Department of the Legislative Assembly and Department of the Legislative Council

Leadership Capability Framework



Table of contents

Introduction 3

The role of Parliament 3

Values at the centre 4

Leadership levels 6

Leadership roles 7

Framework Context 8

Leadership Capability Framework 9

Core Capabilities 11

Capability Framework Overview 12

Core Capabilities – Adaptability 14

Core Capabilities – Collaboration 16

Core Capabilities – Communication 18

Core Capabilities – Governance 20

Core Capabilities – Leadership 23

Core Capabilities – Personal Effectiveness 25

Introduction

Leadership is an important part of every person's role at Parliament of Victoria, with individuals at all levels of the organisation having leadership responsibilities. This may be in leading themselves, other people, teams or the organisation. The development of a Leadership Capability Framework focuses on the capabilities required for the continued success of the Department of the Legislative Assembly and the Department of the Legislative Council (the Departments). It is aimed at the strategic and tactical levels of the organisation and will assist in promoting leadership excellence across the two Departments. Being an effective leader will involve building capacity across the team to support achievement of Parliament's vision and sustainability for the future.

The Leadership Capability Framework (the Framework) will support the Departments by:

- Cultivating consistent leadership required for ongoing success
- Informing everyone on how effective leadership is defined and lived
- Aligning the strategic and tactical levels of leadership in delivering outcomes for the Departments and Parliament more broadly
- Attracting and retaining suitably capable people
- Providing a shared basis for workforce planning
- Providing a common basis for professional development to build capability.This is a blockquote which should stand out more than a normal quote
- Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede. Mauris et orci.

The role of Parliament

Strengthening Democracy by increasing engagement with the people of Victoria



Supporting members

We will provide high-quality, impartial and professional services to all members of Parliament to support them fulfil their roles as elected



Parliament for people

We will create greater awareness of and access to Parliament through direct community engagement and education



First Nations focus

We will continue to prioritise engagement with Victoria's First Peoples to build understanding and respect for their culture and



A contemporary workplace

We will promote leading practice, build capability and ensure a respectful, safe and inclusive workplace

Together, the Department of the Legislative Assembly and the Department of the Legislative Council play a critical role in supporting the functions of Parliament of Victoria, and work in collaboration with the Department of Parliamentary Services. The Departments enable and support the members of Parliament to debate issues, pass laws and hold the government to account.

The specific role of the Department of the Legislative Assembly is to support the work of the Speaker, the Legislative Assembly, its committees and members. The specific role of the Department of the Legislative Council is to provide support to the President, the Legislative Council, its committees and members. Both Departments also provide community engagement services and promote the work of the Parliament and understanding of parliamentary democracy.

Values at the centre

"Our objective is to deliver apolitical, professional, and innovative services to support Victoria's elected representatives and the Parliament as an institution. Our values help define how we achieve these goals."



Parliament of Victoria fosters a value-driven culture that is built around trust and respect. It is for this reason that the core values of the organisation form the centrepiece of the Leadership Capability Framework. Every individual contributes to Parliament of Victoria's culture and has a role to play in behaving in alignment with the core values of Parliament in all that they do.

To deliver the priority objectives of the Departments, the culture must support high performance across the organisation. Staff need to feel supported by a workplace that is psychologically safe, promotes wellbeing and utilises effective change management processes.

The following behaviours are essential to supporting the development of a high-performance culture and have formed the basis for developing the Leadership Capability Framework.

Staff of the Departments will be most effective if they are:

- Collaborative and share information
- Curious, open to ideas and willing to try new things
- Continually evaluate our ways of working and seek to improve
- Demonstrating fairness and make decisions on their merits
- Proactively engaging with the community
- Being supportive, caring and flexible
- Acting professionally and have high standards
- Empowering and provide opportunities for our staff
- Introduction

Leadership levels

The Departments' approach to leadership recognises that it needs to be exercised at all levels across the organisation. The Framework is built around six core leadership capabilities required for the Departments' ongoing success. They are targeted at increasing leadership capability specifically related to future success of the organisation. The aim of the Framework is to mature leadership capability and organisational alignment for future business achievement. It articulates what is required at the strategic and tactical leadership levels and what behaviours align to competence.

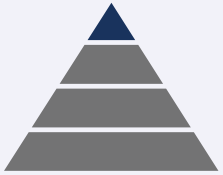
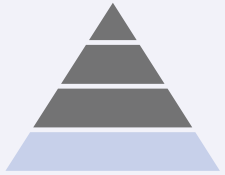
The Framework helps to ensure an aligned leadership approach is adopted in the Departments, underpinned by a shared culture consistent with Parliament's values.

The Framework has four overarching pillars:



Leadership roles

The following leadership roles articulate the positions in the Departments and their broader contribution to leadership at Parliament of Victoria.

	Strategic	Strategic / Tactical	Tactical	Operational
Positions in the Department of Legislative Assembly and the Department of Legislative Council	**Executive Leadership Team** • Lead Department • Focused on 3–5-year strategic plans	**Senior Leadership Team** • Lead managers within a function or group • Focused on 2–3-year timeframe	**Managers** • Deliver results through their teams • Coordinate and manage the workload and performance of others • Focused on 1-2 year timeframe	**Team Member** • Contribute to performance of team and organisation of individual efforts • Focused on a 12-month timeframe
Contribution to leadership at Parliament of Victoria	**Lead organisation** • Leaders are accountable for shaping culture and the organisation's ways of working • Leaders contribute through strategic leadership, vision and building departmental performance	**Lead organisation/lead people** • Leaders are accountable for shaping culture and for those they lead and influence • Leaders contribute through strategic and tactical leadership	**Lead people** • Leaders collaborate laterally to understand impacts across teams • Leaders are accountable for those they lead and influence • Leaders contribute through their ability to lead others • Leaders deliver work programs directly and through others	**Lead self** • Leaders are accountable for their own actions • Individual team members contribute through strong self-management • Individuals deliver work directly and contribute to team results
Leadership focus				

Framework Context

In applying the Framework, the following aspects are to be taken into account:

- The Framework acknowledges that the emphasis on different capabilities will vary across teams depending on the nature of the roles, context and areas of specialisation.
- To compliment the Framework, specific technical capabilities are required for the varying roles across Leadership in the Departments and will be outlined in position descriptions as part of role design.
- Effective governance is a requirement of all leaders at Parliament. All leaders need to have a working knowledge and an ability to implement and be compliant with key governance obligations including:
    - Financial Reporting
    - Performance Management and Reporting
    - Risk Management
    - Records Management
    - Legislative Compliance
    - Delegation of Authority
- The Framework does not identify all capabilities across the different leadership levels. It focuses on the strategic and tactical leadership levels to support the ongoing and future success of the Departments.
- It is likely in the future that the Framework will also inform the development of capabilities at the operational level (Leading Self). Alignment between the levels and collaborative action will be essential to success. The strategic and tactical components must work in unison for the Framework to be effective.
- The capabilities are cumulative across the levels. For example, the competencies, skills and knowledge attributed to Leading with Purpose assumes those included in Leading People.
- The Framework will be used to create awareness and self-desire. The Departments will rely on individuals to use the opportunities provided to make a difference in their own growth and development journey.

Leadership Capability Framework

Capabilities are the personal qualities and professional abilities that we all need to do our job effectively. A Leadership Capability Framework is a set of specific descriptions of the key behaviours, underlying knowledge and attributes that are required for successful performance in a job, team or organisation. It provides an indication of the behaviours that are valued and rewarded and ensures that these are aligned with the organisation's strategic direction.



The purpose of the Framework is to:

- Outline the key capabilities required in leaders to support the achievement of key organisational objectives
- Create a common language for leadership around what effective leadership looks like across the Departments
- Support leaders to clearly describe employee behaviour and performance expectations
- Assist with identifying and promoting talent across Parliament
- Provide a consistent and agreed approach to recruitment and inform the decision-making required to appoint key roles
- Provide a roadmap for career progression supporting leaders to have quality career progression conversations with a focus on capability, skill and knowledge development
- Consider succession planning, allowing for a focused and planned approach ensuring the sustainability of the Departments.
- Support individuals and leaders to identify and address learning and development needs
- Creating an environment to strengthen the Departments' performance standards, remove silos and assist in movement between roles and Departments with common expectations and capabilities
- Create work environments that ensure people work optimally and continually improve their performance.

The Framework ensures consistency in approach, informs decision making and is central to supporting the following key activities:



Core Capabilities



Adaptability

refers to a leader's ability to proactively respond to changing circumstances in the internal and external environment. It encapsulates decision-making and agility in thinking and work methods.



Collaboration

refers to a leader's ability to build and utilise their internal and external relationships to achieve positive outcomes. It includes the proactive development of cross-functional relationships to focus on and drive



Communication

refers to a leader's ability to align communication strategies with organisational purpose and values. It encapsulates connecting with others and building and maintaining positive relationships in all situations and interactions.



Governance

refers to a leader's ability to implement and embed good governance practices across Departments to provide a structure and processes for decision-making, accountability, and behaviour to ensure optimised performance and compliance.



Leadership

refers to a leader's ability to unify and channel the efforts of a diverse group in pursuit of a collective vision and shared goals. It includes strategic thinking to identify opportunities for growth and develop and implements plans to achieve them.



Personal Effectiveness

refers to a leader's ability to use their experiences, learnings, and skills to effect positive outcomes. It includes skills such as risk-taking and resilience and requires high levels of emotional intelligence.

Capability Framework Overview

The Framework articulates the capabilities required in the strategic and tactical leadership levels. It is likely in the future that the Framework will also inform the development of capabilities at the operational level (Leading Self

	Leading Department	Leading People and Operations	Leading Teams
Adaptability	• Creates and champions an environment of innovation and improvement, leveraging diversity to challenge the status quo	• Leads strategically and proactively to anticipate changes in the environment	• Leads people through change and positively adapts to suit the environment
Collaboration	• Creates a culture of trust, honesty, fairness and equity across Departments and when engaging with the community • Develops constructive relationships to navigate complex environments	• Builds constructive internal and external relationships to achieve better outcomes and improved ways of working across Departments	• Actively plans for, and builds, team capability ensuring effective outcomes for Parliament • Displays rigour and integrity in providing advice
Communication	• Articulates compelling and positive vision and sense of purpose, consistent with the culture and values at Parliament	• Creates a culture of continuous improvement based on regular feedback and consistent messages	• Role models how to listen to understand, articulate thoughts, and express ideas effectively
Governance	• Sets effective governance frameworks across the Departments to direct and control their activities, maintaining a high standard of practice	• Demonstrates a high level of familiarity and compliance with legislative, policy and governance frameworks and monitors the effective use of all relevant governance frameworks	• Understands and follows compliance with legislative, policy and governance frameworks and educates others to do the same

	Leading Department	Leading People and Operations	Leading Teams
Leadership	• Makes strategic decisions that set organisational direction and expectations • Is an authentic leader and steward for the Parliament and its core services • Demonstrates leadership that inspires and motivates people across Departments to perform at their best	• Displays integrity and courage in advice and decision-making • Builds a shared sense of purpose through collaboration and consultation in defining priorities and cascading goals and expectations	• Inspires staff and recognises and acknowledges individual and team achievements • Collaboratively develops team goals that align to the plans and vision of Parliament
Personal Effectiveness	• Creates a culture where personal accountability is promoted and encouraged • Leads by example in continuous self- improvement and personal development	• Demonstrates personal accountability and encourages others to do the same • Adjusts own leadership style to match the preferences of others	• Demonstrates commitment to personal development • Consistently demonstrates effective self-awareness and regulation in leading others

Core Capabilities – Adaptability

Adaptability refers to a leader's ability to proactively respond to changing circumstances in the internal and external environment. It encapsulates decision-making and agility in thinking and work methods.

	Leading Department	Leading People and Operations	Leading Teams
Competency	• Creates and champions an environment of innovation and improvement, leveraging diversity to challenge the status quo	• Leads strategically and proactively to anticipate changes in the environment	• Leads people through change and positively adapts to suit the environment
Skills	• Leads the Department to implement improvement opportunities through its people, systems and processes • Fosters innovation across Departments to achieve better outcomes for Parliament • Is a good steward of Parliament and effectively manages ambiguity as a result of changes in the external environment • Takes a strategic view and anticipates changing circumstances and needs, adapting plans accordingly • Identifies Parliament-wide implications when considering proposed solutions to issues	• Encourages and enables others to seek and implement improvement opportunities • Supports an organisational culture that is innovative and committed to continuous improvement • Adapts to new directions flexibly and displays courage in trying new things • Adapts leadership approach to reflect the environment • Collects insights as an essential component of the operating approach • Is open-minded and curious to differing views and opinions • Supports others to take considered risks that will benefit Parliament	• Adapts to new directions flexibly and displays courage in trying new things • Leads staff effectively through encouraging contributions, clear communication and effective management of ambiguity • Actively ensures internal and external stakeholders are kept informed during times of change • Shares information with others and assists them to adapt • Communicates agility and change positively for the team and organisation • Thinks ahead and adapts plans to changing circumstances and needs

	Leading Department	Leading People and Operations	Leading Teams
Knowledge	• Is aware of changes in the internal and external environment and makes decisions that allows for continuous improvement and change (i.e. technology, redesigning of work) • Understands and applies principles of a proactive and empowered culture and what a planned approach and defined high level objectives and expectations needed to enable it • Is proactive in making internal changes as a result of changes in the external environment	• Is cognisant of and can analyse implications of new information and developments, and make informed adjustments as situations evolve • Understands principles of resource allocation and prioritisation • Understands and applies the principles of a learning culture that values continuous improvement	• Reflects on, and analyses, both success and failure to identify opportunities for learning and improvement • Understands and demonstrates continuous improvement, encouraging and enabling employees to contribute to improving the ways of working
Beliefs	• I am willing to challenge my own pre-conceived thoughts, feelings and actions • I am willing to make difficult decisions and fully utilise my delegations	• My actions contribute to Parliament's future success • I am courageous to try new approaches to my team and Department's ways of working	• I am responsible for encouraging the team to question and improve how we work • I am open-minded to making changes in how we approach our work

Core Capabilities – Collaboration

Collaboration refers to a leader's ability to build and utilise their internal and external relationships to achieve positive outcomes. It includes the proactive development of cross-functional relationships to focus on and drive measurable outcomes.

	Leading Department	Leading People and Operations	Leading Teams
Competency	• Creates a culture of trust, honesty, fairness and equity across Departments and when engaging with the community • Develops constructive relationships to navigate complex environments	• Builds constructive internal and external relationships to achieve better outcomes and improved ways of working across Departments	• Actively plans for, and builds, team capability ensuring effective outcomes for Parliament • Displays rigour and integrity in providing advice
Skills	• Provides departmental stewardship, taking a lateral approach to enhance outcomes across Parliament • Drives a culture of collaboration and participation • Communicates the importance of consultation and engagement with stakeholders • Supports others in managing conflict and negotiates outcomes without compromising the relationship	• Develops relationships with internal and external stakeholders based on mutual trust and respect • Establishes an effective working relationship and credibility with Members of Parliament • Maintains appropriate communication channels with all key people within and outside Parliament • Adapts communication approach to meet the needs of others • Ensures leaders are equipped to make timely, fact-based and well-considered decisions	• Collaborates laterally to understand impacts across teams • Holds ongoing conversations about development needs and addresses these through clear actions • Engages in authentic conversations with team members about career pathways • Helps team members feel valued by rewarding success and providing ongoing constructive feedback • Coaches team members and provides challenges and opportunities for growth

	Leading Department	Leading People and Operations	Leading Teams
	• Builds and sustains relationships that provide a rich intelligence network		• Champions team-based collaboration for collective success • Supports team members in managing challenging stakeholders
Knowledge	• Understands and applies principles of trust to create a cohesive environment where people can express opinions and those opinions are heard • Leads and role models a psychologically safe working environment • Knowledge of other executives and stakeholders to understand different viewpoints, and design, plan and implement a course of action	• Ability to apply principles of trust to encourage a cohesive environment that encourages people to express constructive opinions with no fear of judgement • Understands the audience and tailors communication style and message accordingly	• Knows when people require autonomy to achieve outcomes • Identifies lateral coordination benefits between teams and Departments • Applies coaching and mentoring principles and methods to assist others to develop • Clarifies own understanding of others' ideas and comments and actively seeks to rectify misunderstandings
Beliefs	• I embrace others' styles and their communication needs • I am responsible for setting an example and creating a safe workplace	• I am willing to question my thoughts, feelings and actions • I am open to having my thoughts challenged	• I can learn from others while helping others to develop • I will embrace different ways of thinking to enhance outcomes

Core Capabilities – Communication

Communication refers to a leader's ability to align communication strategies with organisational purpose and values. It encapsulates connecting with others and building and maintaining positive relationships in all situations and interactions.

	Leading Department	Leading People and Operations	Leading Teams
Competency	• Articulates a compelling and positive vision and a sense of purpose, consistent with the culture and values at Parliament	• Creates a culture of continuous improvement based on regular feedback and consistent messages	• Role models how to listen to understand, articulate thoughts, and express ideas effectively
Skills	• Demonstrates courage in decision-making when difficult decisions are required • Inspires performance across the organisation by engaging others in the story of Parliament • Articulates how culture and work alignment can positively impact on the community and stakeholders • Makes decisions that are transparent and provides clarity of reason and expectations of self and others	• Engages and connects with team members who work remotely • Communicates effectively in one-on-one, small and large group settings • Provides clear and timely information to team members and stakeholders • Anticipates the needs and objectives of the audience to identify the best methods to share information • Uses a range of media, applications and channels to share information to inspire and engage others	• Promotes integrity and courage by creating an environment where communication is fair, considered and constructive • Ensures team members participate and are able to influence and contribute and challenge • Actively seeks and provides feedback to others • Engages in two-way communication through active listening, powerful questions and clearly articulating messages • Uses business communication channels in a meaningful and efficient way

	Leading Department	Leading People and Operations	Leading Teams
			• Expresses thoughts into well-articulated verbal and written messages that align to the communication styles and behavioural preferences of others
Knowledge	• Ability to articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Understands the importance to state the facts and explain their implications for key external stakeholders and within Parliament • Promotes the Departments' position with authority and credibility with external dealings across government, other jurisdictions and • external organisations	• Ability to contribute to and advocate for information sharing across the Departments • Understands the importance of creating opportunities for others to contribute to discussions and engage in healthy conflict • Presents with credibility, engages diverse audiences, and tests levels of understanding • Ability to share information across teams and Departments to empower informed decision-making	• Translates complex information into simple and easy to understand concepts • Adept at getting the message across clearly with a positive impact as well as listening to understand rather than respond • Communicates routine technical information precisely • Behaves in an ethical, honest and professional manner
Beliefs	• I communicate with influence and am sensitive to the political environment • I am confident to represent the Parliament in any setting	• I am willing to share my knowledge and skills to help others • I can engage a wide variety of stakeholders across the Parliament	• I communicate with clarity and honesty • I will openly share my views and look to understand others

Core Capabilities – Governance

Governance refers to a leader's ability to implement and embed good governance practices across Departments to provide a structure and processes for decision-making, accountability, and behaviour to ensure optimised performance and compliance.

	Leading Department	Leading People and Operations	Leading Teams
Competency	• Articulates a compelling and positive vision and a sense of purpose, consistent with the culture and values at Parliament	• Demonstrates a high level of familiarity and compliance with legislative, policy and governance frameworks and monitors the effective use of all relevant • governance frameworks	• Understands and follows compliance with legislative, policy and governance frameworks and educates others to do the same
Skills	• Operates as a trusted community steward overseeing resources responsibly by setting organisational standards for governance • Role models impartiality and inspires a system-wide culture that respects and appreciates policy frameworks and governance • Draws on data forecasts and works across Parliament to identify and predict the external factors that may impact the realisation of departmental objectives	• Role models impartiality and ensures legislative and regulatory frameworks are applied effectively • Operates as a trusted community steward, driving value for money services and using best practice procurement processes to enable appropriate management of public money and resources • Fosters cross-department collaborations to assess risk and develop contingencies and options to protect the sustainable delivery of services • Develops and implements governance policies and procedures that support the governance framework	• Supports others to apply and operate within legislative and governance frameworks that guide everyday practice • Promotes integrity in the management and use of processes and resources, ensuring others have the information and training they need for successful implementation • Analyses data and trends to identify risks to project activities and empowers others to incorporate risk management into planning • Champions governance processes for themselves and their teams

	Leading Department	Leading People and Operations	Leading Teams
	• Sponsors system collaborations to assess risk and formulate mitigation strategies that protect service delivery • Engages collaboratively to deliver effective parliamentary administration and strengthen the governance framework		• Works with the team to evaluate options and develop appropriate plans to mitigate risks
Knowledge	• Provides a framework for planning, implementation and monitoring of performance across Departments • Demonstrates thorough knowledge of governance frameworks and reporting requirements • Understands how the governance structure allows the Departments to best achieve their purpose and respond to the challenges of a changing environment • Develops and advises on governance frameworks • Determines the effective delegations of authority • Investigate and responds to breaches of compliance with the governance framework	• Monitors work across the Department to ensure good governance principles are applied • Ensures the Department has and maintains robust and systematic processes for managing risk • Continually reviews, evaluates and improves the Department's governance • Contributes to the creation of policies in support of governance requirements in alignment with current legislative and Parliament requirements • Enforces and implements the delegations of authority	• Ensures governance processes and procedures are current and adequately documented • Is competent in the application of the relevant governance documentation and reporting and references the governance framework • Is able to educate staff on governance requirements • Promotes compliance with Parliament's values and Code of Conduct • Educates others on the importance of good governance practice • Follows the delegation of authority and acts within the appropriate policies and procedures

	Leading Department	Leading People and Operations	Leading Teams
Beliefs	• I have ultimate responsibility for setting and embedding high standards of good corporate governance	• I am responsible for ensuring I influence compliance with the governance framework	• I refer to policies and procedures in my work and advocate their importance to others • I have a role to play to ensure my team understands applicable processes and procedures

Core Capabilities – Leadership

Leadership refers to a leader's ability to unify and channel the efforts of a diverse group in pursuit of a collective vision and shared goals. It includes strategic thinking to identify opportunities for growth and develop and implements plans to achieve them.

	Leading Department	Leading People and Operations	Leading Teams
Competency	• Makes strategic decisions that set organisational direction and expectations • Is an authentic leader and steward for the Parliament and its core services • Demonstrates leadership that inspires and motivates people across Departments to perform at their best	• Displays integrity and courage in advice and decision-making • Builds a shared sense of purpose through collaboration and consultation in defining priorities and cascading goals and expectations	• Inspires staff and recognises and acknowledges individual and team achievements • Collaboratively develops team goals that align to the plans and vision of Parliament
Skills	• Sets the strategic direction and develops and implements plans to achieve it • Is focused on the long-term sustainability of Parliament • Is future-oriented in analysis, thought and action • Communicates a clear and compelling vision that is meaningful to others	• Outlines clear actions and operationalises the strategy, to monitor and drive performance in alignment with Parliament's values • Is commercially aware and demonstrates this through appropriate decision-making • Leads with integrity and courage in communications, intent and actions	• Aligns individual and team performance to the Departments' direction • Is able to balance providing coaching and guidance of direction, while encouraging autonomy • Creates a culture that encourages others to problem solve and taps into individuals' strengths • Displays passion, energy and drive towards Parliament, team and individuals

	Leading Department	Leading People and Operations	Leading Teams
	• Demonstrates responsible use of resources, understanding how the business of Parliament operates, coupled with the ability to bring all aspects of operations together cohesively for growth and optimal performance	• Is decisive and provides frank and fearless advice, even in difficult or high-risk situations • Takes calculated risks and adapts quickly to change	• Creates a culture of psychological safety built on vulnerability and trust
Knowledge	• Ability to think strategically, identify opportunities for growth, and develop and implement plans to achieve them • Ability to unify and channel the efforts of a diverse group in pursuit of a collective vision and shared goals • Understands how the business operates, coupled with the ability to bring all aspects together cohesively for growth and optimal performance	• Understands the strategic direction and long-term viability of the Departments when making decisions • Ability to operationalise strategies and plans and engage teams and individuals to deliver on them • Ability to focus on and drive measurable outcomes	• Ability to inspire, motivate and guide people toward achieving individual and shared goals and objectives • Ability to connect with others and to build and maintain positive relationships
Beliefs	• I am responsible for making decisions for the greater good of the community and the organisation, not for personal ambition • I am responsible for the overall performance of Parliament and the Departments	• I am responsible for coaching and mentoring other leaders • I am jointly responsible for the overall performance of my Department	• My willingness to support and guide individuals and/or teams helps to achieve quality outcomes • I take responsibility for creating a psychologically safe work environment

Core Capabilities – Personal Effectiveness

Personal Effectiveness refers to a leader's ability to use their experiences, learnings, and skills to effect positive outcomes. It includes skills such as risk-taking and resilience and requires high levels of emotional intelligence.

	Leading Department	Leading People and Operations	Leading Teams
Competency	• Creates a culture where personal accountability is promoted and encouraged • Leads by example in continuous self-improvement and personal development	• Demonstrates personal accountability and encourages others to do the same • Adjusts own leadership style to match the preferences of others	• Demonstrates commitment to personal development • Consistently demonstrates effective self-awareness and regulation in leading others
Skills	• Engages in continual self-reflection and learning and develops skills to regulate behaviour to improve social connections • Manages the impact of own behaviour on others, and supports others to do the same	• Manages impact of own behaviour on others, and supports others to do the same • Openly models a commitment to continuous self-improvement • Champions a growth mindset for learning from experience to enhance performance	• Develops and maintains excellent technical skills relevant to their role • Seeks and encourages feedback from peers and team members and takes positive steps to act, make changes and improve performance • Learns from experience, reflecting on reasons for success and failure and views them as an opportunity to grow

	Leading Department	Leading People and Operations	Leading Teams
Knowledge	• Understands and models ethical behaviour, and consistently applies ethical standards to self and others • Understands and acts in accordance with Parliament's vision and purpose	• Acts in accordance with Parliament's code of conduct • Models ethical behaviour and consistently applies ethical standards to self and others	• Is aware of personal strengths and weaknesses and how these can impact others • Is committed to continuous self-improvement, and identifies learning opportunities in everyday work • Understands and can apply principles of self-managed teams, who can plan and execute own work without regular manager guidance
Beliefs	• I am responsible for my behaviour and my impact on others • I am responsible for modelling the desired behaviours for the Departments	• I am self-aware and accountable for my behaviour and actions • I am committed to continuing to develop personally	• I am responsible for my own growth • I will challenge myself and others to think differently and engage proactively with change