Promotes and Integrates Diversity into the Workplace

- Behaviours:** Ensures the workforce has the capacity and diversity to meet current and future needs.
- Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the organisational vision.
- Acts as a positive role model by proactively communicating the value and importance of capitalising on diversity for the organisation.

### 5.6 Values Wellbeing for Self and Others

- Behaviours:** Builds and promotes a safe, healthy and respectful organisation, free of harassment and discrimination.
- Creates opportunities for, models and encourages the use of work-life balance arrangements.

## **Additional Resources**

Additional resources to support the effective use of the competency framework are available on the SAES website at [www.saes.sa.gov.au](http://www.saes.sa.gov.au).

The development of the SAES Competency Framework draws heavily upon the Australian Public Sector Senior Executive Leadership Capability Framework.



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