



WITH COMPLIMENTS

INFORMATION KIT:

PV:075/17

Environmental Health Officer, Innisfail

Please read this information carefully,
as it will help you with the preparation of your application.

Your information kit contains the following:

1. General Conditions of Employment
2. Position Description
3. CCRC Application For Employment Form

You are required to:

1. Complete the CCRC Application for Employment Form
2. Attach your Application addressing the Selection Criteria -
(On Page 8 - must be addressed to be considered for this position)
3. Attach your resume or any other supporting documentation

Enquiries:

Mark Allpress

Manager Environmental Services

Telephone: 07 4043 8839

Email: mark.allpress@ccrc.qld.gov.au

Address all correspondence to:

The Chief Executive Officer
Cassowary Coast Regional Council
P O Box 887
INNISFAIL QLD 4860

Web Address: www.cassowarycoast.qld.gov.au

Closing Date:

Monday, 7 August 2017 at 4.30pm



General Conditions of Employment

Position:	Environmental Health Officer
Location:	Innisfail
Award:	Queensland Local Government Industry Award - State 2017 and CCRC Enterprise Bargaining Agreement
Level in Current Certified Agreement:	LGOA 5 - 6
Equivalent Translation Level (to be translated to new certified agreement):	LGIA 14 - 19
Salary:	\$69,291.30 to \$78,677.04 per annum plus relevant allowances. <i>Level on appointment will be dependent on qualifications and experience.</i>
Payment Of Wages	Currently Council employees are paid every second Wednesday for the fortnight ending the previous Friday. All payments are made directly into bank accounts nominated by the employee.
Probation Period:	All Permanent Full Time Employees serve an initial three months probation. A further period of three months may be agreed in writing if the employee has not met the required performance standard. Council has a Probationary Review process to ensure feedback is received during your probation period.
Leave:	Five (5) weeks annual leave and fifteen (15) days sick leave apply. Annual Leave Loading applies. A nineteen (19) day month rostered day off system also applies.
Superannuation:	Council makes a contribution to the Local Government Superannuation fund on your behalf, based on 9.25% of your salary for the first 12 months of employment, and 12% thereafter. Employees are required to contribute 6% of their salary to the superannuation fund after 12 months employment. You may elect to contribute to 6% superannuation at any time in the first 12 months and by doing so will attract the full Council contribution of 12% of your salary. LGIA is CCRC's default Superannuation Fund; however, you are able to nominate a fund of your choice. You will need to provide this information to Payroll.
Contact Details:	Enquiries in relation to this position should be directed to: Peter Crosby, Manager HR Projects on 07 4030 2253 or peter.crosby@ccrc.qld.gov.au
Applications should be addressed to:	The Chief Executive Officer Cassowary Coast Regional Council PO Box 887 INNISFAIL QLD 4860
Closing Date:	Monday, 7 August 2017 at 4.30pm

Applications may be submitted via any one of these means:

Facsimile: (07) 4061 4258

Email: recruitment@ccrc.qld.gov.au

Post: Cassowary Coast Regional Council
P O Box 887
INNISFAIL QLD 4860

In Person: Council Offices at:
▪ 70 Rankin Street, Innisfail
▪ 38-40 Bryant Street, Tully

Applications marked “*Confidential – Application for Position*” should be received by close of business (4:30pm) on the closing date for the position.

Late applications may not be considered.

Council provides a smoke free work environment.

The Cassowary Coast Regional Council is an equal opportunity employer.
and all suitably experienced applicants are encouraged to apply.



APPLICATION FOR EMPLOYMENT

Cassowary Coast Regional Council

This Application for Employment must be attached to your application.

POSITION APPLIED FOR	PV:075/17 - Environmental Health Officer, Innisfail		
PERSONAL DETAILS:			
Title: <i>(Please tick)</i>	<input type="checkbox"/> Mr	<input type="checkbox"/> Mrs	<input type="checkbox"/> Ms <input type="checkbox"/> Miss
Family Name:			
Given Name:			
Street Address:			
Telephone:			
Mobile:			
Email (Home):			
Postal Address:			
EDUCATION DETAILS: <i>This can be left blank if on Resume. (Copies of transcripts will be required).</i>			
Education Institution:			
Date Completed:			
Qualification Achieved:			
LICENCES/TICKETS:			
<i>This can be left blank if on Resume. (Copies of licences, tickets, or certificates will be required).</i>			
Licence / Ticket Type:			
Licence / Ticket Number:			
Expiry Date:			
REFEREE DETAILS:			
We require a minimum of two EMPLOYER references - personal referees will not be accepted.			
Do you have any objection to our obtaining additional information to that supplied on this form? <i>(Please tick)</i>		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Referee #1 Name:			
<i>Referee Contact Number:</i>			
<i>Referee Relationship:</i>			
Referee #2 Name:			
<i>Referee Contact Number:</i>			
<i>Referee Relationship:</i>			
Referee #3 Name:			
<i>Referee Contact Number:</i>			
<i>Referee Relationship:</i>			

Application for Employment (Continued...)

PLEASE NOTE:

Some positions may require a medical examination prior to appointment to a permanent position. You will be notified if this is the case for the position you are applying for during the recruitment process.

HOW DID YOU FIND OUT ABOUT THIS VACANCY: (Please tick)

- | | | |
|---|--|---------------------------------------|
| <input type="checkbox"/> Innisfail Advocate | <input type="checkbox"/> Cassowary Coast Ind. News | <input type="checkbox"/> CCRC Website |
| <input type="checkbox"/> LGAQ Website | <input type="checkbox"/> LG Assist | <input type="checkbox"/> SEEK Website |
| <input type="checkbox"/> Other (Please Specify _____) | | |

THIS SECTION IS OPTIONAL: (Please tick)

Do you identify with any of the following groups? (Please tick)

- | |
|---|
| <input type="checkbox"/> ATSI: (Aboriginal / Torres Strait Islander) |
| <input type="checkbox"/> ASSI: (Australian South Sea Islander) |
| <input type="checkbox"/> NESB: (Non English Speaking Background e.g. - Italian) |
| <input type="checkbox"/> Disability |

GENERAL:

Are you legally able to work in Australia: (Please tick)

☐ Yes ☐ No

Are there any factors that will affect your ability to perform the requirements of this role? (Please tick)

☐ Yes ☐ No

If YES. Please give details:

VERIFICATION OF IDENTITY AND ENTITLEMENT TO WORK IN AUSTRALIA:

Please provide a copy of one (1) of the following documents:
(Please tick)

- | |
|--|
| <input type="checkbox"/> Australian or New Zealand Passport |
| <input type="checkbox"/> Australian Driver's Licence |
| <input type="checkbox"/> Original Birth Certificate |
| <input type="checkbox"/> Overseas passport with Visa details "holder(s) permitted to remain in Australia indefinitely" |
| <input type="checkbox"/> Overseas passport with confirmation of a current temporary work Visa and its expiry date |

DECLARATION:

I hereby declare that the information contained in this document is, to the best of my knowledge, true and correct. I acknowledge that any false information may be sufficient cause for dismissal if I am employed by Cassowary Coast Regional Council.

Signature:

Date:

The Cassowary Coast Regional Council respects your privacy. Your personal information has been collected for the purpose of processing your 'Application for Employment' for a current vacancy and will be forwarded to a representative from the relevant department/area that will assist in the recruitment process. The collection of your information is authorised under the Local Government Act 2009. Your personal information will not be disclosed to any other person or agency unless you have given your permission or Council is required to do so by law. You may apply to access this information on the appropriate form obtainable from Council Website at any time.

Application for Employment (Continued...)

*******OFFICE USE ONLY:**

Is proof of identity and ability to work in Australia provided and attached:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Are copies of Transcripts, Licences, Tickets and Certificates attached:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Has the Selection Criteria been addressed and attached:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is a copy of a Resume and any other supporting documents attached:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Acknowledgement Letter sent:	Date: / /	
Physically located on PV File:	Date: / /	
Signed by HR Officer:		



POSITION DESCRIPTION

Title	Environmental Health Officer
Department	Delivery Services
Section	Regulatory Services
Award	Queensland Local Government Industry Award - State 2017 and CCRC Enterprise Bargaining Agreement
Level in Current Certified Agreement:	LGOA 5 - 6
Equivalent Translation Level (to be translated to new certified agreement):	LGIA 14 - 19
Reports to	Coordinator Regulatory Services

REGION OF OPPORTUNITY

Cassowary Coast Regional Council is embarking on a program of transformation and renewal to realign the business of Council with the Council's vision. There is significant community expectation on the Council that services and service delivery is reviewed and provided in a manner that results in best value for ratepayer dollar. The Council has a program of priority projects to transform organisation culture, the efficiency and effectiveness of service delivery and regional growth and development. The CEO will lead this program of transformation with the leadership team and key to this is a transformational change in the way services are provided to the community. This includes leading the development and implementation of a complete customer service methodology and a comprehensive planning and scheduling program to reduce reactive maintenance and produce quality, consistency and certainty in service provision to the community, resulting in a best value outcome for the provision of services.

YOUR CONTRIBUTION

The Environmental Health Officers contribution is to provide customer focused solutions to the delivery of public and environmental health outcomes through the active administration of Health legislation, the Food Act, Environmental Protection legislation, Council Local Law and Policies or any other legislation applicable to the position. The position is part of a team that addresses all environmental health, compliance and enforcement activities across the region.

Environmental Health Officers are responsible for undertaking investigations, inspections and approvals not limited to issues such as public health, food, vector control, safety, asbestos and clandestine laboratory management development, skin penetration environmental management, sustainability, litter, illegal dumping, waste reduction, environmental nuisance and local laws permits.

As an Environmental Health Officers it will be expected that you will demonstrate objective decisions, incorporating political prowess, legislative and community expectations of public health issues and relevant State legislation with an emphasis on information and education to achieve self-regulation. It is also expected that you will coach and mentor fellow team members at lower levels.

The successful candidate will provide a quality service to enhance and protect the amenity and safety of the community and environment, through the delivery of high quality and accurate compliance processes.

Environmental Health Officers will contribute to implementing a holistic program of change across the CCRC Delivery Services Division in collaboration with the section leadership team and in consultation with the Cassowary Coast community and the rest of Council. This will involve leading the Regulatory Services section on a transformative journey focusing on the needs and aspirations of the Cassowary Coast community developing a culture of customer-centricity and personal accountability; and reshaping how we deliver services.

KEY ACCOUNTABILITIES

Keeping the customer at the heart of all activities, the Environmental Health Officer will:

- Deliver an outcomes-focused culture where leaders and staff take personal accountability for delivering on Council's vision and policy.
- As part of the Regulatory Services Team contribute to the delivery of co-design services with the community, a whole-of-Council approach to integrating service delivery, and an innovative view of Council's long-term opportunities.
- Conduct investigations in respect to Regulatory Services Team matters in line with Council policy and procedure as well as industry standards and state and local laws.
- Conduct routine inspections of regulated businesses/approvals/permits to ensure conditions are maintained and current (permits etc.).
- Act as an ambassador for Council during interactions with the community and provide accurate and timely information and advice regarding relevant Environmental Health matters.
- Investigate complaints of relevant legislative matters as directed.
- Ensure accurate and responsible use of all equipment used within the Regulatory Services team.
- Maintain and update records relevant to the position to ensure information and knowledge is current and accurate.
- Take appropriate action in respect to breaches of relevant statutory legislation that falls within the responsibility of the Regulatory Services Team, that are observed during normal duties or as directed.
- Undertake such other duties as required from time to time which would generally fall within the skill and knowledge requirements of this position.
- Work effectively as a member of the Regulatory Services team, which actively promotes resources, knowledge and information sharing and that strives for excellence in customer service delivery.
- Meet obligations under the Workplace Health and Safety Act.
- Ensuring personal safety and the safety of others by following council policies and procedures.

KEY OUTCOMES

- A zero harm outcome will be achieved within the Regulatory Services team.
- Legislative compliance has improved within the community.

BEHAVIOURAL COMPETENCIES

Demonstrate Success Profile competencies in all interactions with internal and external stakeholders including:

- Understand how the team's work aligns to the organisational objectives
- Acts proactively
- Responds flexibly to change
- Focuses on customers
- Seeks continuous improvement
- Focuses on performance
- Manages internal and external relationships
- Supports others capability development
- Gives constructive feedback
- Models professional and ethical behaviour
- Displays rigour in analysis
- Applies specialized knowledge and skills

- Commits to personal development
- Acts proactively in conflict situations

POSITION DIMENSIONS

- Environmental Health Officer will report directly to the Coordinator Regulatory Services.

SELECTION CRITERIA

(Must be addressed to be considered for this position)

SELECTION CRITERIA

Essential:

- Tertiary qualifications in the field of Environmental Health (or equivalent) and eligibility for Membership of Environment Health Australia.
- Demonstrated knowledge of relevant Environmental Health issues with an appreciation of issues faced by rural local governments, especially those near major urban areas.
- Demonstrated ability to interpret or ability to acquire that knowledge of Legislation, Local Laws and Policies, relevant to the statutory requirements of the position.
- Demonstrated investigative and analytical skills with the ability to make sound decisions based on professional experience and in line with policy and legislation.
- Demonstrated efficient time management, organisational and prioritising skills with the ability to work under general direction in a team environment.
- Demonstrated customer service skills with experience in a regulatory environment.
- Demonstrated Highly developed oral communication skills, particularly in conflict situations and consultation activities.
- Highly developed written communication skills, particularly in the preparation of formal reports and correspondence.
- .Ability to use computer and handheld devices and applications.
- The physical ability to undertake Environmental Health /compliance duties such as premises inspection, etc.
- Demonstrated ability to maintain a strict sense of professional ethics, confidentiality and privacy.
- Current "C" class drivers licence.
- Current "Working with Children Queensland Blue Card".

Desirable:

- Extensive professional experience within a medium to large sized local government operating in a diverse range of activities.
- Certificate IV in Government (Statutory Investigation and Enforcement) or similar qualifications.
- High developed communication and interpersonal skills with a strong customer focus to engage in active listening, communicate persuasively, gather sensitive information and resolve issues.
- Well-developed interpersonal and communication skills with the ability to effectively liaise with members of the public.
- Demonstrated knowledge, or the ability to rapidly acquire an understanding and competency in the use of technical equipment relative to the position.

Position Specific Conditions:

- Participation in a call out roster if required.
- Some after hours and weekend work may be required and will be compensated via a Time in Lieu system only.
- Travel within the region is required and access to a vehicle for work-related purposes will be provided.

WORK HEALTH AND SAFETY

Abide by Work Health and Safety Obligation and Responsibility below:

All employees have an obligation to familiarise themselves with and comply with statutory and Cassowary Coast Regional Council WH&S Management System, WH&S policies, procedures and work instructions. In fulfilling this obligation, Employees are to:

- Work in a safe manner so as not to jeopardise the health and safety of themselves or any other person.
- Follow instruction given in regards to WHS.
- Use and maintain Personal Protective Equipment.
- Participate in the consultation and communication processes.
- Identify and report hazards and risks in their workplaces.

RISK MANAGEMENT

The Council has an Enterprise Risk Management program operating throughout the organization and through this program a number of corporate, operational and project risks have been documented.

As an employee of Council you have a responsibility to be aware of risks associated with your duties and proactively seek to identify, treat and manage these risks.

ORGANISATIONAL COMMITMENTS

Corporate

1. Comply with Customer Service Standards.
2. Comply with the requirements of Council's policies and procedures as amended from time to time.
3. Comply with recordkeeping responsibilities as outlined in Council's Recordkeeping Policy.

POSITION DESCRIPTION AUTHORISATION AND ACCEPTANCE

This position description is subject to change from time to time as Cassowary Coast Regional Council's organisation may be developed or restructured. Any such reorganisation of duties shall be the subject of discussion with the position incumbent.

We agree that this document has been jointly compiled (and agreed to and that the attached list of specific duties are current) as at date of signing.

Supervisor _____ **Date:** _____

Incumbent: _____ **Date:** _____

Recommended By: Chief Executive Officer

Queensland Public Service Workforce Capability Success Profile

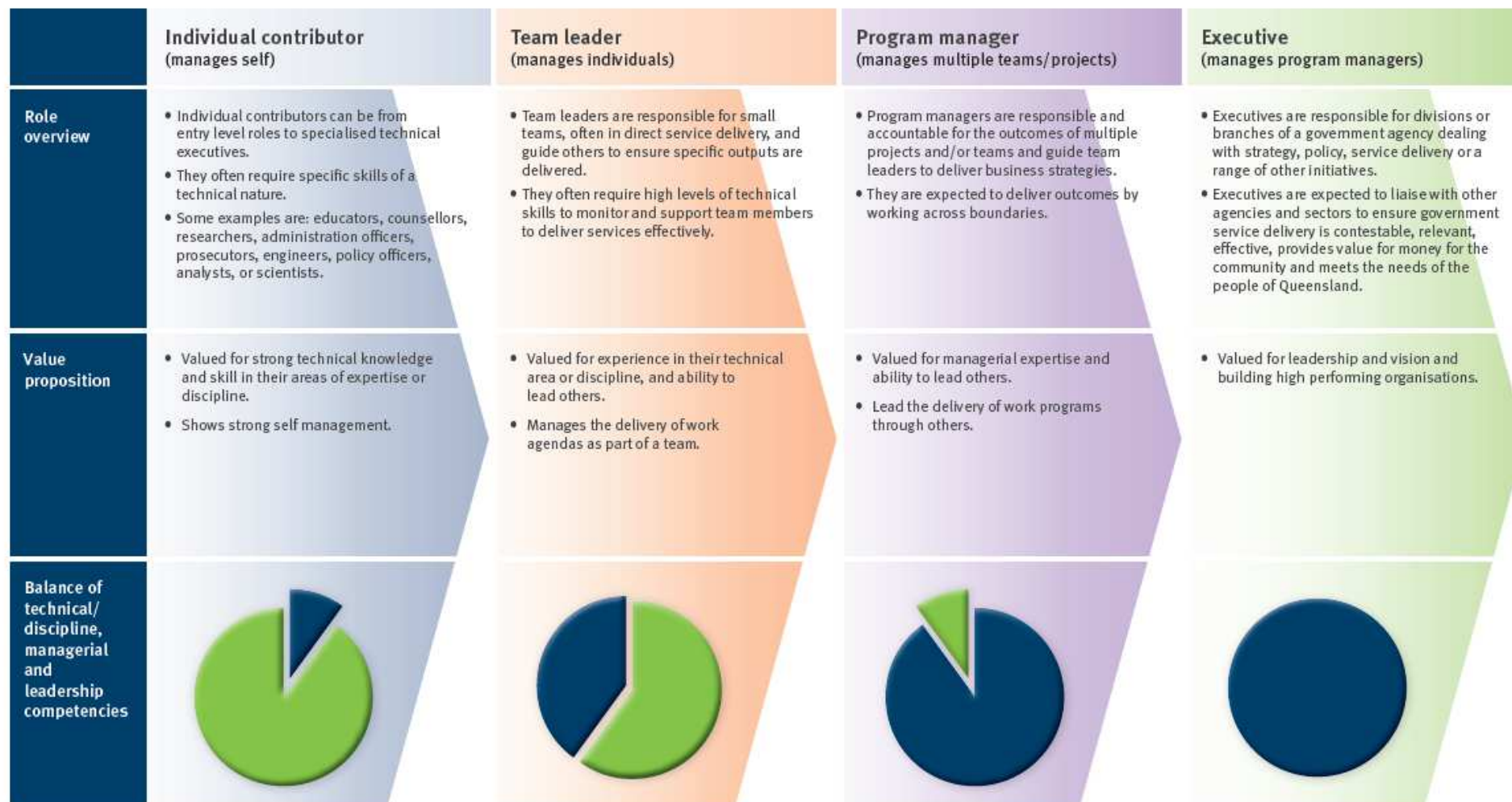
The **Workforce Capability Success Profile** is a sector wide, one-government approach to the leadership behaviours expected of all public sector employees to support high performing workplaces.

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



QPS Workforce Capability Success Profile roles



Key: ■ Technical/discipline ■ Leadership and management

Success profile—leadership and management behavioural competencies



Individual contributor



Behavioural indicators

Attachment one: Competencies and behaviours for each role—page 1

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

Team leader



Behavioural indicators

Attachment one: Competencies and behaviours for each role—page 2

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 address 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
	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
Accountability	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	Attachment one: Competencies and behaviours for each role—page 4
Vision	1. Leads strategically with vision	<ul style="list-style-type: none"> Strategic thinking Strategic leadership 	<ul 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 	<ul 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 	<ul 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 	<ul 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 	<ul 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 	<ul 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 	<ul 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 	<ul 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 	<ul 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 	

Continued over ►

Executive (continued)



Sub-competencies

Behavioural indicators

Attachment one: Competencies and behaviours for each role—page 5

Accountability

10. Models professional and ethical behaviour

- Modelling ethical behaviour
- Managing self

- 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

- Problem solving and decision making
- Displaying managerial courage

- 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

- Business acumen
- Managing corporate risk




- 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

- Self-awareness
- Self-development focus

- 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.