Senior Executive Service
Performance and Development Framework
Guidelines for 2012-13

1 Aims of the Senior Executive Service Performance and Development Framework

To drive performance and accountability across the Queensland Public Service (QPS), all SES officers must support the chief executive of their organisation to deliver services to the community and focus on current government priorities.

The Senior Executive Service (SES) Performance and Development Framework (the Framework) is designed to drive performance and accountability in the Queensland Public Service (QPS). The Framework supports the Chief Executive Performance Framework and provides the foundations for:

- a strong focus on financial performance, using a Balanced Scorecard approach
- consistency in performance objectives and standards across agencies and SES roles
- linking development priorities with performance objectives
- a public sector culture of performance and continuous improvement.

These guidelines support high performance from the SES officers in departments and public service offices who are appointed under the Public Service Act 2008, s110. Executive officers that are employed under other legislation should consult PSC with any queries in relation to how this process applies to their contract provisions.

The review and rationalisation of the QPS leadership executive structure has identified the need for a technical specialist stream. An alternative SES Performance and Development Framework for Technical Specialists has been developed to enable technical/professional officers to maintain focus on their respective profession/discipline.

These guidelines set out the requirements for the SES performance agreements, the mid-year performance check, and the end of year performance assessment, as follows:

Part 2 – Balanced Scorecard
Part 3 – Performance Planning and Assessment
Part 4 – Performance and Development Agreement
Part 5 – Mid-year Performance and Development Check, and
Part 6 – End of Year Performance and Development Assessment.

The guidelines should be read in conjunction with Chapter 4, Part 2 of the Public Service Act 2008 (senior executives) and the senior executive’s written contract of employment. In the case of any inconsistency between the written contract of employment and the guidelines, the written contract of employment will prevail.
2 Balanced Scorecard

The Framework applies a Balanced Scorecard approach, which analyses performance across four different perspectives:

- financial
- customer
- internal business process, and
- learning and growth.¹

Within the Balanced Scorecard, a small number of objectives are identified for the four perspectives. These objectives are supported by evidentiary requirements and provide the basis for future performance assessment and the identification of development priorities.

A Balanced Scorecard approach has been used for both the chief executive and SES frameworks and supports the strategic planning process undertaken by agencies. This consistent approach to performance is designed to be cascaded throughout an organisation to support aligned operational, team-based and individual performance planning.

3 Performance planning and assessment

The Framework uses an integrated approach to performance and development planning, monitoring and assessment. It is a participative process that provides a framework for reviewing, developing, recognising and rewarding performance.

3.1 Performance planning and assessment cycle

The Balanced Scorecard underpins each element in the cycle. The sequence and timing of each element is shown in Figure 1.

Figure 1: performance planning and assessment cycle

1. Performance and Development Agreements for the financial year are to be finalised by the end of October 2012, following the completion of the CEO’s performance agreements.

2. A mid-year performance and development check is scheduled in March 2013 for SES officers to receive performance feedback from their supervisor.

3. The performance and development assessment will be undertaken in July 2013.

The performance planning and assessment process works most effectively when it is founded on ongoing communication about performance between the SES officer and their supervisor. The Framework is designed to support those discussions by documenting performance expectations, progress and objectives at key points in the cycle.

The three elements of the performance planning and assessment cycle are supported by a template, which is completed and signed by the SES officer, their supervisor, and/or the chief executive at the appropriate time.

4 Performance and Development Agreement

The Performance and Development Agreement sets out the objectives to be achieved by SES officers in 2012-13, and their development priorities to support the achievement of those objectives. This forms the basis upon which the officer will be assessed at the end of each financial year.

At the start of the process in September 2012, the SES officer will:

- meet with their supervisor to discuss performance priorities for the financial year, taking into account the performance objectives included in their chief executive’s performance agreement.
- discuss with their supervisor their key development challenges and priorities, that will support the achievement of the objectives.
- prepare a draft performance agreement based on these discussions.
- obtain the approval of their supervisor on the agreement, and
- obtain the approval of the chief executive, or their deputy, on the agreement.

All SES performance agreements should be finalised by the end of October 2012.

4.1 Performance objectives

SES performance must support the chief executive to deliver on their performance outcomes. Therefore, the performance standards and data sources for SES3 and above positions would strongly reflect their chief executive’s.

Figure 2 depicts the objectives to be achieved by chief executives within each Balanced Scorecard perspective, and the weightings applied to each objective. This applies to chief executives employed under the Public Service Act 2008. These objectives contribute to the government’s objectives for the community, as set out in Getting Queensland back on track, and will be checked annually to align with the government’s agenda.

The performance assessment process will be used to determine the extent to which the nine objectives have been achieved. The evidence required to demonstrate achievement of the objectives is discussed in Part 6.
SES are able to contextualise their roles and responsibilities within the nine performance objectives by defining the most appropriate performance standards and data sources for their role.

Individual performance standards and data sources should be developed jointly by the SES officer and their supervisor, categorised under the four Balanced Scorecard perspectives.

The standard chief executive’s objectives and evidence requirements are provided in Appendix 1. Objective 3 (revitalised frontline and/or customer services) is based on the department’s specific business focus and therefore will be different for each chief executive. SES should consult with their supervisor to ascertain the extent that their performance standards and data sources align to that of their chief executive. The evidence requirements set out in Appendix 1 reflect the best available data sources at a point in time. Existing data sets and reporting processes have been utilised where possible to streamline the assessment process. Where the availability of robust data is anticipated to be problematic, the SES officer should identify alternative data sources and develop relevant performance standards.

Figure 2: CEO Balanced Scorecard perspectives, objectives and weightings

The weighting of the objectives above reflects the priorities of the government for strong financial management and stakeholder outcomes. SES performance is assessed against the same nine
objectives as chief executives. SES may alter the weighting of the objectives to reflect their roles and responsibilities, however, the overall weighting of each perspective should not be changed.

Additional evidence from internal agency data sources will be required to define the recommended performance standard required for a rating of ‘3’ or ‘5’, as per the CEO performance standards. Evidence requirements must be specific, measurable and achievable as they will be used to assess whether the objectives have been achieved. Simply increasing the clarity of the standards by which performance is assessed can improve individual performance by 36%.

4.2 Development objectives

The Performance and Development Agreement template requires SES officers to identify their development objectives for the financial year to support their performance objectives. The process steps are to:

- **Identify the key personal challenges** in achieving the performance objectives. (Part 1)
- **Self-assess relative skill levels** and **identify up to four development objectives** to support the performance objectives. (Part 3)
- **Develop a plan of action**, including timeframes, and outline how this development will impact on the officer’s ability to meet their performance objectives. (Part 2)

The QPS Executive Leadership Competencies, descriptions of skilled behaviour, and the alignment to both Lominger Leadership Architect® competencies and the Capability and Leadership Framework (CLF) competencies, are included at Appendix 2.

Once finalised, agencies are required to submit a copy of Parts 2 and 3 of the SES officer’s Performance and Development Agreement to the Public Service Commission (PSC) at SES@psc.qld.gov.au by the end of November 2012. This information will be used by PSC to inform the executive development priorities for the sector.

5 Mid-Year Performance and Development Check

A mid-year performance and development check will be undertaken in March 2013. This mid-year check is designed as a formal opportunity for the SES officer and their supervisor to jointly consider progress towards the performance objectives and development objectives set out in the Performance Agreement.

The performance check must document any major changes in departmental objectives or other emerging issues that may affect the ability of the officer to deliver on the objectives set out in the Performance Agreement.

The SES officer and supervisor should also consider whether the proposed data sources as identified in the Agreement are the most appropriate to support the end of year performance

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3 PSC has developed *Performance through Development: Manager’s Reference Guide* for assistance in this section.
assessment in July. Where the data availability may be an issue or there are more appropriate sources of data, the officer will need to justify and document any changes on the performance check template.

Using the Mid-Year Performance and Development Check template, the SES officer will:

- complete a traffic light self-assessment of progress towards achieving the performance objectives set out in the performance agreement (Part 1)
- complete a traffic light self-assessment of progress towards development objectives (Part 2)
- discuss their self-assessment with their supervisor, and any actions that might be required to improve progress, including any alternative data sources proposed for the end of year performance assessment
- record any agreed actions or significant comments
- obtain the approval of their supervisor, and
- obtain the approval of their chief executive, or deputy.

The mid-year performance check will be considered as part of the end-of-year performance assessment process and should be finalised by the end of March 2013.

Traffic light self-assessments have the following rating scales:

- On schedule / Good progress being made (green)
- Minor issues requiring attention / ongoing (amber)
- Urgent attention required / requires additional action and/or support (red)

6 End-of Year Performance and Development Assessment

The performance and development progress of SES officers will be formally assessed at the end of each financial year. The assessment provides an opportunity to consider achievements and supports a culture of high performance and continuous improvement.

The Performance and Development Assessment template deals with the end-of-year assessment, to be completed by both the SES officer and their supervisor.

A five-point rating scale will be used to assess performance against each objective set out in the Performance Agreement:

- Far exceeds expectations (5)
- Exceeds expectations (4)
- Meets expectations (3)
- Partially meets expectations (2)
- Requires development (1)

As stated above, the objectives and evidence requirements set out in Appendix 1 are derived from the chief executive performance agreement template. Some agencies may not have access to the data sources mentioned, or they may not be relevant to the SES area of responsibility.
It is the responsibility of the SES officer to ensure that the data provided for assessment purposes is accurate, relevant and meaningful.

The final ratings for each SES officer will be based on a comprehensive analysis of data, with consideration of factors that have impacted on their ability to deliver the objectives, such as:

- the magnitude of the task
- a natural disaster or other force majeure event, and/or
- unforeseen changes to federal government policies.

Such exceptional circumstances should be recorded by the SES officer in their end of year self-assessment with an explanation of the impact on their capacity to achieve outcomes and any mitigating strategies.

Whilst the Queensland public sector’s executive structure is in transition:

- SES may seek to be considered as a technical specialist with the support of their chief executive.
- Public service officers who are appointed under the Public Service Act 2008 (s122) at SES equivalent remuneration on contracts to undertake roles that are more appropriately aligned to the standard SES Performance and Development Framework may seek to have their performance assessed under these Guidelines with the support of the chief executive.

The end-of-year performance and development assessment will be undertaken in July 2013 and involves the following process:

- The SES officer completes a self-assessment of their performance (Part 1) and their development progress (Part 2) and summarises their achievements.
- The supervisor completes an assessment of the officer’s performance (Part 1) and their development progress (Part 2) and provides comments on these matters, which then form the basis for discussion with the officer.
- The end-of-year Performance and Development Assessment is signed by the SES officer and the supervisor.
- Chief executives approve the Assessment of each SES officer.
- All SES are given a copy of the completed Assessment.
- Agencies send a summary of the SES performance scores to PSC at SES@psc.qld.gov.au by the end of August 2013.

The end-of-year performance and development assessment should be used to inform the officer’s performance and development agreement for the next financial year. These assessments may also be taken into account when determining the renewal or termination of an officer’s contract of employment.
## Appendix 1: CEO Performance agreement objectives and evidence requirements in 2012-13

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Evidence required</th>
<th>Recommended Performance Standards</th>
<th>Data source / timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial perspective</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Financially sustainable service delivery</td>
<td>Services delivered within agreed budget allocation</td>
<td>Services delivered within approved budget</td>
<td>Approved revised budget (budget allocation as published in the 2012-13 Service Delivery Statement (SDS) plus any additional allocations approved by CBRC in 2012-13)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Capital outlays delivered within approved budget</td>
<td>Capital outlays delivered under approved budget</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Capital outlays as published in the 2012-13 Budget Paper 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>QAO audited financial statement (by 31 August)</td>
</tr>
<tr>
<td>2. A financially sustainable workforce</td>
<td>Workforce managed within agreed establishment and financial controls</td>
<td>Employee expenses managed within approved budget</td>
<td>Tridata reporting from Queensland Treasury and Trade</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>SES data (PSC) as at 30 June 2013</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Employee expenses at least 1% under approved budget</td>
<td>QAO audited financial statement (by 31 August)</td>
</tr>
<tr>
<td>Objectives</td>
<td>Evidence required</td>
<td>Recommended Performance Standards</td>
<td>Data source / timeframe</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
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<td>-----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Stakeholder and outcome perspective</td>
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<tr>
<td>3. Revitalised frontline and/or customer services</td>
<td>Improved critical and essential services to the community and/or improved services to customers in three to five areas identified by the chief executive. At least one of the services must require cross-agency collaboration.</td>
<td>Minimum performance required for a rating of 3: [To be provided by chief executive] Minimum performance required for a rating of 5: [To be provided by chief executive]</td>
<td>Performance standards and data sources as endorsed by central agencies, and provided by the chief executive in their end-of-year performance assessment. Departments should consider using SDS 2013-14 data where it provides meaningful evidence to support the achievement of the objective.</td>
</tr>
<tr>
<td>4. Benefits to business and/or the community through red tape reduction</td>
<td>Implementation of red tape reduction initiatives that have quantifiable benefits to business and/or the community</td>
<td>At least 80% of all outstanding red tape reduction initiatives, as agreed with the Office of Best Practice Regulation, are on track for delivery 100% of all outstanding red tape reduction initiatives, as agreed with the Office of Best Practice Regulation, are on track for delivery</td>
<td>Office of Best Practice Regulation report on agency performance⁴</td>
</tr>
<tr>
<td>5. Implementation of government priorities and commitments</td>
<td>Government priorities and commitments are on track for delivery, as evidenced by traffic light reporting to the Department of the Premier and Cabinet</td>
<td>At least 80% of all outstanding commitments are on track for delivery within the agreed timeframe (rated green) 100% of all outstanding commitments are on track for delivery within the agreed timeframe (rated green)</td>
<td>Commitment Report (i.e. Minister’s charter letter and government commitments) prepared by department for DPC every 6 months [DPC reports departmental data to Cabinet in early February and July]</td>
</tr>
</tbody>
</table>

⁴ If this data source is not available, the chief executive must negotiate an alternative data source and performance standards for this objective.
<table>
<thead>
<tr>
<th>Objectives</th>
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<th>Recommended Performance Standards</th>
<th>Data source / timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Internal business perspective</strong></td>
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<td></td>
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</tbody>
</table>
| 6. A streamlined organisational structure | Implementation of staffing model and organisational structure approved and agreed by the PSC | Implementation of organisational structure and staffing model, including rationalisation of SES and equivalent officers, as approved by the PSC | Implementation of more cost-effective structures than set out in approved staffing model | Quarterly analysis of:  
  - MOHRI data collection  
  - Career Management Framework System (SES data)  
  - Other evidence to support the implementation of cost-effective structures, as provided by departments |
| | | | |
| 7. An efficient organisation that identifies and reduces waste | Public sector renewal initiatives implemented and benefits realised in line with agreed deliverables | 80% of agreed recommendations from the Renewal Program affecting the agency (including the Commission of Audit and agency examinations) are on track for delivery in the agreed timeframe and delivering stated benefits  
  80% of agreed recommendations from PSC reviews of agency human resources and industrial relations management practices are on track for delivery in the agreed timeframe | 100% of agreed recommendations from the Renewal Program affecting the agency (including the Commission of Audit and agency examinations) are on track for delivery in the agreed timeframe and delivering stated benefits  
  100% of agreed recommendations from PSC reviews of agency human resources and industrial relations management practices are on track for delivery in the agreed timeframe | Recommendations as agreed through Cabinet approval processes  
  Recommendations made by PSC, as agreed through Cabinet approval processes  
  See note on data sources for this objective |
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Evidence required</th>
<th>Recommended Performance Standards</th>
<th>Data source / timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Min. performance required for a rating of 3</td>
<td>Min. performance required for a rating of 5</td>
</tr>
<tr>
<td><strong>Learning and growth perspective</strong></td>
<td></td>
<td></td>
<td>Periodic reports submitted to the PSC by the chief executive.</td>
</tr>
</tbody>
</table>
| **8. A capable, high performing workforce** | A performance culture evidenced by the use of Performance and Development Agreements (PDAs) amongst senior executives and regular performance conversations | 80% of SES officers have a written PDA signed by all parties by 31 October 2012 or within 3 months of commencement (whichever is later) | 100% of SES officers have a written PDA signed by all parties by 31 October 2012 or within 3 month of commencement (whichever is later) | Status reports due:  
• 31 October 2012  
• 31 March 2013  
• 15 July 2013 (results for full financial year) |
| | | 80% of SES officers who have been employed for at least three months prior to 31 December 2012 have completed their mid-year performance and development check with their manager by 28 February 2013 | | |
| | | Customer satisfaction targets achieved | Customer satisfaction results meet the SDS target | Estimated actual customer satisfaction survey results, as published in the Service Delivery Statement 2013-14 | |
| **9. A customer-focussed organisational culture** | Customer satisfaction targets achieved | Customer satisfaction results exceed the SDS target | | |

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EXAMPLE ONLY of how the CEO objectives, evidence and performance standards may be contextualised for SES roles and responsibilities.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Evidence required</th>
<th>Recommended Performance Standards</th>
<th>Data source / timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial perspective – Example only</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Financially sustainable service delivery</td>
<td>Services delivered within budget for (area)¹</td>
<td>Services delivered within budget for (area)</td>
<td>0.5% savings achieved on budget for (area)</td>
</tr>
<tr>
<td>2. A financially sustainable workforce</td>
<td>(area) workforce managed within agreed establishment and financial controls</td>
<td>Employee expenses for (area) managed within budget for (area)</td>
<td>Employee expenses for (area) at least 1% under approved budget for (area)</td>
</tr>
<tr>
<td><strong>Stakeholder and outcome perspective – Example only</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Revitalised frontline and/or customer services</td>
<td>Improvements in service delivery in (area)</td>
<td>Operational plan targets met for (area)</td>
<td>Operational plan targets exceeded. Additional customer benefits: (insert)</td>
</tr>
<tr>
<td>4. Benefits to business and/or the community through red tape reduction</td>
<td>Implementation of red tape initiatives for (area). If none refer, efficiencies in service delivery to business or internal processes.</td>
<td>80% of red tape targets met; or efficiency gains in internal processes providing improved business benefits.</td>
<td>100% of red tape targets met; or details of cost/time savings through efficiency in process or delivery of services to customers</td>
</tr>
<tr>
<td>5. Implementation of government priorities and commitments</td>
<td>Priorities and commitments on track. If shared responsibility, the role this SES plays in meeting commitments.</td>
<td>At least 80% of all outstanding commitments are on track for delivery within the agreed timeframe (rated green)</td>
<td>100% of all outstanding commitments are on track for delivery within the agreed timeframe (rated green)</td>
</tr>
</tbody>
</table>

¹ ‘area’ refers to SES area of responsibility – insert here the name of the branch/division/project led by this SES officer in this department. For example: Vegetation Management Branch; Policy Division; or Inner City Bypass Project.

⁸ If this data source is not available, the SES must negotiate an alternative data source and performance standards for this objective.
### Internal business perspective – Example only

<table>
<thead>
<tr>
<th>6. A streamlined organisational structure</th>
<th>Implementation of staff changes for this (area)</th>
<th>Implementation of organisational structure and staffing model, including rationalisation of SES and equivalent officers</th>
<th>Implementation of more cost-effective structures than set out in approved staffing model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of staff changes for this (area)</td>
<td>Implementation of organisational structure and staffing model, including rationalisation of SES and equivalent officers</td>
<td>Implementation of more cost-effective structures than set out in approved staffing model</td>
<td>Quarterly analysis of: MOHRI data collection; and/or (SES data). Other evidence to support the implementation of cost-effective structures.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7. An efficient organisation that identifies and reduces waste</th>
<th>Renewal initiatives relative to (area) or evidence of reduction in waste in time and/or resources</th>
<th>80% of recommendations from the Renewal Program are on track for delivery. 80% of agreed recommendations from PSC reviews of agency HR and industrial relations management practices are on track for delivery.</th>
<th>Recommendations as agreed through Cabinet approval processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renewal initiatives relative to (area) or evidence of reduction in waste in time and/or resources</td>
<td>80% of recommendations from the Renewal Program are on track for delivery. 80% of agreed recommendations from PSC reviews of agency HR and industrial relations management practices are on track for delivery.</td>
<td>Recommendations as agreed through Cabinet approval processes</td>
<td>Recommendations as agreed through Cabinet approval processes</td>
</tr>
</tbody>
</table>

### Learning and growth perspective – Example only

<table>
<thead>
<tr>
<th>8. A capable, high performing workforce</th>
<th>Performance agreements for all direct reports and expectation of all staff in (area) having current agreement. Regular informal performance conversations with all staff in the area.</th>
<th>80% of direct reports have a written PDA signed by all parties by 30 October 2012, or within 3 months of commencement. 80% of direct reports have completed their mid-year check by end March 2013</th>
<th>100% of direct reports have a written PDA signed by all parties by 30 October 2012 or within 3 months of commencement. 100% of direct reports have completed their mid-year check by end March 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance agreements for all direct reports and expectation of all staff in (area) having current agreement. Regular informal performance conversations with all staff in the area.</td>
<td>100% of direct reports have a written PDA signed by all parties by 30 October 2012 or within 3 months of commencement. 100% of direct reports have completed their mid-year check by end March 2013</td>
<td>Periodic reports submitted to the CEO.</td>
<td>Periodic reports submitted to the CEO.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>9. A customer-focused organisational culture</th>
<th>Customer satisfaction targets for (area) identified and achieved</th>
<th>Customer satisfaction results meet the targets set.</th>
<th>Customer satisfaction results exceed the targets set.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer satisfaction targets for (area) identified and achieved</td>
<td>Customer satisfaction results meet the targets set.</td>
<td>Customer satisfaction results exceed the targets set.</td>
<td>Estimated actual customer satisfaction survey results, as published in the SDS 2013-14 if applicable. Operational plan data source identified to confirm targets attained.</td>
</tr>
</tbody>
</table>

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9 If data source is not available, the SES must negotiate an alternative data source and performance standards for this objective.

10 If Service Delivery Statement data is not available, the SES must negotiate an alternative data source and performance standard. The DPC Performance Management Framework Reference Guide, Better Practice Guideline for Measuring Client Satisfaction is available from [link](#).
Appendix 2: QPS Executive Leadership Competencies

A suite of leadership competencies has been developed for senior executives in the Queensland public service. The thirteen competencies focus on the concept of performance grouped across three areas: vision, results and accountability. The competencies are:

Performance through vision:
- leads strategically
- navigates complex, ambiguous and political environments
- adapts to change with agility
- operates across boundaries
- engages with ideas, innovation and risk

Performance through results:
- manages organisational performance
- manages internal and external relationships
- builds organisational capability
- inspires commitment in the pursuit of results

Performance through accountability:
- models professional and ethical behaviour
- displays courage in the provision of advice and decision making
- applies sound corporate governance
- commits to personal development

The thirteen competencies capture the key behaviours and values that are ‘mission critical’ in the performance of executive leadership roles. A description of skilled behaviour for each competency is set out in the following pages.

11 The competencies are based on the Lominger Leadership Architect® competencies, and describe the behaviours required for high performance at the executive level.
<table>
<thead>
<tr>
<th><strong>Performance through Vision</strong></th>
<th><strong>Descriptions of skilled behaviour</strong></th>
</tr>
</thead>
</table>
| Leads strategically with vision | *Communicates a clear and compelling vision for the organisation that is meaningful to others*  
*Articulates and drives the implementation of strategies that align with organisational vision and purpose*  
*Is future-oriented in thought and action, engaging in longer-term issues* |
| Navigates complex, ambiguous and political environments | *Makes decisions in complex and ambiguous environments, in the absence of complete information*  
*Understands ‘hot button’ areas of political sensitivity and risk, and uses judgement when deciding how to proceed*  
*Works with other executives and stakeholders to understand different viewpoints and plot a course of action*  
*Is very flexible and adaptable when facing tough calls* |
| Adapts to change with agility | *Anticipates changes in the strategic or operational environment and adjusts accordingly*  
*Quickly understands the implications of new information and developments, and how things may play out in the future*  
*Reflects on the reasons for both success and failure, and learns from the experience*  
*Adapts to sudden or incremental change to position the organisation for the future* |
| Operates across boundaries | *Works across different agencies, levels of government and the private and not-for-profit sectors to develop responses*  
*Adopts a system-wide view of issues, and draws on a range of information, ideas and perspectives to understand problems*  
*Is future-orientated in the analysis of potential solutions and their effects*  
*Works to remove legislative, regulatory or other roadblocks in the pursuit of outcomes* |
| Engages with ideas, innovation and risk | *Is open to new ideas, and empowers others to explore new approaches and ways of thinking*  
*Actively seeks out new ways to solve long-standing or emerging problems*  
*Exercises judgement in deciding which ideas are likely to work, and manages the risks associated with implementation*  
*Builds an organisational climate that is creative and committed to continuous improvement* |
<table>
<thead>
<tr>
<th>Performance through Results</th>
<th>Descriptions of skilled behaviour</th>
</tr>
</thead>
</table>
| Manages organisational performance | • Directs and prioritises resources towards matters that are important to the organisation, sector and/or government  
• Identifies opportunities and addresses barriers to facilitate outcomes  
• Manages performance through systems and processes, allowing people to get on with the job |
| Manages internal and external relationships | • Builds and maintains productive relationships with internal and external stakeholders  
• Manages conflict and negotiates outcomes without compromising the relationship  
• Manages challenging stakeholders with diplomacy and tact  
• Understands different and competing views, and synthesises stakeholder information to inform approach  
• Communicates in a way that is appropriate for the situation, and that promotes trust, respect and integrity  
• Models open communication, and actively and attentively listens to others  
• Accurately reads situations, including key power relationships and group dynamics |
| Builds organisational capability | • Commits to succession planning and talent management through mentoring and developing direct reports and others  
• Actively builds a learning culture that values continuous improvement  
• Uses QPS-wide and agency-based performance planning frameworks to develop people  
• Builds a cohesive management team that is characterised by team work, open discussion and strong morale  
• Identifies and understands talent, including strengths and weaknesses of stakeholders |
| Inspires commitment in the pursuit of results | • Communicates the importance of team objectives  
• Focuses strongly on the achievement of results, and places the same expectation on others  
• Gives people the autonomy they need to achieve outcomes  
• Creates a culture where people want to ‘go the extra mile’  
• Maintains composure when under pressure and is a calming influence in difficult situations |
<table>
<thead>
<tr>
<th>Performance through Accountability</th>
<th>Descriptions of skilled behaviour</th>
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</table>
| Models professional and ethical behaviour | • 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 act  
• Is viewed as trustworthy, honourable and truthful, and respectful of the views of others |
| Displays courage in the provision of advice and decision-making | • 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 |
| Applies sound corporate governance | • Possesses sound business acumen in corporate governance areas, such as financial management, project management, third party relationships and policy processes  
• Proactively seeks advice as required to ensure probity and sound decision making |
| Commits to personal development | • 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-knowledge and translates self-awareness to create a genuine and authentic style of leadership |
### Executive leadership competencies – alignment with Lominger Leadership Architect® and CLF competencies

<table>
<thead>
<tr>
<th>Executive leadership competencies</th>
<th>Alignment with Lominger™ competencies</th>
<th>Alignment with CLF 12</th>
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<tbody>
<tr>
<td><strong>Performance through vision:</strong></td>
<td></td>
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<tr>
<td>• leads strategically</td>
<td>65 Managing vision and purpose</td>
<td>1.2 Focuses strategically</td>
</tr>
</tbody>
</table>
| • navigates complex, ambiguous and political environments | 2 Dealing with Ambiguity  
48 Political Savvy  
40 Dealing with Paradox | 1.3 Harnesses information and opportunities  
2.3 Steers and implements change and deals with uncertainty |
| • adapts to change with agility   | 58 Strategic Agility  
32 Learning on the Fly | 2.3 Steers and implements change and deals with uncertainty |
| • operates across boundaries     | 46 Perspective  
51 Problem solving | 3.2 Nurtures internal and external relationships |
| • engages with ideas, innovation and risk | 28 Innovation Management | 4.2 Engages with risk and shows personal courage |
| **Performance through results:** |                                       |                      |
| • manages organisational performance | 50 Priority setting  
59 Managing through systems | 2.1 Builds organisational capability and responsiveness  
2.4 Ensures closure and delivers on intended results |
| • manages internal and external relationships | 15 Customer focus  
37 Negotiating  
33 Listening  
12 Conflict management | 3.2 Nurtures internal and external relationships  
2.2 Marshals professional expertise |
| • builds organisational capability | 60 Building effective teams  
19 Developing direct reports and others  
56 Sizing up people | 2.1 Builds organisational capability and responsiveness |
| • inspires commitment in the pursuit of results | 53 Drive for results  
36 Motivating others  
11 Composure | 2.4 Ensures closure and delivers on intended results |
| **Performance through accountability:** |                                       |                      |
| • models professional and ethical behaviour | 22 Ethics and values  
29 Integrity and trust | 4.1 Demonstrates public service professionalism and probity |
| • displays courage in the provision of advice and decision making | 34 Managerial courage  
17 Decision quality | 4.2 Engages with risk and shows personal courage |
| • applies sound corporate governance | 5 Business acumen | 4.3 Commits to action |
| • commits to personal development | 54 Self development | 4.5 Demonstrates self-awareness and a commitment to personal development |