

FUNCTION	FOUNDATIONAL	INTERMEDIATE	ADEPT	ADVANCED	HIGHLY ADVANCED
PLAN STAKEHOLDER ENGAGEMENT	Understand: <ul style="list-style-type: none"> agency and Government policies, strategies and framework for stakeholder engagement different forms and methods of stakeholder engagement. 	Working knowledge of agency and Government policies, strategies and framework for stakeholder engagement. Under minimum supervision, identify and document stakeholders and their interests.	Working independently: <ul style="list-style-type: none"> apply agency and Government policies, strategies and framework for stakeholder engagement identify engagement and communication objectives identify key engagement outcomes address varying stakeholder needs apply analytical skills to identify and interpret stakeholder interests and expectations identify and mitigate risks relating to stakeholder engagement. 	Review and implement agency and Government policies, strategies and framework for stakeholder engagement. Co-ordinate individuals and teams to plan for stakeholder engagement. Align engagement objectives to agency and Government policies, strategies and framework for stakeholder engagement.	Evaluate effectiveness of and improvements to agency and Government policies, strategies and framework for stakeholder engagement.
PREPARE STAKEHOLDER ENGAGEMENT PLAN	Understand agency and Government policies, strategies and framework for stakeholder engagement.	Under minimum supervision, contribute to development of a stakeholder engagement plan.	Working independently, develop a stakeholder engagement plan.	Approve and advise teams on stakeholder engagement plans.	Endorse stakeholder engagement plans.

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IMPLEMENT STAKEHOLDER ENGAGEMENT PLAN	<p>Understand agency and Government policies, strategies and framework for stakeholder engagement.</p> <p>Under direct supervision:</p> <ul style="list-style-type: none"> liaise with internal and external stakeholders on administrative and operational matters apply standard procedures to meet stakeholder requirements, offer assistance to solve stakeholder problems and seek assistance as appropriate cultivate effective stakeholder relationships within defined parameters. 	<p>Working knowledge of different communication approaches in different stakeholder contexts.</p> <p>Under minimum supervision:</p> <ul style="list-style-type: none"> contribute to implementation of a stakeholder engagement plan liaise with internal and external stakeholders on policy, project or operational issues respond to stakeholder needs and expectations develop and maintain internal and external relationships and support internal and external networks contribute to providing support to stakeholders through change. 	<p>Working independently:</p> <ul style="list-style-type: none"> implement a stakeholder engagement plan engage and collaborate with key stakeholders to identify opportunities, achieve outcomes and facilitate co-operation promote agency business objectives through key strategic relationships with range of stakeholders develop and manage a range of stakeholder relationships establish and maintain internal and external networks represent and explain agency views at cross-agency meetings and other forums present agency position in the context of more complex issues manage stakeholders through change, resolving conflict and managing sensitivities identify new stakeholders considering their future needs/direction and changing environment. 	<p>Lead implementation of stakeholder engagement plans and support teams to undertake engagement and communications activities consistent with the plans.</p> <p>Communicate the agency strategic direction and vision to stakeholders.</p> <p>Manage key strategic relationships with a broad range of stakeholders, promoting agency business objectives.</p> <p>Represent and negotiate on behalf of the agency to advance agency interests in cross-agency, inter-jurisdictional, international and other forums.</p> <p>Engage and manage stakeholders through change, resolving conflict and managing sensitivities.</p>	<p>Promote stakeholder engagement plans and support teams to undertake engagement and communications activities consistent with the plans.</p> <p>Develop key strategic relationships with a broad range of stakeholders, promoting agency business objectives.</p> <p>Establish and maintain key strategic internal and external networks.</p> <p>Represent and negotiate on behalf of the agency to advance agency interests in cross-agency, inter-jurisdictional, international and other forums.</p> <p>Present and advocate agency position in the context of more complex issues.</p>

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REVIEW STAKEHOLDER ENGAGEMENT PLAN	Understand agency and Government policies, strategies and framework for stakeholder engagement.	Under minimum supervision, contribute to identification of issues related to review of the stakeholder engagement plan.	<ul style="list-style-type: none"> Working independently, identify key issues related to review of the stakeholder engagement plan. 	Lead review of stakeholder engagement plans.	Evaluate stakeholder engagement plans in the context of agency and Government strategic priorities.
COMMUNICATE EFFECTIVELY AND WITH RESPECT	Under direct supervision: <ul style="list-style-type: none"> speak at the right pace and volume for varied audiences allow others time to speak display active listening explain facts clearly be aware of own body language and facial expressions write in a logical, easy to follow way. 	Under minimum supervision: <ul style="list-style-type: none"> focus on key points and speak in 'Plain English' clearly explain and present ideas and arguments listen to others when they are speaking and ask appropriate, respectful questions monitor own and others' non-verbal cues and adapt where necessary prepare written material, well structured and easy to follow by the intended audience communicate routine technical information clearly. 	Working independently: <ul style="list-style-type: none"> tailor communication to the audience clearly explain complex concepts and arguments to individuals and groups monitor own and others' non-verbal cues and adapt where necessary create opportunities for others to be heard actively listen to others and clarify own understanding write fluently in a range of styles and formats develop effective communication materials for a wide variety of audiences using multiple types of media. 	Present with credibility, engage varied audiences and test levels of understanding. Translate technical and complex information concisely for diverse audiences. Create opportunities for others to contribute to discussion and debate. Actively listen and encourage others to contribute inputs. Adjust style and approach to optimise outcomes. Write fluently and persuasively in a range of styles and format. Deliver effective communication materials for a wide variety of audiences using multiple types of media.	Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences. Speak in a highly articulate and influential manner. State the facts and explain their implications for agency and key stakeholders. Promote agency position with authority and credibility cross-government, cross-jurisdictionally and outside of government. Actively listen, and identify ways to ensure all have an opportunity to contribute. Anticipate and address key areas of interest for the audience and adapt style under pressure.

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NEGOTIATE AND MANAGE CONFLICT	Under direct supervision: <ul style="list-style-type: none"> • use facts to support claims • help to find solutions contributing to positive outcomes • respond to conflict without worsening the situation referring to a supervisor where appropriate • know when to withdraw from a conflict situation. 	Under minimum supervision: <ul style="list-style-type: none"> • use facts, knowledge and experience to support recommendations work towards positive and mutually satisfactory outcomes • identify and resolve issues in discussion with stakeholders • respond constructively to conflict and disagreements • keep discussion focused on the key issues. 	Working independently: <ul style="list-style-type: none"> • negotiate from an informed and credible position • lead and facilitate productive discussions with staff and stakeholders • encourage others to talk, share and debate ideas to achieve a consensus • recognise and explain the need for compromise • influence others with a fair and considered approach and sound arguments • show sensitivity and understanding in resolving conflicts and differences • manage challenging relations with internal and external stakeholders • pre-empt and minimise conflict. 	Co-ordinate individuals and teams in negotiation and conflict management. Influence others with a fair and considered approach and present persuasive counter-arguments. Work towards mutually beneficial win/win outcomes. Show sensitivity and understanding in resolving acute and complex conflicts. Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise. Pre-empt and minimise conflict within the organisation and with external stakeholders.	Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy. Use sound arguments, strong evidence, and expert opinion to influence outcomes. Determine and communicate agency position and bargaining strategy. Represent agency in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions. Pre-empt and avoid conflict across agencies and with senior internal and external stakeholders Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution.