

Integrated leadership system

APS levels

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For more information contact the Australian Public Service Commission,
e-mail ILS@apsc.gov.au, or go to our website—www.apsc.gov.au/ils.

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1 | Introduction

The introduction of the *Public Service Act 1999* (the PS Act) defined a new operating environment for the APS by formalising the devolution of powers to Agency Heads and the move from a prescriptive rules-based to a values-based environment. The PS Act introduced specific obligations for the Public Service Commissioner to foster leadership, coordinate APS-wide training and career development and promote the APS Values and Code of Conduct. It also introduced specific responsibilities in these areas for Agency Heads and members of the Senior Executive Service (SES).

In the same year the Senior Executive Leadership Capability Framework (SELC Framework) was launched and formed the selection criteria for the SES. It defined the leadership capabilities required to secure the long-term future of the APS. In 2001 the SELC framework was confirmed by Agency Heads as the most suitable tool for SES selection and development.

In 2004 the Australian Public Service Commission expanded the SELC framework by developing the Integrated Leadership System (ILS). The ILS is designed to link all aspects of leadership that impact on the APS. The ILS provides a common language to support consistent whole of APS capability development and is designed to ensure the APS has the leadership capabilities and behaviours to meet the challenges of the future.

Key elements of the ILS are:

- understanding the capabilities required of APS leaders
- developing a systemic approach to capability development
- common descriptions of how roles change in response to increasing complexity
- behavioural indicators for the increase in role complexity
- guides and tools to support professional development, career planning and succession management.

The major component of the ILS is the leadership pathway which identifies capability descriptions and behaviours for executive and senior executive levels. This document expands on the ILS and provides capability descriptions and behaviours for APS 1 to APS 6 levels.

The ILS is available on the Commission website at www.apsc.gov/ils.

Finding the balance

The ILS assists agencies and individuals to address the particular requirements for leadership, management and technical expertise.

APS leaders require a mixture of technical and management expertise as well as leadership capabilities as shown in the following figure.

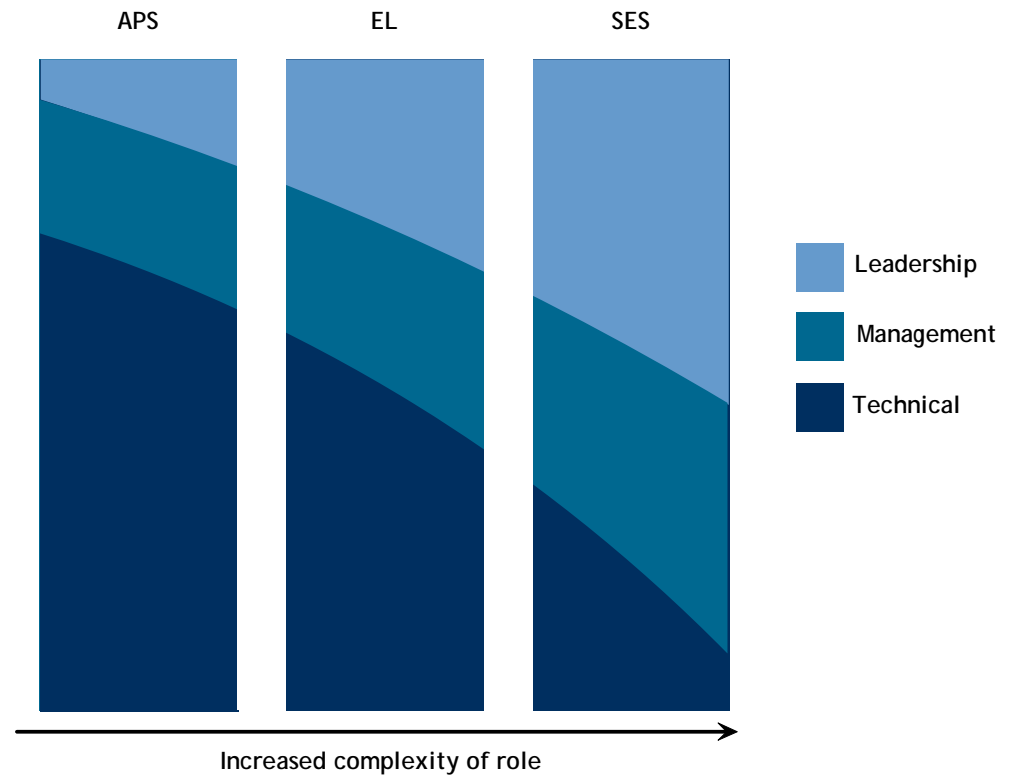


Figure 1 APS leadership model

The precise balance will depend on the level and role of the individual. For example, a policy adviser requires subject matter expertise, skills in administration, communication and relationships to ensure the advice takes account of stakeholders and can be implemented in practice. People in service delivery agencies need technical expertise as well as management and leadership capabilities in dealing with clients and stakeholders. The particular mix of capabilities will vary depending on the agency, and the level and/or role of the person.

2 | ILS leadership pathway

The leadership pathway identifies and describes leadership capabilities that stem from the SELC framework. It illustrates the levels of complexity in which the APS operates and identifies new behavioural elements for potential leaders at each stage of their career path. The pathway for executive and senior executive levels is built around five core capability clusters:

- shapes strategic thinking
- achieves results
- cultivates productive working relationships
- exemplifies personal drive and integrity
- communicates with influence.

The five core capability clusters for the pathway for APS levels are:

- supports strategic direction
- achieves results
- supports productive working relationships
- displays personal drive and integrity
- communicates with influence.

The pathway is designed for use by current and future leaders of the APS and people who are responsible for leadership development. The pathway:

- supports a whole of government perspective
- provides a foundation for development activities
- clarifies capabilities and behaviours that are expected at each level from APS 1 to SES B3.

The pathway which includes all levels from APS 1 to SES B3 is also available on the Commission website at www.apsc.gov/ils.

The pathway is a cumulative model, with behaviours identified at one level becoming the 'floor level' for the levels above. There are complex, subtle differences across the levels. The pathway's descriptions and behaviours are level specific rather than job specific. The pathway may be applied differently by agencies depending on size and location. Agencies are at different points in the development of their leaders. In a devolved APS environment this is inevitable. The components of the ILS have been designed for flexible application. Agencies will select those aspects of the leadership pathway that suit their requirements, adjusting them as required to meet their particular context.

The pathway

The pathway is presented in two ways:

- comparative view
- individual profiles.

2.1 | Comparative view of the pathway

The comparative view scans across the APS 1 to APS 6 levels to identify the changes in capability at each level. An overview of the capability descriptions is included in this section. More detailed information on the behaviours that illustrate these capabilities is included on the Commission website. The comparative view showing all levels from APS 1 to SES B3 is included on the Commission website at www.apsc.gov/ils.

Those capabilities where new behaviours have been introduced are shown in **bold**, while increased complexity is shown in *italics*.

The comparative view is highly versatile for individuals and particularly useful in guiding leadership capability development for:

- those aspiring to leadership positions at all levels
- those transitioning to the next level, or to a new role
- those who want to be more effective at their current level.

Supports strategic direction

	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Supports shared purpose and direction	Understands and supports the organisation's vision, mission and business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of team goals. Understands the reasons for decisions and recommendations.	Understands and supports the organisation's vision, mission and business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of team and <i>section</i> goals. Understands the reasons for decisions and recommendations.	Understands and supports the organisation's vision, mission and business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of <i>organisational goals</i> . Understands the reasons for decisions and recommendations.	Understands and supports the organisation's vision, mission and business objectives. Communicates and follows direction provided by supervisor. Recognises how own work contributes to the achievement of organisational goals. Understands the reasons for decisions and recommendations.	Understands and supports the organisation's vision, mission and business objectives. Identifies the relationship between organisational goals and operational tasks. Communicates with others regarding the purpose of their work. Understands and <i>communicates</i> the reasons for decisions and recommendations to others.	Understands, supports and <i>promotes</i> the organisation's vision, mission, and business objectives. Identifies the relationship between organisational goals and operational tasks. <i>Clearly</i> communicates <i>goals and objectives</i> to others. Understands, <i>supports</i> and communicates the reasons for decisions and recommendations.
Thinks strategically	Understands the work environment and participates in team goal setting. Demonstrates an awareness of issues that may impact on designated work tasks.	Understands the work environment and <i>contributes to the development of work plans and team goals.</i> Demonstrates an awareness of issues that may impact on designated work tasks.	Understands the work environment and contributes to the development of work plans and team goals. Demonstrates an awareness of the <i>implications of issues that may impact on own work objectives.</i>	Understands the work environment and contributes to the development of plans, <i>strategies</i> and team goals. Identifies issues and problems that may impact on own work objectives. Demonstrates an awareness of the implications of issues for own work.	Understands the work environment and contributes to the development of plans, strategies and team goals. <i>Identifies broader influences that may impact on the team's work objectives.</i> Demonstrates an awareness of the implications of issues for own work <i>and work area.</i>	Understands the work environment and <i>initiates and develops</i> team goals, strategies and work plans. Identifies broader <i>factors, trends</i> and influences that may impact on the team's work objectives. <i>Considers the ramifications of issues and longer-term impact of own work and work area.</i>
Harnesses information and opportunities	Knows where to find information, and asks questions to ensure a better understanding of issues. Seeks guidance to determine what information should be conveyed to others. Keeps supervisor informed on work progress.	Knows where to find information, and asks questions to ensure a better understanding of issues. Uses established guidelines to determine what information should be conveyed to others. Keeps supervisor informed on work progress.	Knows where to find information, and asks questions to ensure a full understanding of an issue. Uses common sense to recognise the importance of available information. Keeps self and others well informed on work progress.	Draws on information from multiple sources and uses agreed guidelines to analyse what information is important and how it should be used. Keeps self and others well informed on work progress.	Draws on information from <i>diverse</i> sources and uses <i>experience</i> to analyse what information is important and how it should be used. Maintains an awareness of the organisation and keeps self and others well informed on issues that may affect work progress.	<i>Gathers and investigates</i> information from diverse sources and explores new ideas and different viewpoints. Uses experience to analyse what information is important and how it should be used. Maintains an awareness of the organisation and keeps self and others well informed on work issues and finds out about best practice approaches.
Shows judgement, intelligence and commonsense	Researches information relevant to work tasks and responsibilities. Participates in discussions around issues and refers problems to supervisor. Recognises the need for improved work practices.	Researches and analyses information relevant to work tasks and responsibilities. Identifies issues that may impact on designated tasks and alerts supervisor. Suggests improvements to work tasks.	Researches and analyses information and makes recommendations based on evidence. Identifies issues that may impact on tasks. Suggests improvements to work tasks and <i>business practices.</i>	Undertakes analysis and draws accurate conclusions based on evidence. Thinks laterally, identifies and implements improved work practices.	Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Identifies problems and works to resolve them. <i>Thinks laterally, identifies and implements improved work practices.</i>	Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Identifies problems and works to resolve them. Thinks laterally, identifies, implements and promotes improved work practices.

Achieves results

	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Identifies and uses resources wisely	Monitors task progress against performance expectations. Alerts supervisor early if work is behind schedule. Makes effective use of own capabilities.	Monitors task progress against performance expectations. Alerts supervisor early when work is behind schedule and makes alternative arrangements . Makes effective use of own capabilities.	Reviews task performance and communicates outcomes to supervisor. Understands individual and team capabilities and makes effective use of own capabilities.	Reviews task performance and communicates outcomes to supervisor. Makes effective use of individual and team capabilities. Is responsive to changes in requirements.	Reviews <i>project</i> performance and identifies opportunities for improvement . Makes effective use of individual and team capabilities and negotiates responsibility for work outcomes . Is responsive to changes in requirements.	Reviews project performance and identifies opportunities for improvement. Makes effective use of individual and team capabilities and negotiates responsibility for work outcomes. Is responsive to changes in requirements.
Applies and builds professional expertise	Contributes own expertise to achieve outcomes for the business unit.	Contributes own expertise to achieve outcomes for the business unit.	Contributes own expertise to achieve outcomes for the business unit.	Contributes own expertise to achieve outcomes for the business unit.	Values specialist expertise and capitalises on the knowledge and skills of others within the organisation . Contributes own expertise to achieve outcomes for the business unit.	Values specialist expertise and capitalises on the knowledge and skills of others within the organisation. Contributes own expertise to achieve outcomes for the business unit.
Responds positively to change	Creates and maintains schedules. Responds in a positive manner to change. Shares information with others. Is adaptable and flexible to accommodate the changing needs of the team.	Creates and maintains schedules. Responds in a positive manner to change. Shares information with others. Is adaptable in approach and willing to be flexible to accommodate the changing needs of the team.	Establishes task plans to deliver objectives . Responds in a positive and flexible manner to change. Shares information with others and <i>adapts to a changing environment</i> .	Establishes task plans and <i>simple project plans with measurable milestones</i> to deliver objectives. Responds in a positive and flexible manner to change. Shares information with others and adapts to a changing environment.	Establishes <i>clear plans and timeframes for project implementation</i> . Responds in a positive and flexible manner to change and <i>uncertainty</i> . Shares information with others and encourages cooperation in coping with change .	Establishes clear plans and timeframes for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt .
Takes responsibility for managing work projects to achieve results	Sees tasks through to completion. Works within agreed priorities, and works independently on routine tasks. Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.	Sees tasks through to completion. Works within agreed priorities, works independently on routine tasks and <i>accepts more challenging tasks</i> . Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.	Sees tasks through to completion. Works within agreed priorities. Commits to achieving quality outcomes . Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.	Sees tasks through to completion. Works within agreed priorities. Commits to achieving quality outcomes and adheres to documentation procedures . Seeks feedback from supervisor to gauge satisfaction and seeks <i>guidance</i> when required.	Sees <i>projects</i> through to completion. Monitors project progress and manages priorities . Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction.	Sees projects through to completion. Monitors project progress and adjusts plans as required . Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction.

Supports productive working relationships

	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Nurtures internal and external relationships	Builds and sustains positive relationships with team members and clients. Actively participates in teamwork and activities. Responds under direction to changes in client needs and expectations.	Builds and sustains positive relationships with team members and clients. Actively participates in teamwork and activities. Responds under direction to changes in client needs and expectations.	Builds and sustains positive relationships with team members and clients. Actively participates in teamwork and activities. Responds under direction to changes in client needs and expectations.	Builds and sustains positive relationship with team members and clients. <i>Is responsive to changes in client needs and expectations.</i>	Builds and sustains positive relationships with team members, <i>stakeholders</i> and clients. Is responsive to changes in client and <i>stakeholder</i> needs and expectations.	Builds and sustains positive relationships with team members, stakeholders and clients. Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to client and stakeholder needs and expectations.
Listens to, understands and recognises the needs of others	Actively listens to colleagues and clients. Shares information and contributes to team discussions. Works closely with team members to achieve results and operates as an effective team member.	Actively listens to colleagues and clients. Shares information and contributes to team discussions. Works closely with team members to achieve results and operates as an effective team member.	Actively listens to colleagues and clients. Shares information and ensures others are kept informed of issues. Works <i>collaboratively</i> and operates as an effective team member.	Actively listens to colleagues and clients. Shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.	Actively listens to <i>staff</i> , colleagues, clients and <i>stakeholders</i> . Involves others and recognises their contributions. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.	Actively listens to staff, colleagues, clients and stakeholders. Involves others and recognises their contributions. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.
Values individual differences and diversity	Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy.	Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy.	Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy.	Recognises the positive benefits that can be gained from diversity. Recognises the different working styles of individuals, and factors this into the management of tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.	Recognises the positive benefits that can be gained from diversity, and explores diverse views. Recognises the different working styles of individuals, and factors this into the management of <i>people</i> and tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.	Recognises the positive benefits that can be gained from diversity. Encourages the exploration of diverse views and harnesses the benefits of such views. Recognises the different working styles of individuals, and factors this into the management of people and tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.
Shares learning and supports others	Identifies learning opportunities. Supports the contribution of others. Understands and acts on constructive feedback.	Identifies learning opportunities. Supports the contribution of others. Understands and acts on constructive feedback.	Identifies learning opportunities. Makes time for people and supports the contribution of others. Understands and acts on constructive feedback.	Identifies learning opportunities. Makes time for people and supports the contribution of others. Understands and acts on constructive feedback.	Identifies learning opportunities for others and delegates tasks effectively. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Provides constructive feedback. Recognises and notes under-performance where appropriate.	Identifies learning opportunities for others and delegates tasks effectively. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Provides constructive and <i>regular</i> feedback. Deals with under-performance promptly.

Displays personal drive and integrity

	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Demonstrates public service professionalism and probity	Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints.	Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints.	Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the work area in internal forums.	Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the work area in internal forums.	Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the <i>organisation</i> in internal forums.	Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in internal forums.
Engages with risk and shows personal courage	Provides accurate advice on less complex issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.	Provides accurate advice on less complex issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.	<i>Provides accurate advice on issues.</i> Acknowledges mistakes and learns from them, and seeks guidance and advice when required.	Provides accurate advice on issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.	Provides impartial and forthright advice. Justifies own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.	Provides impartial and forthright advice. Challenges issues constructively and justifies own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.
Commits to action	Takes personal responsibility for accurate completion of work and seeks assistance when required. Commits energy and drive to see that goals are achieved.	Takes personal responsibility for accurate completion of work and seeks assistance when required. Commits energy and drive to see that goals are achieved.	Takes personal responsibility for accurate completion of work and seeks assistance when required. Commits energy and drive to see that goals are achieved.	Takes personal responsibility for accurate completion of work and seeks <i>guidance</i> when required. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.	Takes personal responsibility for <i>meeting objectives and progressing work.</i> Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.	Takes personal responsibility for meeting objectives and progressing work. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.
Promotes and adopts a positive and balanced approach to work	Works as directed to achieve work objectives, even in difficult circumstances. Remains positive and responds to pressure in a calm manner.	Works as directed to achieve work objectives, even in difficult circumstances. Remains positive and responds to pressure in a calm manner.	Focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.	Focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.	Persists with, and focuses on achieving, objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.	Persists with, and focuses on achieving, objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.
Demonstrates self awareness and a commitment to personal development	Seeks feedback from others. Understands areas of strengths and works with supervisor to identify development needs. Is aware of the impact of own behaviour on others. Seeks self-development opportunities.	Seeks feedback from others. Understands areas of strengths and works with supervisor to identify development needs. Is aware of the impact of own behaviour on others. Seeks self-development opportunities.	Seeks feedback from others. Communicates areas of strengths and works with supervisor to identify development needs. Reflects on own behaviour and recognises the impact on others. Seeks self-development opportunities.	Seeks feedback from others. Communicates areas of strengths and works with supervisor to identify development needs. Reflects on own behaviour and recognises the impact on others. Seeks self-development opportunities.	Seeks feedback from others. Communicates areas of strengths and <i>acknowledges development needs.</i> Reflects on own behaviour and recognises the impact on others. Shows commitment to learning and self-development.	Self-evaluates performance and seeks feedback from others. Communicates areas of strengths and acknowledges development needs. Reflects on own behaviour and recognises the impact on others. Shows commitment to learning and self-development.

Communicates with influence

	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Communicates clearly	Communicates messages clearly and concisely. Focuses on key points and uses appropriate language. Structures written and oral communication so it is easy to follow.	Communicates messages clearly and concisely. Focuses on key points and uses appropriate language. Structures written and oral communication so it is easy to follow.	Confidently presents messages in a clear, concise manner. Focuses on key points and uses appropriate language. Structures written and oral communication to <i>ensure clarity</i> .	Confidently presents messages in a clear, concise manner. Focuses on key points and uses appropriate language. Structures written and oral communication to ensure clarity.	Confidently presents messages in a clear, concise and articulate manner. Focuses on key points and uses appropriate, <i>unambiguous</i> language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.	Confidently presents messages in a clear, concise and articulate manner. Focuses on key points and uses appropriate, unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.
Listens, understands and adapts to audience	Adapts communication style and approach to ensure they address the needs of different people or audiences. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.	Adapts communication style and approach to ensure they address the needs of different people or audiences. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.	Seeks to understand the audience and tailors communication style and message accordingly . Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.	Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.	Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments and does not allow misunderstandings to linger .	Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments and does not allow misunderstandings to linger.
Negotiates confidently	Listens to, and considers different ideas. Discusses issues without getting personal or aggressive.	Listens to, and considers different ideas. Discusses issues without getting personal or aggressive.	Listens to, and considers different ideas and discusses issues <i>credibly and thoughtfully</i> . Identifies relevant stakeholders .	Listens to, and considers different ideas and discusses issues <i>credibly and thoughtfully</i> . Identifies other people's expectations and concerns .	Approaches negotiations with a clear understanding of key issues . Understands the desired outcomes . Identifies relevant stakeholders' expectations and concerns. Discusses issues <i>credibly and thoughtfully</i> . Encourages the support of relevant stakeholders .	Approaches negotiations with a clear understanding of key issues. Understands the desired outcomes. Anticipates and identifies relevant stakeholders' expectations and concerns. Discusses issues <i>credibly and thoughtfully</i> and presents persuasive counter-arguments . Encourages the support of relevant stakeholders.

2.2 | Individual profiles

Another way to look at the capabilities and behaviours described in the pathway is by individual profiles. A profile exists for each level from APS 1 to SES B3. The profiles describe the capabilities and behaviours expected at a particular level, and complement agency specific capabilities and individual job requirements.

If an individual wants to become more effective in their current role, the relevant profile will be particularly useful in guiding their leadership capability development. It is also useful for individuals aspiring to leadership positions at all levels, or if they are in transition to the next level, or to a new role.

Individuals may use the profile as a guide to identify areas of strength and areas for development. The profiles enable a complete view of the capabilities that would be expected at a particular level. The profiles do not contain any mandatory requirements but are a tool to assist individuals to identify development needs and options.

An overview of the capability descriptions for each level from APS 1 to APS 6 levels is included in this section, followed by more detailed information on the behaviours that illustrate these capabilities. Shaded areas in the overview for each profile represent critical transition points. The individual profiles for all levels from APS 1 to SES B3 are included on the Commission website at www.apsc.gov/ils.

APS 1 profile

Supports strategic direction	Achieves results	Supports productive working relationships	Displays personal drive and integrity	Communicates with influence
<p>Supports shared purpose and direction</p> <p>Understands and supports the organisation's vision, mission and business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of team goals. Understands the reasons for decisions and recommendations.</p> <p>Thinks strategically</p> <p>Understands the work environment and participates in team goal setting. Demonstrates an awareness of issues that may impact on designated work tasks.</p> <p>Harnesses information and opportunities</p> <p>Knows where to find information, and asks questions to ensure a better understanding of issues. Seeks guidance to determine what information should be conveyed to others. Keeps supervisor informed on work progress.</p> <p>Shows judgement, intelligence and commonsense</p> <p>Researches information relevant to work tasks and responsibilities. Participates in discussions around issues and refers problems to supervisor. Recognises the need for improved work practices.</p>	<p>Identifies and uses resources wisely</p> <p>Monitors task progress against performance expectations. Alerts supervisor early if work is behind schedule. Makes effective use of own capabilities.</p> <p>Applies and builds professional expertise</p> <p>Contributes own expertise to achieve outcomes for the business unit.</p> <p>Responds positively to change</p> <p>Establishes task plans to deliver. Creates and maintains schedules. Responds in a positive manner to change. Shares information with others. Is adaptable and flexible to accommodate the changing needs of the team.</p> <p>Takes responsibility for managing work projects to achieve results</p> <p>Sees tasks through to completion. Works within agreed priorities, and works independently on routine tasks. Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.</p>	<p>Nurtures internal and external relationships</p> <p>Builds and sustains positive relationships with team members and clients. Actively participates in teamwork and activities. Responds under direction to changes in client needs and expectations.</p> <p>Listens to, understands and recognises the needs of others</p> <p>Actively listens to colleagues and clients. Shares information and contributes to team discussions. Works closely with team members to achieve results and operates as an effective team member.</p> <p>Values individual differences and diversity</p> <p>Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy.</p> <p>Shares learning and supports others</p> <p>Identifies learning opportunities. Supports the contribution of others. Understands and acts on constructive feedback.</p>	<p>Demonstrates public service professionalism and probity</p> <p>Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints.</p> <p>Engages with risk and shows personal courage</p> <p>Provides accurate advice on less complex issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p> <p>Commits to action</p> <p>Takes personal responsibility for accurate completion of work and seeks assistance when required. Commits energy and drive to see that goals are achieved.</p> <p>Promotes and adopts a positive and balanced approach to work</p> <p>Works as directed to achieve work objectives, even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</p> <p>Demonstrates self awareness and a commitment to personal development</p> <p>Seeks feedback from others. Understands areas of strengths and works with supervisor to identify development needs. Is aware of the impact of own behaviour on others. Seeks self-development opportunities.</p>	<p>Communicates clearly</p> <p>Communicates messages clearly and concisely. Focuses on key points and uses appropriate language. Structures written and oral communication so it is easy to follow.</p> <p>Listens, understands and adapts to audience</p> <p>Adapts communication style and approach to ensure they address the needs of different people or audiences. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.</p> <p>Negotiates confidently</p> <p>Listens to, and considers different ideas. Discusses issues without getting personal or aggressive.</p>

Capability descriptions and behavioural indicators

Supports strategic direction				APS 1
Capability	Supports shared purpose and direction	Thinks strategically	Harnesses information and opportunities	Shows judgement, intelligence and commonsense
Description	Understands and supports the organisation's vision, mission and business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of team goals. Understands the reasons for decisions and recommendations.	Understands the work environment and participates in team goal setting. Demonstrates an awareness of issues that may impact on designated work tasks.	Knows where to find information, and asks questions to ensure a better understanding of issues. Seeks guidance to determine what information should be conveyed to others. Keeps supervisor informed on work progress.	Researches information relevant to work tasks and responsibilities. Participates in discussions around issues and refers problems to supervisor. Recognises the need for improved work practices.
Behavioural indicators	<ul style="list-style-type: none"> – Follows direction provided by supervisor and asks for clarification if needed; is aware of the relationship between team priorities and specific tasks; understands how own work contributes to the team goals. – Understands and supports the organisation's vision, mission and business objectives; takes time to learn about other areas of the organisation. – Asks questions to ensure an accurate understanding of decisions and recommendations; is able to explain how decisions and recommendations are relevant to their work. 	<ul style="list-style-type: none"> – Demonstrates an awareness of issues that may impact on designated work tasks. – Thinks and plans ahead. – Understands the work environment; informs supervisor of potential issues that may impact on designated work tasks; participates in team goal setting. 	<ul style="list-style-type: none"> – Is aware of the corporate goals and understands the team priorities; keeps supervisor informed on work progress. – Knows where to find relevant information; asks questions to gain better understanding of an issue; seeks supervisor guidance to determine what information should be conveyed to others. 	<ul style="list-style-type: none"> – Researches information relevant to work tasks and responsibilities. – Identifies issues which could Participates in discussions around issues; refers problems to supervisor. – Participates in decision-making; organises information to help others make quick, informed decisions. – Recognises the need to improve work practices.

Capability	Identifies and uses resources wisely	Applies and builds professional expertise	Responds positively to change	Takes responsibility for managing work projects to achieve results
Description	Monitors task progress against performance expectations. Alerts supervisor early if work is behind schedule. Makes effective use of own capabilities.	Contributes own expertise to achieve outcomes for the business unit.	Creates and maintains schedules. Responds in a positive manner to change. Shares information with others. Is adaptable and flexible to accommodate the changing needs of the team.	Sees tasks through to completion. Works within agreed priorities, and works independently on routine tasks. Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.
Behavioural indicators	<ul style="list-style-type: none"> –Makes effective use of own capabilities. –Monitors task progress against performance expectations; alerts supervisor early if work is behind schedule or can't be done. –Reschedules and reorganises work to reflect changes in priority; adjusts own schedule to suit colleagues and business needs. 	<ul style="list-style-type: none"> –Applies and develops capabilities to meet performance expectations; demonstrates knowledge of the features of new programmes, products or services relevant to the position; contributes own expertise for the benefit of the business unit. 	<ul style="list-style-type: none"> –Creates and maintains schedules; links day-to-day tasks to performance expectations and team outcomes. –Demonstrates flexibility and adaptability to meet changing work requirements; informs supervisor of potential impact of proposed change. –Shares appropriate information with colleagues during times of change; responds to change under guidance from supervisor. 	<ul style="list-style-type: none"> –Seeks feedback from supervisor on the performance of assigned tasks and incorporates this feedback into the performance of new tasks. –Maintains accurate records and files; sees tasks through to completion. –Performs under direction from supervisor and works to agreed priorities and outcomes; completes routine tasks; takes on additional duties when required; is responsive to changes in requirements.

Capability	Nurtures internal and external relationships	Listens to, understands and recognises the needs of others	Values individual differences and diversity	Shares learning and supports others
Description	Builds and sustains positive relationships with team members and clients. Actively participates in teamwork and activities. Responds under direction to changes in client needs and expectations.	Actively listens to colleagues and clients. Shares information and contributes to team discussions. Works closely with team members to achieve results and operates as an effective team member.	Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy.	Identifies learning opportunities. Supports the contribution of others. Understands and acts on constructive feedback.
Behavioural indicators	<ul style="list-style-type: none"> –Develops positive relationships with team members; actively participates in teamwork and group activities. –Builds and sustains relationships; liaises with team members and clients. –Responds under direction to changes in client needs and expectations; manages client expectations by clarifying expectations and deadlines; keeps clients informed on progress; provides courteous, prompt and professional service to clients. 	<ul style="list-style-type: none"> –Operates as an effective member of the team; works closely with team members to achieve results. –Actively listens to colleagues and clients and reports their needs to supervisor; supports team members in achieving goals, especially during busy or difficult working periods. –Shares information with own team and contributes to team discussions; informs supervisor of work progress. 	<ul style="list-style-type: none"> –Recognises the value of individual differences and understands that others may work in different ways. –Recognises that others have different views and experiences. –Tries to see things from the other person's perspective. –Maintains an awareness of the personalities, motivations and other diverse qualities of people; treats people with respect and courtesy. 	<ul style="list-style-type: none"> –Supports the contribution of others. –Identifies development opportunities for self and shares learning with others. –Congratulates people on achievements –Understands and acts on constructive feedback.

Capability	Demonstrates public service professionalism and probity	Engages with risk and shows personal courage	Commits to action	Promotes and adopts a positive and balanced approach to work	Demonstrates self awareness and a commitment to personal development
Description	<p>Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints.</p>	<p>Provides accurate advice on less complex issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p>	<p>Takes personal responsibility for accurate completion of work and seeks assistance when required. Commits energy and drive to see that goals are achieved.</p>	<p>Works as directed to achieve work objectives, even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</p>	<p>Seeks feedback from others. Understands areas of strengths and works with supervisor to identify development needs. Is aware of the impact of own behaviour on others. Seeks self-development opportunities.</p>
Behavioural indicators	<ul style="list-style-type: none"> - Understands and applies the APS Values and Code of Conduct, and consistently behaves in an honest, ethical and professional way. - Treats people fairly and equitably and is transparent in dealings with them. - Makes decisions without favouritism or bias; places the aims of the organisation above personal ambitions. - Takes time to learn policies, regulations and standard operating procedures, and understands why they exist; complies with procedures, legislative, policy and regulatory frameworks; maintains strict confidentiality of information seen. 	<ul style="list-style-type: none"> - Listens when own ideas are challenged. - Provides accurate advice to colleagues and clients on less complex issues; makes sure that all work is checked and proofed. - Takes responsibility for mistakes and learns from them; acknowledges when in the wrong. - Seeks advice and assistance from colleagues and supervisor when uncertain. 	<ul style="list-style-type: none"> - Takes personal responsibility for accurate completion of work; knows who can provide assistance with the achievement of goals and seeks help when required. - Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives; follows up to ensure that issues are finalised. - Informs supervisor of issues impacting on the achievement of designated tasks. 	<ul style="list-style-type: none"> - Stays focused and productive in difficult circumstances. - Works as directed to achieve objectives. - Maintains an optimistic outlook and focuses on the positives in difficult situations; supports a positive working environment. - Stays calm in difficult situations and when dealing with difficult people; does not become defensive when faced with criticism. 	<ul style="list-style-type: none"> - Is aware of the impact of own behaviour on others. - Seeks self-development opportunities; is willing to learn new approaches and acquire new capabilities; applies new knowledge in the workplace. - Develops an understanding of personal strengths and capabilities; works with supervisor to identify individual developmental requirements needed to complete assigned tasks. - Agrees own performance standards with supervisor; seeks feedback on behaviour and work performance from supervisor, and is responsive to guidance. - Seeks input from supervisor when assessing performance; identifies strengths as well as developmental requirements needed to complete assigned tasks.

Capability	Communicates clearly	Listens, understands and adapts to audience	Negotiates confidently
Description	Communicates messages clearly and concisely. Focuses on key points and uses appropriate language. Structures written and oral communication so it is easy to follow.	Adapts communication style and approach to ensure they address the needs of different people or audiences. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.	Listens to, and considers different ideas. Discusses issues without getting personal or aggressive.
Behavioural indicators	<ul style="list-style-type: none"> –Focuses on clear communication of key points. –Limits the use of jargon and abbreviations; explains information using language appropriate for the audience. –Presents messages clearly; speaks at an appropriate volume and pace. –Succinctly conveys information, structures written communication so it is easy to follow; uses correct spelling and grammar. 	<ul style="list-style-type: none"> –Is aware of how own communication style affects others. –Pays close attention to others when they are speaking; checks own understanding of others' comments by asking clarifying questions; checks to ensure their own views have been understood. –Adapts communication style and approach to ensure they address the needs of different people or audiences. 	<ul style="list-style-type: none"> –Listens to, considers and acknowledges differing ideas. –Discusses issues without getting personal or aggressive.

APS 2 profile

Supports strategic direction	Achieves results	Supports productive working relationships	Displays personal drive and integrity	Communicates with influence
<p>Supports shared purpose and direction</p> <p>Understands and supports the organisation's vision, mission and business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of team and section goals. Understands the reasons for decisions and recommendations.</p> <p>Thinks strategically</p> <p>Understands the work environment and contributes to the development of work plans and team goals. Demonstrates an awareness of issues that may impact on designated work tasks.</p> <p>Harnesses information and opportunities</p> <p>Knows where to find information, and asks questions to ensure a better understanding of issues. Uses established guidelines to determine what information should be conveyed to others. Keeps supervisor informed on work progress.</p> <p>Shows judgement, intelligence and commonsense</p> <p>Researches and analyses information relevant to work tasks and responsibilities. Identifies issues that may impact on designated tasks and alerts supervisor. Suggests improvements to work tasks.</p>	<p>Identifies and uses resources wisely</p> <p>Researches and analyses information relevant to work tasks and responsibilities. Identifies issues that may impact on designated tasks and alerts supervisor. Suggests improvements to work tasks.</p> <p>Applies and builds professional expertise</p> <p>Contributes own expertise to achieve outcomes for the business unit.</p> <p>Responds positively to change</p> <p>Creates and maintains schedules. Responds in a positive manner to change. Shares information with others. Is adaptable in approach and willing to be flexible to accommodate the changing needs of the team.</p> <p>Takes responsibility for managing work projects to achieve results</p> <p>Sees tasks through to completion. Works within agreed priorities, works independently on routine tasks and accepts more challenging tasks. Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.</p>	<p>Nurtures internal and external relationships</p> <p>Builds and sustains positive relationships with team members and clients. Actively participates in teamwork and activities. Responds under direction to changes in client needs and expectations.</p> <p>Listens to, understands and recognises the needs of others</p> <p>Actively listens to colleagues and clients. Shares information and contributes to team discussions. Works closely with team members to achieve results and operates as an effective team member.</p> <p>Values individual differences and diversity</p> <p>Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy.</p> <p>Shares learning and supports others</p> <p>Identifies learning opportunities. Supports the contribution of others. Understands and acts on constructive feedback.</p>	<p>Demonstrates public service professionalism and probity</p> <p>Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints.</p> <p>Engages with risk and shows personal courage</p> <p>Provides accurate advice on less complex issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p> <p>Commits to action</p> <p>Takes personal responsibility for accurate completion of work and seeks assistance when required. Commits energy and drive to see that goals are achieved.</p> <p>Promotes and adopts a positive and balanced approach to work</p> <p>Works as directed to achieve work objectives, even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</p> <p>Demonstrates self awareness and a commitment to personal development</p> <p>Seeks feedback from others. Understands areas of strengths and works with supervisor to identify development needs. Is aware of the impact of own behaviour on others. Seeks self-development opportunities.</p>	<p>Communicates clearly</p> <p>Communicates messages clearly and concisely. Focuses on key points and uses appropriate language. Structures written and oral communication so it is easy to follow.</p> <p>Listens, understands and adapts to audience</p> <p>Adapts communication style and approach to ensure they address the needs of different people or audiences. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.</p> <p>Negotiates confidently</p> <p>Listens to, and considers different ideas. Discusses issues without getting personal or aggressive.</p>

Capability descriptions and behavioural indicators

Supports strategic direction				APS 2
Capability	Supports shared purpose and direction	Thinks strategically	Harnesses information and opportunities	Shows judgement, intelligence and commonsense
Description	<p>Understands and supports the organisation's vision, mission and business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of team and section goals. Understands the reasons for decisions and recommendations.</p>	<p>Understands the work environment and contributes to the development of work plans and team goals. Demonstrates an awareness of issues that may impact on designated work tasks.</p>	<p>Knows where to find information, and asks questions to ensure a better understanding of issues. Uses established guidelines to determine what information should be conveyed to others. Keeps supervisor informed on work progress.</p>	<p>Researches and analyses information relevant to work tasks and responsibilities. Identifies issues that may impact on designated tasks and alerts supervisor. Suggests improvements to work tasks.</p>
Behavioural indicators	<ul style="list-style-type: none"> - Follows direction provided by supervisor and asks for clarification if needed; understands the relationship between team priorities and specific tasks; understands how own work contributes to team and section goals. - Understands and supports the organisation's vision, mission and business objectives; takes time to learn about other areas of the organisation. - Asks questions to ensure an accurate understanding of decisions and recommendations; is able to explain how decisions and recommendations are relevant to their work. 	<ul style="list-style-type: none"> - Demonstrates an awareness of issues that may impact on designated work tasks. - Thinks and plans ahead. - Understands the work environment; informs supervisor of potential issues that may impact on designated work tasks; contributes to the development of work plans and team goals. 	<ul style="list-style-type: none"> - Is aware of the corporate goals and understands the team priorities; keeps supervisor informed on work progress. - Knows where to find relevant information; asks questions to gain a full understanding of an issue; uses established guidelines to determine what information should be conveyed to others. 	<ul style="list-style-type: none"> - Researches and analyses information relevant to work tasks and responsibilities. - Identifies issues which could impact on designated tasks and alerts supervisor; refers difficult problems to supervisor. - Participates in decision-making; organises information to help others make quick, informed decisions. - Suggests improvements to work practices to work tasks.

Capability	Identifies and uses resources wisely	Applies and builds professional expertise	Responds positively to change	Takes responsibility for managing work projects to achieve results
Description	<p>Monitors task progress against performance expectations. Alerts supervisor early when work is behind schedule and makes alternative arrangements. Makes effective use of own capabilities.</p>	<p>Contributes own expertise to achieve outcomes for the business unit.</p>	<p>Creates and maintains schedules. Responds in a positive manner to change. Shares information with others. Is adaptable in approach and willing to be flexible to accommodate the changing needs of the team.</p>	<p>Sees tasks through to completion. Works within agreed priorities, works independently on routine tasks and accepts more challenging tasks. Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.</p>
Behavioural indicators	<ul style="list-style-type: none"> -Identifies key individuals who need to be involved; makes effective use of own capabilities. -Monitors task progress against performance expectations to ensure deadlines are met; alerts supervisor early if work is behind schedule or can't be done, and where appropriate, makes alternative arrangements. -Reschedules and reorganises work to reflect changes in priority; adjusts own schedule to suit colleagues and business needs. 	<ul style="list-style-type: none"> -Applies and develops capabilities to meet performance expectations; demonstrates knowledge of the features of new programmes, products or services relevant to the position; contributes own expertise for the benefit of the business unit. 	<ul style="list-style-type: none"> -Creates and maintains schedules for self and where relevant, others; links day-to-day tasks to performance expectations and team outcomes. -Demonstrates flexibility and adaptability to changing work requirements; informs supervisor of potential impact of proposed change. -Shares appropriate information with colleagues during times of change; responds to change under guidance from supervisor. 	<ul style="list-style-type: none"> -Seeks feedback from supervisor on the performance of assigned tasks and incorporates this feedback into the performance of new tasks. -Maintains accurate records and files; sees tasks through to completion. -Performs under direction from supervisor and works to agreed priorities and outcomes; completes routine tasks and accepts more challenging tasks; takes on additional duties when required; is responsive to changes in requirements.

Capability	Nurtures internal and external relationships	Listens to, understands and recognises the needs of others	Values individual differences and diversity	Shares learning and supports others
Description	Builds and sustains positive relationships with team members and clients. Actively participates in teamwork and activities. Responds under direction to changes in client needs and expectations.	Actively listens to colleagues and clients. Shares information and contributes to team discussions. Works closely with team members to achieve results and operates as an effective team member.	Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy.	Identifies learning opportunities. Supports the contribution of others. Understands and acts on constructive feedback.
Behavioural indicators	<ul style="list-style-type: none"> –Develops positive relationships with team members; actively participates in teamwork and group activities. –Builds and sustains relationships; liaises with team members and clients. –Responds under direction to changes in client needs and expectations; manages client expectations by clarifying expectations and deadlines; keeps clients informed on progress; provides courteous, prompt and professional service to clients. 	<ul style="list-style-type: none"> –Operates as an effective member of the team; works closely with team members to achieve results. –Actively listens to colleagues and clients and reports their needs to supervisor; supports team members in achieving goals, especially during busy or difficult working periods. –Shares information with own team and contributes to team discussions; informs supervisor of work progress. 	<ul style="list-style-type: none"> –Recognises the value of individual differences and understands that others may work in different ways. –Recognises that others have different views and experiences. –Tries to see things from the other person's perspective. –Maintains an awareness of the personalities, motivations and other diverse qualities of people; treats people with respect and courtesy. 	<ul style="list-style-type: none"> –Supports the contribution of others. –Identifies development opportunities for self and shares learning with others. –Congratulates people on achievements –Understands and acts on constructive feedback.

Capability	Demonstrates public service professionalism and probity	Engages with risk and shows personal courage	Commits to action	Promotes and adopts a positive and balanced approach to work	Demonstrates self awareness and a commitment to personal development
Description	<p>Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints.</p>	<p>Provides accurate advice on less complex issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p>	<p>Takes personal responsibility for accurate completion of work and seeks assistance when required. Commits energy and drive to see that goals are achieved.</p>	<p>Works as directed to achieve work objectives, even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</p>	<p>Seeks feedback from others. Understands areas of strengths and works with supervisor to identify development needs. Is aware of the impact of own behaviour on others. Seeks self-development opportunities.</p>
Behavioural indicators	<ul style="list-style-type: none"> - Understands and applies the APS Values and Code of Conduct, and consistently behaves in an honest, ethical and professional way. - Treats people fairly and equitably and is transparent in dealings with them. - Makes decisions without favouritism or bias; places the aims of the organisation above personal ambitions. - Takes time to learn policies, regulations and standard operating procedures, and understands why they exist; complies with procedures, legislative, policy and regulatory frameworks; maintains strict confidentiality of information seen. 	<ul style="list-style-type: none"> - Listens when own ideas are challenged. - Provides accurate advice to colleagues and clients on less complex issues; makes sure that all work is checked and proofed. - Takes responsibility for mistakes and learns from them; acknowledges when in the wrong. - Seeks advice and assistance from colleagues and supervisor when uncertain. 	<ul style="list-style-type: none"> - Takes personal responsibility for accurate completion of work; knows who can provide assistance with the achievement of goals and seeks help when required. - Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives; follows up to ensure that issues are finalised. - Informs supervisor of issues impacting on the achievement of designated tasks. 	<ul style="list-style-type: none"> - Stays focused; works effectively in difficult circumstances. - Works to achieve objectives. - Maintains an optimistic outlook and focuses on the positives in difficult situations; supports a positive working environment. - Stays calm in difficult situations and when dealing with difficult people; does not become defensive when faced with criticism. 	<ul style="list-style-type: none"> - Is aware of the impact of own behaviour on others. - Seeks self-development opportunities; is willing to learn new approaches and acquire new capabilities; applies new knowledge in the workplace. - Develops an understanding of personal strengths and capabilities; works with supervisor to identify individual developmental requirements needed to complete assigned tasks. - Agrees own performance standards with supervisor; seeks feedback on behaviour and work performance from supervisor, and is responsive to guidance. - Seeks input from supervisor when assessing performance; identifies strengths as well as developmental requirements needed to complete assigned tasks.

Capability	Communicates clearly	Listens, understands and adapts to audience	Negotiates confidently
Description	Communicates messages clearly and concisely. Focuses on key points and uses appropriate language. Structures written and oral communication so it is easy to follow.	Adapts communication style and approach to ensure they address the needs of different people or audiences. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.	Listens to, and considers different ideas. Discusses issues without getting personal or aggressive.
Behavioural indicators	<ul style="list-style-type: none"> -Focuses on clear communication of key points. -Limits the use of jargon and abbreviations; explains information using language appropriate for the audience. -Presents messages clearly; speaks at an appropriate volume and pace. -Succinctly conveys information, structures written communication so it is easy to follow; uses correct spelling and grammar. 	<ul style="list-style-type: none"> -Is aware of how own communication style affects others. -Pays close attention to others when they are speaking; checks own understanding of others' comments by asking clarifying questions; checks to ensure their own views have been understood. -Adapts communication style and approach to ensure it addresses the needs of different people or audiences. 	<ul style="list-style-type: none"> -Listens to, considers and acknowledges differing ideas. -Discusses issues without getting personal or aggressive.

APS 3 profile

Supports strategic direction	Achieves results	Supports productive working relationships	Displays personal drive and integrity	Communicates with influence
<p>Supports shared purpose and direction</p> <p>Understands and supports the organisation's vision, mission and business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of organisational goals. Understands the reasons for decisions and recommendations.</p> <p>Thinks strategically</p> <p>Understands the work environment and contributes to the development of work plans and team goals. Demonstrates an awareness of the implications of issues that may impact on own work objectives.</p> <p>Harnesses information and opportunities</p> <p>Knows where to find information, and asks questions to ensure a full understanding of an issue. Uses common sense to recognise the importance of available information. Keeps self and others well informed on work progress.</p> <p>Shows judgement, intelligence and commonsense</p> <p>Researches and analyses information and makes recommendations based on evidence. Identifies issues that may impact on tasks. Suggests improvements to work tasks and business practices.</p>	<p>Identifies and uses resources wisely</p> <p>Reviews task performance and communicates outcomes to supervisor. Understands individual and team capabilities and makes effective use of own capabilities.</p> <p>Applies and builds professional expertise</p> <p>Contributes own expertise to achieve outcomes for the business unit.</p> <p>Responds positively to change</p> <p>Establishes task plans to deliver objectives. Responds in a positive and flexible manner to change. Shares information with others and adapts to a changing environment.</p> <p>Takes responsibility for managing work projects to achieve results</p> <p>Sees tasks through to completion. Works within agreed priorities. Commits to achieving quality outcomes. Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.</p>	<p>Nurtures internal and external relationships</p> <p>Builds and sustains positive relationships with team members and clients. Actively participates in teamwork and activities. Responds under direction to changes in client needs and expectations.</p> <p>Listens to, understands and recognises the needs of others</p> <p>Actively listens to colleagues and clients. Shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.</p> <p>Values individual differences and diversity</p> <p>Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy.</p> <p>Shares learning and supports others</p> <p>Identifies learning opportunities. Makes time for people and supports the contribution of others. Understands and acts on constructive feedback.</p>	<p>Demonstrates public service professionalism and probity</p> <p>Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the work area in internal forums.</p> <p>Engages with risk and shows personal courage</p> <p>Provides accurate advice on issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p> <p>Commits to action</p> <p>Takes personal responsibility for accurate completion of work and seeks assistance when required. Commits energy and drive to see that goals are achieved.</p> <p>Promotes and adopts a positive and balanced approach to work</p> <p>Focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</p> <p>Demonstrates self awareness and a commitment to personal development</p> <p>Seeks feedback from others. Communicates areas of strengths and works with supervisor to identify development needs. Reflects on own behaviour and recognises the impact on others. Seeks self-development opportunities.</p>	<p>Communicates clearly</p> <p>Confidently presents messages in a clear, concise manner. Focuses on key points and uses appropriate language. Structures written and oral communication to ensure clarity.</p> <p>Listens, understands and adapts to audience</p> <p>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.</p> <p>Negotiates confidently</p> <p>Listens to, and considers different ideas and discusses issues credibly and thoughtfully. Identifies relevant stakeholders.</p>

Capability descriptions and behavioural indicators

Supports strategic direction			APS 3	
Capability	Supports shared purpose and direction	Thinks strategically	Harnesses information and opportunities	Shows judgement, intelligence and commonsense
Description	Understands and supports the organisation's vision, mission and business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of organisational goals. Understands the reasons for decisions and recommendations.	Understands the work environment and contributes to the development of work plans and team goals. Demonstrates an awareness of the implications of issues that may impact on own work objectives.	Knows where to find information, and asks questions to ensure a full understanding of an issue. Uses common sense to recognise the importance of available information. Keeps self and others well informed on work progress.	Researches and analyses information and makes recommendations based on evidence. Identifies issues that may impact on tasks. Suggests improvements to work tasks and business practices.
Behavioural indicators	<ul style="list-style-type: none"> – Follows direction provided by supervisor; understands the relationship between business priorities and specific tasks. – Understands and supports the organisation's vision, mission and business objectives. – Understands the reasons for decisions and recommendations and is able to explain how they are relevant to their work. 	<ul style="list-style-type: none"> – Demonstrates an awareness of the implications of issues for own work. – Thinks and plans ahead. – Understands the work environment; informs supervisor of potential issues that may impact on work objectives contributes to the development of work plans and team goals. 	<ul style="list-style-type: none"> – Is aware of the corporate goals and understands the team priorities; keeps self and others well informed on work progress. – Knows where to find relevant information; asks questions to gain a full understanding of an issue; uses commonsense and established guidelines to determine what information should be conveyed to others. 	<ul style="list-style-type: none"> – Researches and analyses information and makes recommendations based on evidence. – Identifies issues which could impact on designated tasks; identifies uncertainties of processes and designated tasks. – Participates in decision-making. – Suggests improvements to work practices to work tasks and business practices.

Capability	Identifies and uses resources wisely	Applies and builds professional expertise	Responds positively to change	Takes responsibility for managing work projects to achieve results
Description	Reviews task performance and communicates outcomes to supervisor. Understands individual and team capabilities and makes effective use of own capabilities.	Contributes own expertise to achieve outcomes for the business unit.	Establishes task plans to deliver objectives. Responds in a positive and flexible manner to change. Shares information with others and adapts to a changing environment.	Sees tasks through to completion. Works within agreed priorities. Commits to achieving quality outcomes. Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.
Behavioural indicators	<ul style="list-style-type: none"> –Identifies key individuals who need to be involved; understands team and individual capabilities and makes effective use of own capabilities. –Monitors task progress against performance expectations to ensure deadlines are met; communicates outcomes to supervisor. –Reschedules and reorganises work to reflect changes in priority. 	<ul style="list-style-type: none"> –Applies and develops capabilities to meet performance expectations; demonstrates knowledge of the features of new programmes, products or services relevant to the position; contributes own expertise for the benefit of the business unit. 	<ul style="list-style-type: none"> –Constructs task plans to deliver objectives. –Demonstrates flexibility and copes effectively with day-to-day work changes and shifting priorities. –Shares appropriate information with colleagues during times of change; responds to change under guidance from supervisor. 	<ul style="list-style-type: none"> –Regularly seeks feedback from supervisor to gauge their satisfaction and incorporates this feedback into the performance of new tasks. –Maintains accurate records and files; uses appropriate information management systems to keep information up to date; sees tasks through to completion. –Works to agreed priorities, outcomes, and time constraints; is responsive to changes in requirements.

Capability	Nurtures internal and external relationships	Listens to, understands and recognises the needs of others	Values individual differences and diversity	Shares learning and supports others
Description	Builds and sustains positive relationships with team members and clients. Actively participates in teamwork and activities. Responds under direction to changes in client needs and expectations.	Actively listens to colleagues and clients. Shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.	Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy.	Identifies learning opportunities. Makes time for people and supports the contribution of others. Understands and acts on constructive feedback.
Behavioural indicators	<ul style="list-style-type: none"> – Develops positive relationships with team members; actively participates in teamwork and group activities. – Builds and sustains relationships; liaises with team members and clients. – Responds under direction to changes in client needs and expectations; manages client expectations by clarifying expectations and deadlines; keeps clients informed on progress; provides courteous, prompt and professional service to clients. 	<ul style="list-style-type: none"> – Operates as an effective member of the team; works collaboratively. – Actively listens to colleagues and clients; supports team members; is aware of the contributions made by other people. – Shares information with own team and seeks input from others; contributes to team discussions and planning; ensures people are kept informed of progress and issues. 	<ul style="list-style-type: none"> – Recognises the value of individual differences; understands that others may work in different ways. – Recognises that others have different views and experiences. – Tries to see things from the other person's perspective. – Maintains an awareness of the personalities, motivations and other diverse qualities of people; treats people with respect and courtesy. 	<ul style="list-style-type: none"> – Makes time for people and supports the contribution of others. – Identifies development opportunities for self and shares learning with others. – Congratulates people on achievements – Understands and acts on constructive feedback.

Capability	<p>Demonstrates public service professionalism and probity</p>	<p>Engages with risk and shows personal courage</p>	<p>Commits to action</p>	<p>Promotes and adopts a positive and balanced approach to work</p>	<p>Demonstrates self awareness and a commitment to personal development</p>
Description	<p>Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the work area in internal forums.</p>	<p>Provides accurate advice on issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p>	<p>Takes personal responsibility for accurate completion of work. Commits energy and drive to see that goals are achieved.</p>	<p>Focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</p>	<p>Seeks feedback from others. Communicates areas of and works with supervisor to identify development needs. Reflects on own behaviour and recognises the impact on others. Seeks self-development opportunities.</p>
Behavioural indicators	<ul style="list-style-type: none"> -Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional way. -Treats people fairly and equitably and is transparent in dealings with them. -Makes decisions for the corporate good without favouritism or bias; places the aims of the organisation above personal ambitions. -Understands and complies with legislative, policy and regulatory frameworks. -Operates in a professional manner when representing the work area in internal forums. 	<ul style="list-style-type: none"> -Listens when own ideas are challenged. -Provides accurate advice to colleagues and clients; checks and confirms the accuracy of information prior to release. -Takes responsibility for mistakes and learns from them; acknowledges when in the wrong. -Seeks advice and assistance from colleagues and supervisor when uncertain. 	<ul style="list-style-type: none"> -Takes personal responsibility for accurate completion of work and seeks help when required. -Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives; follows up to ensure that issues are finalised. -Recognises the issues impacting on the achievement of desired outcomes. 	<ul style="list-style-type: none"> -Maintains effective performance levels even in difficult circumstances. -Works to achieve objectives. -Maintains an optimistic outlook and focuses on the positives in difficult situations; supports a positive working environment. -Stays calm under pressure; does not react personally to criticism. 	<ul style="list-style-type: none"> -Reflects on own behaviours and work style and is aware of how they impact on others. -Seeks self-development opportunities; is willing to learn new approaches and acquire new capabilities; applies new knowledge in the workplace. -Communicates areas of strength, works with supervisor to identify individual developmental requirements needed to complete assigned tasks. -Agrees own performance standards with supervisor; seeks feedback on behaviour and work performance from supervisor, and is responsive to guidance. -Reviews performance; identifies strengths as well as developmental requirements needed to complete assigned tasks.

Capability	Communicates clearly	Listens, understands and adapts to audience	Negotiates confidently
Description	Confidently presents messages in a clear, concise manner. Focuses on key points and uses appropriate language. Structures written and oral communication to ensure clarity.	Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.	Listens to, and considers different ideas and discusses issues credibly and thoughtfully. Identifies relevant stakeholders.
Behavioural indicators	<ul style="list-style-type: none"> – Focuses on clear communication of key points. – Limits the use of jargon and abbreviations; explains information using language appropriate for the audience. – Presents messages confidently. – Structures messages clearly and succinctly, both orally and in writing. 	<ul style="list-style-type: none"> – Adjusts presentation style on the basis of non-verbal cues. – Maximises personal communication strengths and takes into account shortcomings. – Focuses on gaining a clear understanding of others' comments by listening and asking clarifying questions; checks to ensure their own views have been understood. – Understands the key concerns of the audience. – Tailors communication style and language according to the needs of individuals or the audience. 	<ul style="list-style-type: none"> – Listens to, considers and acknowledges differing ideas. – Discusses issues credibly and thoughtfully without getting personal or aggressive. – Identifies relevant stakeholders.

APS 4 profile

Supports strategic direction	Achieves results	Supports productive working relationships	Displays personal drive and integrity	Communicates with influence
<p>Supports shared purpose and direction</p> <p>Understands and supports the organisation's vision, mission and business objectives. Communicates and follows direction provided by supervisor. Recognises how own work contributes to the achievement of organisational goals. Understands the reasons for decisions and recommendations.</p> <p>Thinks strategically</p> <p>Understands the work environment and contributes to the development of plans, strategies and team goals. Identifies issues and problems that may impact on own work objectives. Demonstrates an awareness of the implications of issues for own work.</p> <p>Harnesses information and opportunities</p> <p>Draws on information from multiple sources and uses agreed guidelines to analyse what information is important and how it should be used. Keeps self and others well informed on work progress.</p> <p>Shows judgement, intelligence and commonsense</p> <p>Undertakes analysis and draws accurate conclusions based on evidence. Thinks laterally and identifies and implements improved work practices.</p>	<p>Identifies and uses resources wisely</p> <p>Reviews task performance and communicates outcomes to supervisor. Makes effective use of individual and team capabilities. Is responsive to changes in requirements.</p> <p>Applies and builds professional expertise</p> <p>Contributes own expertise to achieve outcomes for the business unit.</p> <p>Responds positively to change</p> <p>Establishes task plans and simple project plans with measurable milestones to deliver objectives. Responds in a positive and flexible manner to change. Shares information with others and adapts to a changing environment.</p> <p>Takes responsibility for managing work projects to achieve results</p> <p>Sees tasks through to completion. Works within agreed priorities. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction and seeks guidance when required.</p>	<p>Nurtures internal and external relationships</p> <p>Builds and sustains positive relationship with team members and clients. Is responsive to changes in client needs and expectations.</p> <p>Listens to, understands and recognises the needs of others</p> <p>Actively listens to colleagues and clients. Shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.</p> <p>Values individual differences and diversity</p> <p>Recognises the positive benefits that can be gained from diversity. Recognises the different working styles of individuals, and factors this into the management of tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.</p> <p>Shares learning and supports others</p> <p>Identifies learning opportunities. Makes time for people and supports the contribution of others. Understands and acts on constructive feedback.</p>	<p>Demonstrates public service professionalism and probity</p> <p>Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the work area in internal forums.</p> <p>Engages with risk and shows personal courage</p> <p>Provides accurate advice on issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p> <p>Commits to action</p> <p>Takes personal responsibility for accurate completion of work and seeks guidance when required. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.</p> <p>Promotes and adopts a positive and balanced approach to work</p> <p>Focuses on achieving, objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</p> <p>Demonstrates self awareness and a commitment to personal development</p> <p>Seeks feedback from others. Communicates areas of strengths and works with supervisor to identify development needs. Reflects on own behaviour and recognises the impact on others. Seeks self-development opportunities.</p>	<p>Communicates clearly</p> <p>Confidently presents messages in a clear, concise manner. Focuses on key points and uses appropriate language. Structures written and oral communication to ensure clarity.</p> <p>Listens, understands and adapts to audience</p> <p>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.</p> <p>Negotiates confidently</p> <p>Listens to, and considers different ideas and discusses issues credibly and thoughtfully. Identifies other people's expectations and concerns.</p>

Capability descriptions and behavioural indicators

Supports strategic direction				APS 4
Capability	Supports shared purpose and direction	Thinks strategically	Harnesses information and opportunities	Shows judgement, intelligence and commonsense
Description	<p>Understands and supports the organisation's vision, mission and business objectives. Communicates and follows direction provided by supervisor. Recognises how own work contributes to the achievement of organisational goals. Understands the reasons for decisions and recommendations.</p>	<p>Understands the work environment and contributes to the development of plans, strategies and team goals. Identifies issues and problems that may impact on own work objectives. Demonstrates an awareness of the implications of issues for own work.</p>	<p>Draws on information from multiple sources and uses agreed guidelines to analyse what information is important and how it should be used. Keeps self and others well informed on work progress.</p>	<p>Undertakes analysis and draws accurate conclusions based on evidence. Thinks laterally and identifies and implements improved work practices.</p>
Behavioural indicators	<ul style="list-style-type: none"> – Follows direction provided by supervisor and communicates it to others; understands the relationship between business priorities and specific tasks. – Understands and supports the organisation's vision, mission and business objectives. – Understands the reasons for decisions and recommendations and is able to explain how they are relevant to their work. 	<ul style="list-style-type: none"> – Demonstrates an awareness of the implications of issues for own work. – Thinks and plans ahead. – Understands the work environment; identifies issues and problems that may impact on achievement of own work objectives; contributes to the development of plans, strategies and team goals. 	<ul style="list-style-type: none"> – Understands the corporate priorities and the business context of the organisation; keeps self and others well informed on work progress. – Draws on information from appropriate sources; uses common sense to analyse what information is important; works within agreed guidelines to make decisions about the use and dissemination of information. 	<ul style="list-style-type: none"> – Researches and analyses information and draws accurate conclusions based on evidence; analyses and interprets information to inform decision makers. – Anticipates issues and problems which could impact on designated tasks; identifies risks and uncertainties of processes and tasks. – Actively participates in decision-making. – Thinks laterally; is innovative; identifies and implements improved work practices. – Identifies potential solutions for key problems.

Capability	Identifies and uses resources wisely	Applies and builds professional expertise	Responds positively to change	Takes responsibility for managing work projects to achieve results
Description	<p>Reviews task performance and communicates outcomes to supervisor. Makes effective use of individual and team capabilities. Is responsive to changes in requirements.</p>	<p>Contributes own expertise to achieve outcomes for the business unit</p>	<p>Establishes task plans and simple project plans with measurable milestones to deliver objectives. Responds in a positive and flexible manner to change. Shares information with others and adapts to a changing environment.</p>	<p>Sees tasks through to completion. Works within agreed priorities. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction and seeks guidance when required.</p>
Behavioural indicators	<ul style="list-style-type: none"> -Identifies key individuals who need to be involved; makes effective use of team and individual capabilities. -Monitors task progress against performance expectations to ensure deadlines are met; communicates outcomes to supervisor. -Reschedules and reorganises work to reflect changes in priority. 	<ul style="list-style-type: none"> -Applies and develops capabilities to meet performance expectations; demonstrates knowledge of the features of new programmes, products or services relevant to the position; contributes own expertise for the benefit of the business unit. 	<ul style="list-style-type: none"> -Constructs task plans and simple project plans with measurable milestones to deliver objectives. -Demonstrates flexibility and copes effectively with day-to-day work changes, shifting priorities and periods of uncertainty. -Shares appropriate information with colleagues during times of change; responds to change under guidance from supervisor. 	<ul style="list-style-type: none"> -Regularly seeks feedback from supervisor to gauge their satisfaction and incorporates this feedback into the performance of new tasks. -Adheres to documentation procedures; uses, and encourages others to use appropriate information management systems to keep information up to date; sees tasks through to completion. -Works to agreed priorities, outcomes, time constraints and assigned resources; assists with monitoring projects against plans and is responsive to changes in requirements.

Capability	Nurtures internal and external relationships	Listens to, understands and recognises the needs of others	Values individual differences and diversity	Shares learning and supports others
Description	Builds and sustains positive relationship with team members and clients. Is responsive to changes in client needs and expectations.	Actively listens to colleagues and clients. Shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.	Recognises the positive benefits that can be gained from diversity. Recognises the different working styles of individuals, and factors this into the management of tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.	Identifies learning opportunities. Makes time for people and supports the contribution of others. Understands and acts on constructive feedback.
Behavioural indicators	<ul style="list-style-type: none"> –Develops and maintains positive relationships with team members. –Builds and sustains relationships; liaises with team members, other teams, colleagues and clients. –Is responsive to changes in client needs; manages client expectations by clarifying expectations and deadlines; keeps clients informed on progress; provides courteous, prompt and professional service to clients. 	<ul style="list-style-type: none"> –Operates as an effective member of the team; works collaboratively. –Actively listens to colleagues and clients; supports team members; is aware of the contributions made by other people. –Shares information with own team and seeks input from others; contributes to team discussions and planning; ensures people are kept informed of progress and issues. 	<ul style="list-style-type: none"> –Recognises the differing working styles of individuals and factors this into the management of tasks. –Recognises that others have different views and experiences. –Tries to see things from the other person’s perspective. –Maintains an awareness of the personalities, motivations and other diverse qualities of people; treats people with respect and courtesy. 	<ul style="list-style-type: none"> –Makes time for people and supports the contribution of others. –Actively requests coaching from supervisor or peers; identifies development opportunities for self and shares learning with others. –Congratulates people on achievements. –Understands and acts on constructive feedback.

Capability	<p>Demonstrates public service professionalism and probity</p>	<p>Engages with risk and shows personal courage</p>	<p>Commits to action</p>	<p>Promotes and adopts a positive and balanced approach to work</p>	<p>Demonstrates self awareness and a commitment to personal development</p>
Description	<p>Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the work area in internal forums.</p>	<p>Provides accurate advice on issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p>	<p>Takes personal responsibility for accurate completion of work and seeks guidance when required. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.</p>	<p>Focuses on achieving, objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</p>	<p>Seeks feedback from others. Communicates areas of strengths and works with supervisor to identify development needs. Reflects on own behaviour and recognises the impact on others. Seeks self-development opportunities.</p>
Behavioural indicators	<ul style="list-style-type: none"> -Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional way. -Treats people fairly and equitably and is transparent in dealings with them. -Makes decisions for the corporate good without favouritism or bias; places the aims of the organisation above personal ambitions. -Understands and complies with legislative, policy and regulatory frameworks. -Operates in a professional manner when representing the work area in internal forums. 	<ul style="list-style-type: none"> -Listens when own ideas are challenged. -Provides accurate advice to colleagues and clients; checks and confirms the accuracy of information prior to release. -Takes responsibility for mistakes and learns from them; acknowledges when in the wrong. -Seeks advice and assistance from colleagues and supervisor when uncertain. 	<ul style="list-style-type: none"> -Takes personal responsibility for accurate completion of work and seeks guidance when required; takes the initiative to progress work when required. -Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives; follows up to ensure that issues are finalised. -Recognises the issues impacting on the achievement of desired outcomes. 	<ul style="list-style-type: none"> -Maintains effective performance levels even in challenging or difficult circumstances. -Works to achieve objectives. -Maintains an optimistic outlook and focuses on the positives in difficult situations; supports a positive working environment. -Stays calm under pressure; does not react personally to criticism. 	<ul style="list-style-type: none"> -Reflects on own behaviours and work style and is aware of how they impact on others. -Seeks self-development opportunities; is willing to learn new approaches and acquire new capabilities; applies new knowledge in the workplace. -Communicates areas of strength, works with supervisor to identify individual developmental requirements needed to complete assigned tasks. -Agrees own performance standards with supervisor; seeks feedback on behaviour and work performance from supervisor, and is responsive to guidance. -Reviews performance and identifies strengths as well as development needs.

Capability	Communicates clearly	Listens, understands and adapts to audience	Negotiates confidently
Description	Confidently presents messages in a clear, concise manner. Focuses on key points and uses appropriate language. Structures written and oral communication to ensure clarity.	Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.	Listens to, and considers different ideas and discusses issues credibly and thoughtfully. Identifies other people's expectations and concerns.
Behavioural indicators	<ul style="list-style-type: none"> -Focuses on clear communication of key points. -Limits the use of jargon and abbreviations; explains information using language appropriate for the audience. -Presents messages confidently. -Structures messages clearly and succinctly, both orally and in writing. 	<ul style="list-style-type: none"> -Adjusts presentation style on the basis of non-verbal cues. -Maximises personal communication strengths and takes into account shortcomings. -Focuses on gaining a clear understanding of others' comments by listening and asking clarifying questions; checks to ensure their own views have been understood. -Understands the key concerns of the audience. -Tailors communication style and language according to the needs of individuals or the audience. 	<ul style="list-style-type: none"> -Listens to differing ideas and views to develop a clear understanding of the issues. -Discusses issues credibly and thoughtfully without getting personal or aggressive. -Identifies relevant stakeholders. -Identifies other people's expectations and concerns.

APS 5 profile

Supports strategic direction	Achieves results	Supports productive working relationships	Displays personal drive and integrity	Communicates with influence
<p>Supports shared purpose and direction</p> <p>Understands and supports the organisation's vision, mission and business objectives. Identifies the relationship between organisational goals and operational tasks. Communicates with others regarding the purpose of their work. Understands and communicates the reasons for decisions and recommendations to others.</p> <p>Thinks strategically</p> <p>Understands the work environment and contributes to the development of plans, strategies and team goals. Identifies broader influences that may impact on the team's work objectives. Demonstrates an awareness of the implications of issues for own work and work area.</p> <p>Harnesses information and opportunities</p> <p>Draws on information from diverse sources and uses experience to analyse what information is important and how it should be used. Maintains an awareness of the organisation and keeps self and others well informed on issues that may affect work progress.</p> <p>Shows judgement, intelligence and commonsense</p> <p>Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Identifies problems and works to resolve them. Thinks laterally, identifies and implements improved work practices.</p>	<p>Identifies and uses resources wisely</p> <p>Reviews project performance and identifies opportunities for improvement. Makes effective use of individual and team capabilities and negotiates responsibility for work outcomes. Is responsive to changes in requirements.</p> <p>Applies and builds professional expertise</p> <p>Values specialist expertise and capitalises on the knowledge and skills of others within the organisation. Contributes own expertise to achieve outcomes for the business unit.</p> <p>Responds positively to change</p> <p>Establishes clear plans and timeframes for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and encourages cooperation in coping with change.</p> <p>Takes responsibility for managing work projects to achieve results</p> <p>Sees projects through to completion. Monitors project progress and manages priorities. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction.</p>	<p>Nurtures internal and external relationships</p> <p>Builds and sustains positive relationships with team members, stakeholders and clients. Is responsive to changes in client and stakeholder needs and expectations.</p> <p>Listens to, understands and recognises the needs of others</p> <p>Actively listens to staff, colleagues, clients and stakeholders. Involves others and recognises their contributions. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.</p> <p>Values individual differences and diversity</p> <p>Recognises the positive benefits that can be gained from diversity, and explores diverse views. Recognises the different working styles of individuals, and factors this into the management of people and tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.</p> <p>Shares learning and supports others</p> <p>Identifies learning opportunities for others and delegates tasks effectively. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Provides constructive feedback. Recognises and notes under-performance where appropriate.</p>	<p>Demonstrates public service professionalism and probity</p> <p>Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in internal forums.</p> <p>Engages with risk and shows personal courage</p> <p>Provides impartial and forthright advice. Justifies own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p> <p>Commits to action</p> <p>Takes personal responsibility for meeting objectives and progressing work. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.</p> <p>Promotes and adopts a positive and balanced approach to work</p> <p>Persists with, and focuses on achieving, objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</p> <p>Demonstrates self awareness and a commitment to personal development</p> <p>Seeks feedback from others. Communicates areas of strengths and acknowledges development needs. Reflects on own behaviour and recognises the impact on others. Shows commitment to learning and self-development.</p>	<p>Communicates clearly</p> <p>Confidently presents messages in a clear, concise and articulate manner. Focuses on key points and uses appropriate, unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.</p> <p>Listens, understands and adapts to audience</p> <p>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments and does not allow misunderstandings to linger.</p> <p>Negotiates confidently</p> <p>Approaches negotiations with a clear understanding of key issues. Understands the desired outcomes. Identifies relevant stakeholders' expectations and concerns. Discusses issues credibly and thoughtfully. Encourages the support of relevant stakeholders.</p>

Capability descriptions and behavioural indicators

Supports strategic direction				APS 5
Capability	Supports shared purpose and direction	Thinks strategically	Harnesses information and opportunities	Shows judgement, intelligence and commonsense
Description	<p>Understands and supports the organisation's vision, mission and business objectives. Identifies the relationship between organisational goals and operational tasks. Communicates with others regarding the purpose of their work. Understands and communicates the reasons for decisions and recommendations to others.</p>	<p>Understands the work environment and contributes to the development of plans, strategies and team goals. Identifies broader influences that may impact on the team's work objectives. Demonstrates an awareness of the implications of issues for own work and work area.</p>	<p>Draws on information from diverse sources and uses experience to analyse what information is important and how it should be used. Maintains an awareness of the organisation and keeps self and others well informed on issues that may affect work progress.</p>	<p>Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Identifies problems and works to resolve them. Thinks laterally, identifies and implements improved work practices.</p>
Behavioural indicators	<ul style="list-style-type: none"> –Communicates with others regarding the purpose of their work; identifies the relationship between organisational goals and operational tasks. –Understands and supports the organisation's vision, mission and business objectives. –Understands and communicates the reasons for decisions and recommendations to others. 	<ul style="list-style-type: none"> –Demonstrates an awareness of the implications of issues for own work and work area. –Thinks about the future and considers implications of own work. –Understands the strategic objectives of the organisation; identifies broader influences that may impact on achievement of work objectives; contributes to the development of plans, strategies and team goals. 	<ul style="list-style-type: none"> –Monitors the corporate priorities and the business context of the organisation; keeps self and others well informed on issues that may affect work progress. –Draws on information from a variety of sources; uses experience and judgement to analyse what information is important; works within agreed guidelines to make decisions about the use and dissemination of information. 	<ul style="list-style-type: none"> –Researches and analyses information and draws accurate conclusions based on evidence; analyses and interprets information to inform decision makers. –Identifies issues and problems and works to resolve them; identifies risks and uncertainties and takes account of these in planning and priority setting. –Actively participates in decision-making and incorporates outcomes of decision-making into work plans. –Thinks laterally; is innovative; identifies and implements improved work practices. –Selects the best option from a range of potential solutions for key problems.

Capability	Identifies and uses resources wisely	Applies and builds professional expertise	Responds positively to change	Takes responsibility for managing work projects to achieve results
Description	<p>Reviews project performance and identifies opportunities for improvement. Makes effective use of individual and team capabilities and negotiates responsibility for work outcomes. Is responsive to changes in requirements.</p>	<p>Values specialist expertise and capitalises on the knowledge and skills of others within the organisation. Contributes own expertise to achieve outcomes for the business unit.</p>	<p>Establishes clear plans and timeframes for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and encourages cooperation in coping with change.</p>	<p>Sees projects through to completion. Monitors project progress and manages priorities. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction.</p>
Behavioural indicators	<ul style="list-style-type: none"> –Identifies key individuals who need to be involved; makes best use of team and individual capabilities and negotiates responsibilities for work outcomes. –Evaluates project performance, identifies need for change and initiates change when required. –Reschedules and reorganises work to reflect changes in priority. 	<ul style="list-style-type: none"> –Consults internal experts; taps into their technical and professional knowledge and experience to improve work outcomes for the business unit. –Applies and develops capabilities to meet performance expectations; contributes own expertise for the benefit of the business unit. 	<ul style="list-style-type: none"> –Constructs project plans that have clear and appropriate milestones, goals, timeframes and budgets. –Demonstrates flexibility and copes effectively with day-to-day work changes, shifting priorities and periods of uncertainty. –Shares appropriate information with colleagues during times of change; assesses impact of change and encourages cooperation in coping with change. 	<ul style="list-style-type: none"> –Regularly seeks feedback from supervisor to gauge their satisfaction. –Maintains focus on quality to achieve outcomes; adheres to documentation procedures; uses, and encourages others to use appropriate information management systems to keep information up to date; sees projects through to completion. –Monitors projects against plans; manages priorities and is responsive to changes in requirements.

Capability	Nurtures internal and external relationships	Listens to, understands and recognises the needs of others	Values individual differences and diversity	Shares learning and supports others
Description	Builds and sustains positive relationships with team members, stakeholders and clients. Is responsive to changes in client and stakeholder needs and expectations.	Actively listens to staff, colleagues, clients and stakeholders. Involves others and recognises their contributions. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.	Recognises the positive benefits that can be gained from diversity, and explores diverse views. Recognises the different working styles of individuals, and factors this into the management of people and tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.	Identifies learning opportunities for others and delegates tasks effectively. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Provides constructive feedback. Recognises and notes under-performance where appropriate.
Behavioural indicators	<ul style="list-style-type: none"> – Develops and maintains positive relationships with team members. – Builds and sustains relationships; liaises with a range of stakeholders including team members, other teams, colleagues and clients. – Is responsive to changes in client and stakeholder needs; provides courteous, prompt and professional service to clients. 	<ul style="list-style-type: none"> – Operates as an effective member of the team; works collaboratively; draws on team strengths. – Actively listens to colleagues, clients and stakeholders; involves others and recognises the contributions made by other people. – Consults and shares information with own team and seeks input from others; ensures people are kept informed of progress and issues. 	<ul style="list-style-type: none"> – Recognises the differing working styles of individuals and factors this into the management of people and tasks. – Recognises that others have different views and experiences, and explores their contributions. – Tries to see things from the other person's perspective. – Maintains an awareness of the personalities, motivations and other diverse qualities of people; treats people with respect and courtesy. 	<ul style="list-style-type: none"> – Makes time for people despite competing priorities; provides guidance and offers full support when required. – Works with staff to identify areas for development; encourages staff to engage in development opportunities; actively requests coaching from supervisor or peers; identifies development opportunities for self and shares learning with others. – Delegates tasks effectively. – Congratulates people on achievements and gives timely recognition for good performance. – Provides constructive and regular feedback. – Agrees on performance standards with staff and conducts regular reviews; identifies and notes under-performance where appropriate.

Capability	Demonstrates public service professionalism and probity	Engages with risk and shows personal courage	Commits to action	Promotes and adopts a positive and balanced approach to work	Demonstrates self awareness and a commitment to personal development
Description	<p>Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in internal forums.</p>	<p>Provides impartial and forthright advice. Justifies own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p>	<p>Takes personal responsibility for meeting objectives and progressing work. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.</p>	<p>Persists with, and focuses on achieving, objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</p>	<p>Seeks feedback from others. Communicates areas of strengths and acknowledges development needs. Reflects on own behaviour and recognises the impact on others. Shows commitment to learning and self-development.</p>
Behavioural indicators	<ul style="list-style-type: none"> –Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional way. –Treats people fairly and equitably and is transparent in dealings with them. –Makes decisions for the corporate good without favouritism or bias; places the aims of the organisation above personal ambitions. –Understands and complies with legislative, policy and regulatory frameworks. –Operates in a professional manner when representing the organisation in internal forums. 	<ul style="list-style-type: none"> –Listens when own ideas are challenged, and can justify own position and actions. –Provides accurate, impartial and forthright advice to colleagues, stakeholders and clients; checks and confirms the accuracy of information prior to release. –Takes responsibility for mistakes and learns from them; acknowledges when in the wrong. –Seeks advice and assistance from colleagues and supervisor when uncertain. 	<ul style="list-style-type: none"> –Takes personal responsibility for accurate completion of work within timeframes and quality requirements; takes the initiative to progress work when required. –Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives; follows up to ensure that issues are finalised. –Recognises and understands the issues impacting on the achievement of desired outcomes. 	<ul style="list-style-type: none"> –Maintains effective performance levels even in challenging, uncertain or difficult circumstances. –Demonstrates persistence and works to achieve objectives. –Maintains an optimistic outlook and focuses on the positives in difficult situations; maintains a positive and balanced working environment while responding to service and implementation schedules. –Stays calm under pressure; does not react personally to criticism. 	<ul style="list-style-type: none"> –Reflects on own behaviours and work style and understands how they impact on others and on job performance. –Demonstrates commitment to self-development and seeks opportunities to extend skills and knowledge, including management, leadership and supervisory skills. –Communicates areas of strength, and acknowledges development needs. –Agrees own performance standards with supervisor; seeks feedback on behaviour and work performance from supervisor, peers and subordinates, and is responsive to guidance. –Reviews performance and identifies strengths as well as development needs.

Capability	Communicates clearly	Listens, understands and adapts to audience	Negotiates confidently
Description	<p>Confidently presents messages in a clear, concise and articulate manner. Focuses on key points and uses appropriate, unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.</p>	<p>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments and does not allow misunderstandings to linger.</p>	<p>Approaches negotiations with a clear understanding of key issues. Understands the desired outcomes. Identifies relevant stakeholders' expectations and concerns. Discusses issues credibly and thoughtfully. Encourages the support of relevant stakeholders.</p>
Behavioural indicators	<ul style="list-style-type: none"> -Focuses on clear communication of key points. -Limits the use of jargon and abbreviations; explains complex information using language appropriate for the audience. -Presents messages confidently and selects the appropriate medium for conveying information. -Structures messages clearly and succinctly, both orally and in writing. 	<ul style="list-style-type: none"> -Adjusts presentation style on the basis of subtle non-verbal cues. -Maximises personal communication strengths and takes into account shortcomings. -Focuses on gaining a clear understanding of others' comments by listening, asking clarifying questions and reflecting back; checks to ensure their own views have been understood. -Understands and addresses the key concerns of the audience. -Tailors communication style and language according to the audience's level of knowledge, skill and experience. 	<ul style="list-style-type: none"> -Listens to differing ideas and views to develop a clear understanding of the issues. -Discusses issues credibly and thoughtfully without getting personal or aggressive. -Encourages relevant stakeholders in supporting the position. -Identifies other people's expectations and concerns. -Commences negotiations with a clear understanding of the desired outcomes.

APS 6 profile

Supports strategic direction	Achieves results	Supports productive working relationships	Displays personal drive and integrity	Communicates with influence
<p>Supports shared purpose and direction</p> <p>Understands, supports and promotes the organisation's vision, mission, and business objectives. Identifies the relationship between organisational goals and operational tasks. Clearly communicates goals and objectives to others. Understands, supports and communicates the reasons for decisions and recommendations.</p> <p>Thinks strategically</p> <p>Understands the work environment and initiates and develops team goals, strategies and work plans. Identifies broader factors, trends and influences that may impact on the team's work objectives. Considers the ramifications of issues and longer-term impact of own work and work area.</p> <p>Harnesses information and opportunities</p> <p>Gathers and investigates information from diverse sources and explores new ideas and different viewpoints. Uses experience to analyse what information is important and how it should be used. Maintains an awareness of the organisation and keeps self and others well informed on work issues and finds out about best practice approaches.</p> <p>Shows judgement, intelligence and commonsense</p> <p>Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Identifies problems and works to resolve them. Thinks laterally, identifies, implements and promotes improved work practices.</p>	<p>Identifies and uses resources wisely</p> <p>Reviews project performance and identifies opportunities for improvement. Makes effective use of individual and team capabilities and negotiates responsibility for work outcomes. Is responsive to changes in requirements.</p> <p>Applies and builds professional expertise</p> <p>Values specialist expertise and capitalises on the knowledge and skills of others within the organisation. Contributes own expertise to achieve outcomes for the business unit.</p> <p>Responds positively to change</p> <p>Establishes clear plans and timeframes for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.</p> <p>Takes responsibility for managing work projects to achieve results</p> <p>Sees projects through to completion. Monitors project progress and adjusts plans as required. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction.</p>	<p>Nurtures internal and external relationships</p> <p>Builds and sustains positive relationships with team members, stakeholders and clients. Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to client and stakeholder needs and expectations.</p> <p>Listens to, understands and recognises the needs of others</p> <p>Actively listens to staff, colleagues, clients and stakeholders. Involves others and recognises their contributions. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.</p> <p>Values individual differences and diversity</p> <p>Recognises the positive benefits that can be gained from diversity. Encourages the exploration of diverse views and harnesses the benefits of such views. Recognises the different working styles of individuals, and factors this into the management of people and tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.</p> <p>Shares learning and supports others</p> <p>Identifies learning opportunities for others and delegates tasks effectively. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Provides constructive and regular feedback. Deals with under-performance promptly.</p>	<p>Demonstrates public service professionalism and probity</p> <p>Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in internal forums.</p> <p>Engages with risk and shows personal courage</p> <p>Provides impartial and forthright advice. Challenges issues constructively and justifies own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p> <p>Commits to action</p> <p>Takes personal responsibility for meeting objectives and progressing work. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.</p> <p>Promotes and adopts a positive and balanced approach to work</p> <p>Persists with, and focuses on achieving, objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</p> <p>Demonstrates self awareness and a commitment to personal development</p> <p>Self-evaluates performance and seeks feedback from others. Communicates areas of strengths and acknowledges development needs. Reflects on own behaviour and recognises the impact on others. Shows commitment to learning and self-development.</p>	<p>Communicates clearly</p> <p>Confidently presents messages in a clear, concise and articulate manner. Focuses on key points and uses appropriate, unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.</p> <p>Listens, understands and adapts to audience</p> <p>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments and does not allow misunderstandings to linger.</p> <p>Negotiates confidently</p> <p>Approaches negotiations with a clear understanding of key issues. Understands the desired outcomes. Anticipates and identifies relevant stakeholders' expectations and concerns. Discusses issues credibly and thoughtfully and presents persuasive counter-arguments. Encourages the support of relevant stakeholders.</p>

Capability descriptions and behavioural indicators

Supports strategic direction				APS 6
Capability	Supports shared purpose and direction	Thinks strategically	Harnesses information and opportunities	Shows judgement, intelligence and commonsense
Description	<p>Understands, supports and promotes the organisation's vision, mission, and business objectives. Identifies the relationship between organisational goals and operational tasks. Clearly communicates goals and objectives to others. Understands, supports and communicates the reasons for decisions and recommendations.</p>	<p>Understands the work environment and initiates and develops team goals, strategies and work plans. Identifies broader factors, trends and influences that may impact on the team's work objectives. Considers the ramifications of issues and longer-term impact of own work and work area.</p>	<p>Gathers and investigates information from diverse sources and explores new ideas and different viewpoints. Uses experience to analyse what information is important and how it should be used. Maintains an awareness of the organisation and keeps self and others well informed on work issues and finds out about best practice approaches.</p>	<p>Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Identifies problems and works to resolve them. Thinks laterally, identifies, implements and promotes improved work practices.</p>
Behavioural indicators	<ul style="list-style-type: none"> –Communicates with others regarding the purpose of their work; identifies the relationship between organisational goals and operational tasks and clarifies this for their team. –Understands, supports and promotes the organisation's vision, mission and business objectives; sets appropriate direction for the team in line with broader objectives. –Supports and communicates the reasons for decisions and recommendations to others; clarifies expectations regarding key deliverables. 	<ul style="list-style-type: none"> –Demonstrates an awareness of the implications of issues for own work and work area. –Thinks about the future and considers the longer-term implications of own work. –Understands the strategic objectives of the organisation; identifies broader factors, trends and influences that may impact on achievement of work objectives; initiates, develops plans, strategies and team goals. 	<ul style="list-style-type: none"> –Sources information on best practice approaches adopted in both the public and private sectors. –Scans the organisational environment; monitors the corporate priorities, and business context of the organisation; keeps self and others well informed on work issues. –Gathers and investigates information from a variety of sources; uses experience and judgement to analyse what information is important; works within agreed guidelines to make decisions about the use and dissemination of information; explores new ideas with an open mind. 	<ul style="list-style-type: none"> –Researches and analyses information to identify relationships between factors; draws accurate conclusions based on evidence; analyses and interprets information to inform decision makers. –Identifies issues and problems and works to resolve them; identifies risks and uncertainties and takes account of these in planning, decision-making and priority setting. –Actively participates in decision-making and incorporates outcomes of decision-making into work plans; encourages participation in decision-making. –Thinks laterally; is innovative; identifies, implements and promotes improved work practices. –Selects the best option from a range of potential solutions for key problems.

Capability	Identifies and uses resources wisely	Applies and builds professional expertise	Responds positively to change	Takes responsibility for managing work projects to achieve results
Description	<p>Reviews project performance and identifies opportunities for improvement. Makes effective use of individual and team capabilities and negotiates responsibility for work outcomes. Is responsive to changes in requirements.</p>	<p>Values specialist expertise and capitalises on the knowledge and skills of others within the organisation. Contributes own expertise to achieve outcomes for the business unit.</p>	<p>Establishes clear plans and timeframes for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.</p>	<p>Sees projects through to completion. Monitors project progress and adjusts plans as required. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction.</p>
Behavioural indicators	<ul style="list-style-type: none"> –Identifies key individuals who need to be involved; makes effective use of team and individual capabilities and negotiates responsibilities for work outcomes. –Evaluates project performance, identifies need for change and initiates change when required. –Reschedules and reorganises work to reflect changes in priority. 	<ul style="list-style-type: none"> –Consults internal experts; taps into their technical and professional knowledge and experience to improve work outcomes for the business unit. –Applies and develops capabilities to meet performance expectations; contributes own expertise for the benefit of the business unit; encourages others to draw upon this knowledge. 	<ul style="list-style-type: none"> –Constructs project plans that have clear and appropriate milestones, goals, timeframes and budgets. –Deals positively with uncertainty and copes effectively in an environment characterised by change; determines a course of action despite a lack of clarity. –Shares appropriate information with colleagues during times of change; helps others adapt to ensure a smooth transition. 	<ul style="list-style-type: none"> –Regularly seeks feedback from supervisor to gauge their satisfaction; ensures work is delivered to a high standard. –Maintains focus on quality to achieve outcomes; adheres to documentation procedures; uses, and encourages others to use appropriate information management systems to keep information up to date; sees projects through to completion. –Monitors projects against plans; manages priorities and agrees adjustments to milestones as required.

Capability	Nurtures internal and external relationships	Listens to, understands and recognises the needs of others	Values individual differences and diversity	Shares learning and supports others
Description	<p>Builds and sustains positive relationships with team members, stakeholders and clients. Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to client and stakeholder needs and expectations.</p>	<p>Actively listens to staff, colleagues, clients and stakeholders. Involves others and recognises their contributions. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.</p>	<p>Recognises the positive benefits that can be gained from diversity. Encourages the exploration of diverse views and harnesses the benefits of such views. Recognises the different working styles of individuals, and factors this into the management of people and tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.</p>	<p>Identifies learning opportunities for others and delegates tasks effectively. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Provides constructive and regular feedback. Deals with under-performance promptly.</p>
Behavioural indicators	<ul style="list-style-type: none"> - Develops and maintains a network with others internally and externally. - Builds and sustains relationships; liaises with a range of stakeholders including team members, other teams, colleagues and clients. - Offers reciprocal assistance in achieving mutually beneficial outcomes. - Anticipates and is responsive to changes in client and stakeholder needs; provides courteous, prompt and professional service to clients. 	<ul style="list-style-type: none"> - Operates as an effective member of the team; works collaboratively; draws on team strengths. - Actively listens to staff, colleagues, clients and stakeholders; involves others and recognises the contributions made by other people. - Consults and shares information with own team and seeks input from others; consults other team members prior to making decisions that affect them; ensures people are kept informed of progress and issues. 	<ul style="list-style-type: none"> - Recognises the differing working styles of individuals and factors this into the management of people and tasks. - Recognises that others have different views and experiences; explores their contributions and encourages the exploration of diverse views. - Tries to see things from the other person's perspective. - Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions; treats people with respect and courtesy. 	<ul style="list-style-type: none"> - Makes time for people despite competing priorities; provides guidance and offers full support when required. - Works with staff to identify areas for development; encourages staff to engage in development opportunities; proactively requests coaching from supervisor or peers; identifies development opportunities for self and shares learning with others. - Delegates tasks effectively; balances workloads amongst team members and provides appropriate guidance to team. - Congratulates people on achievements and gives timely recognition for good performance. - Provides constructive and regular feedback. - Agrees on performance standards with staff and conducts regular reviews; addresses under-performance promptly, identifies causes and agrees on improvement targets.

Capability	<p>Demonstrates public service professionalism and probity</p>	<p>Engages with risk and shows personal courage</p>	<p>Commits to action</p>	<p>Promotes and adopts a positive and balanced approach to work</p>	<p>Demonstrates self awareness and a commitment to personal development</p>
Description	<p>Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in internal forums.</p>	<p>Provides impartial and forthright advice. Challenges issues constructively and can justify own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p>	<p>Takes personal responsibility for meeting objectives and progressing work. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.</p>	<p>Persists with, and focuses on achieving, objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</p>	<p>Self-evaluates performance and seeks feedback from others. Communicates areas of strengths and acknowledges development needs. Reflects on own behaviour and recognises the impact on others. Shows commitment to learning and self-development.</p>
Behavioural indicators	<ul style="list-style-type: none"> -Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional way. -Treats people fairly and equitably and is transparent in dealings with them. -Makes decisions for the corporate good without favouritism or bias; places the aims of the organisation above personal ambitions. -Understands and complies with legislative, policy and regulatory frameworks. -Operates in a professional manner when representing the organisation in internal forums. 	<ul style="list-style-type: none"> -Listens when own ideas are challenged, and can justify own position and actions. -Constructively challenges issues; discusses alternatives to find a way forward. -Provides accurate, impartial and forthright advice to colleagues, stakeholders and clients; checks and confirms the accuracy of information prior to release. -Takes responsibility for mistakes and learns from them; acknowledges when in the wrong. -Seeks advice and assistance from colleagues and supervisor when uncertain. 	<ul style="list-style-type: none"> -Takes personal responsibility for accurate completion of work within timeframes and quality requirements; takes the initiative to progress work when required. -Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives; follows up to ensure that issues are finalised. -Recognises and understands the issues impacting on the achievement of desired outcomes. 	<ul style="list-style-type: none"> -Maintains effective performance levels, even in challenging, uncertain or difficult circumstances. -Demonstrates persistence and works to achieve objectives. -Maintains an optimistic outlook and focuses on the positives in difficult situations; maintains a positive and balanced working environment while responding to service and implementation schedules. -Stays calm under pressure; does not react personally to criticism. 	<ul style="list-style-type: none"> -Reflects on own behaviours and work style and understands how they impact on others and on job performance. -Demonstrates commitment to self-development and seeks opportunities to extend skills and knowledge, including management, leadership and supervisory skills. -Communicates areas of strength, acknowledges development needs. -Agrees own performance standards with supervisor; seeks feedback on behaviour and work performance from supervisor, peers and subordinates, and is responsive to guidance. -Spends time critically analysing own performance and identifies strengths as well as development needs.

Capability	Communicates clearly	Listens, understands and adapts to audience	Negotiates confidently
Description	<p>Confidently presents messages in a clear, concise and articulate manner. Focuses on key points and uses appropriate, unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.</p>	<p>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments and does not allow misunderstandings to linger.</p>	<p>Approaches negotiations with a clear understanding of key issues. Understands the desired outcomes. Anticipates and identifies relevant stakeholders' expectations and concerns. Discusses issues credibly and thoughtfully and presents persuasive counter-arguments. Encourages the support of relevant stakeholders.</p>
Behavioural indicators	<ul style="list-style-type: none"> -Focuses on clear communication of key points. -Limits the use of jargon and abbreviations; explains complex information using language appropriate for the audience. -Presents messages confidently and selects the appropriate medium for conveying information. -Structures messages clearly and succinctly, both orally and in writing. 	<ul style="list-style-type: none"> -Adjusts presentation style on the basis of subtle non-verbal cues. -Maximises personal communication strengths and takes into account shortcomings. -Focuses on gaining a clear understanding of others' comments by listening, asking clarifying questions and reflecting back; checks to ensure their own views have been understood. -Understands and addresses the key concerns of the audience. -Tailors communication style and language according to the audience's level of knowledge, skill and experience. 	<ul style="list-style-type: none"> -Listens to differing ideas and views to develop a clear understanding of the issues; presents persuasive counter-arguments. -Discusses issues credibly and thoughtfully without getting personal or aggressive. -Encourages relevant stakeholders in supporting the position. -Anticipates and identifies other people's expectations and concerns and develops own case accordingly. -Commences negotiations with a clear understanding of the desired outcomes.

3 | Support tools

The ILS contains a number of tools to assist individuals, leaders and HR practitioners to apply the descriptions behaviours described in the leadership pathway. These tools form another significant component of the ILS.

All components of the ILS have been designed for flexible application as part of a capability development planning cycle and will assist individuals assess their capability requirements, identify appropriate development strategies and formulate a capability development plan outlining both immediate and long term goals for development, which will form the basis of a learning agreement.

Agencies and individuals will select the tools that suit their requirements, adjusting as required to meet their particular context.

The ILS resources which can be used for assessing capability development needs include:

- the original ILS book contains models and support tools designed to assist executive and senior executive staff assess capability needs
- leadership pathway—identifies and describes leadership capabilities from APS 1 to SES B3 levels. The leadership pathway in the original ILS book contains capability descriptions and behaviours for EL1 to SES B3, while this book includes capability descriptions and behaviours for APS 1 to APS 6.
- layers of complexity—allows individual to assess the level of complexity of their role
- critical transition points—identifies the area of most change from one level to another, and can assist individuals identify priorities for development
- ILS capability assessment kit (available for EL1 to SES B3)—allows individuals to prioritise the capabilities required for their role, assess their capabilities and prioritise development needs (individuals will also need to assess any agency specific capability requirements)
- leadership capability development planning booklet—provides further information to help individuals assess their capability requirements, align learning with business needs, identify appropriate development strategies and formulate a capability development plan. This booklet is available on the Commission website.

There are many other resources available to individuals including the human resources area of their own agency, to assist them in developing a learning agreement. Finally, the Commission has programmes and networks available that would benefit individuals interested in further developing their capabilities.

3.1 | Layers of complexity

This tool describes the increasing layers of complexity as roles change. It will help individuals identify the context that they are working in or aspiring to.

As roles change, the level of complexity changes in each of four aspects—future focus, breadth of contact, breadth of impact and breadth of responsibility. Individuals can identify where different aspects of their role are more complex than others. Agencies will find that these elements of complexity may affect levels other than executive and senior executive, depending on the particular context e.g. small agency or strong regional base.

- *Future focus*—shifts from considering the longer-term implications of actions to developing a vision and direction for the future. This is most evident in the *supports strategic direction* capability.
- *Breadth of contact*—stakeholder interactions become more frequent and the range of stakeholders increases. This is most evident in the *supports productive working relationships* capability.
- *Breadth of impact*—shift occurs from an impact on one's self and the team, to an impact on a business unit, the whole organisation and then an impact on the whole of government. This is most evident in the *supports strategic direction* and the *achieves results* capabilities.
- *Breadth of responsibility*—clear shift in responsibility that develops from a responsibility for achieving individual and team outcomes to a responsibility for achieving organisation wide outcomes. This is most evident in the *achieves results* capability.

The following diagram expands the descriptions of these four aspects as they increase in complexity. More detailed information about each aspect of the levels of complexity can be found in the *Leadership capability development planning booklet* which is available on the Commission website at www.apsc.gov/ils.

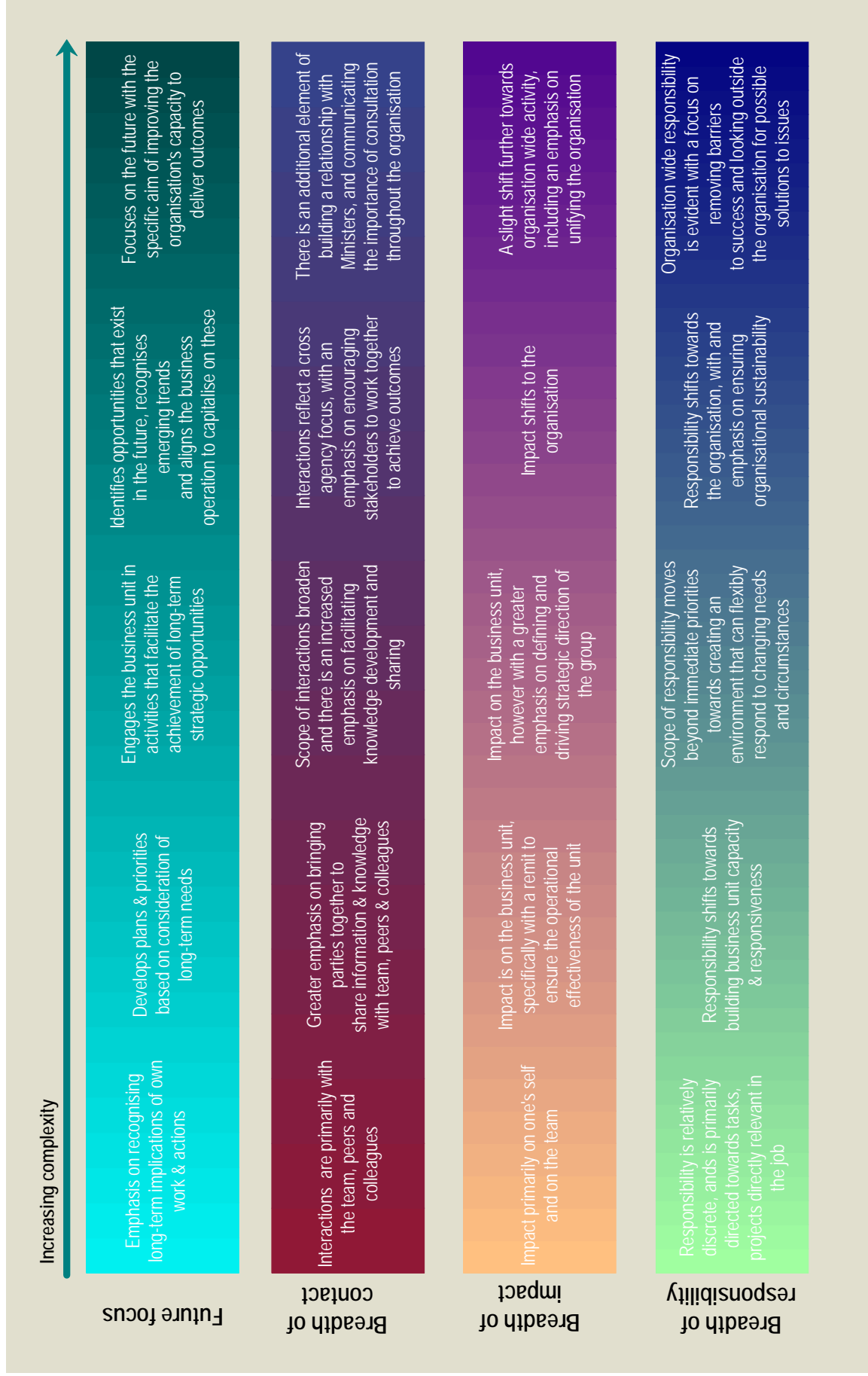


Figure 2 Layers of complexity

3.2 | Critical transition points

Critical transition points have been identified for each capability across the various levels. These are points where new behaviours have been introduced and are indicated by **bold** text in the comparative view of the pathway. This tool is useful for individuals looking to move to a more senior level, and need a snapshot of the critical differences between levels. It will also help individuals identify capability development priorities.

Capabilities	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Supports strategic direction						
■ Supports shared purpose and direction						
■ Thinks strategically						
■ Harnesses information and opportunities						
■ Shows judgement, intelligence and commonsense						
Achieves results						
■ Identifies and uses resources wisely						
■ Applies and builds professional expertise						
■ Responds positively to change						
■ Takes responsibility for managing work projects to achieve results						
Supports productive working relationships						
■ Nurtures internal and external relationships						
■ Listens to, understands and recognises the needs of others						
■ Values individual differences and diversity						
■ Shares learning and supports others						
Displays personal drive and integrity						
■ Demonstrates public service professionalism and probity						
■ Engages with risk and shows personal courage						
■ Commits to action						
■ Promotes and adopts a positive and balanced approach to work						
■ Demonstrates self awareness and a commitment to personal development						
Communicates with influence						
■ Communicates clearly						
■ Listens, understands and adapts to audience						
■ Negotiates confidently						

Figure 3 Critical transition points.

4 | Appendices

Appendix A: Critical transition is APS 6 to EL1

Appendix B: Glossary of terms

Appendix A: Critical transitions APS 6 to EL 1

Critical transition points have been identified for each capability across various levels. These are points where new behaviours have been introduced and are indicated by **bold** text in the comparative view of the pathway. This table shows a critical transition points between APS 6 to EL 1.

APS capabilities	APS 6	EL 1	Executive and senior executive capabilities
Supports strategic direction <ul style="list-style-type: none"> Supports shared purpose and direction Thinks strategically Harnesses information and opportunities Shows judgement, intelligence and commonsense 		Shapes strategic thinking <ul style="list-style-type: none"> Inspires a sense of purpose and direction Focuses strategically Harnesses information and opportunities Shows judgement, intelligence and commonsense 	
Achieves results <ul style="list-style-type: none"> Identifies and uses resources wisely Applies and builds professional expertise Responds positively to change Takes responsibility for managing work projects to achieve results 		Achieves results <ul style="list-style-type: none"> Builds organisational capability and responsiveness Marshals professional expertise Steers and implements change and deals with uncertainty Ensures closure and delivers on intended results 	
Supports productive working relationships <ul style="list-style-type: none"> Nurtures internal and external relationships Listens to, understands and recognises the needs of others Values individual differences and diversity Shares learning and supports others 		Cultivates productive working relationships <ul style="list-style-type: none"> Nurtures internal and external relationships Facilitates cooperation and partnerships Values individual differences and diversity Guides, mentors and develops people 	
Displays personal drive and integrity <ul style="list-style-type: none"> Demonstrates public service professionalism and probity Engages with risk and shows personal courage Commits to action Promotes and adopts a positive and balanced approach to work 		Exemplifies personal drive and integrity <ul style="list-style-type: none"> Demonstrates public service professionalism and probity Engages with risk and shows personal courage Commits to action Displays resilience 	

APS capabilities	APS 6	EL 1	Executive and senior executive capabilities
<ul style="list-style-type: none"> ▪ <i>Demonstrates self awareness and a commitment to personal development</i> 			<ul style="list-style-type: none"> ▪ <i>Demonstrates self awareness and a commitment to personal development</i>
Communicates with influence <ul style="list-style-type: none"> ▪ <i>Communicates clearly</i> ▪ <i>Listens, understands and adapts to audience</i> ▪ <i>Negotiates confidently</i> 			Communicates with influence <ul style="list-style-type: none"> ▪ <i>Communicates clearly</i> ▪ <i>Listens, understands and adapts to audience</i> ▪ <i>Negotiates persuasively</i>

Figure 4 Critical transition points between APS 6 and EL 1

Appendix B: Glossary of terms

agencies	Commonwealth departments and agencies under the PS Act 1999
APS	Australian Public Service
APS 1	Australian Public Service level 1
APS 2	Australian Public Service level 2
APS 3	Australian Public Service level 3
APS 4	Australian Public Service level 4
APS 5	Australian Public Service level 5
APS 6	Australian Public Service level 6
capability framework	An instrument to identify the critical factors or capabilities required now and in the future for high performance.
EL	Executive Level
EL1	Executive Level 1
EL2	Executive Level 2
HR practitioners	Human resource practitioners
human resource/people management	The processes that managers plan for and manage people to achieve agency outputs and outcomes. This includes specific practice areas such as organisational development, workforce planning, recruitment and selection, performance management, learning and development, reward and recognition, workplace diversity and occupational health and safety.
ILS	Integrated leadership system
learning and development	Learning and development refers to all processes associated with the identification of agency and individual requirements in relation to skills development, and the design, delivery and/or brokering of opportunities to bridge gaps in skills or behavioural requirements.
pathway	The leadership pathway from the Integrated leadership system
performance indicators	Information that can be used as the basis for determining the outcome, or impact, of particular learning and development activities or programs.
PS Act	<i>Public Service Act 1999</i>
SELC Framework	Senior Executive Leadership Capability Framework
SES	Senior Executive Service
SES B1	Senior Executive Service Band 1
SES B2	Senior Executive Service Band 2
SES B3	Senior Executive Service Band 3
Values	The APS Values
workforce planning	A continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future. The desired outcomes of workforce planning are its effective integration into an agency's strategic planning framework and the alignment of HR strategies to continuously deliver the right people in the right place at the right time.