



# ILS support tools

Leadership pathway: Individual profile APS2



# APS 2 profile

Supports strategic direction	Achieves results	Supports productive working relationships	Displays personal drive and integrity	Communicates with influence
<p><b>Supports shared purpose and direction</b></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><b>Thinks strategically</b></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><b>Harnesses information and opportunities</b></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><b>Shows judgement, intelligence and commonsense</b></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><b>Identifies and uses resources wisely</b></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><b>Applies and builds professional expertise</b></p> <p>Contributes own expertise to achieve outcomes for the business unit.</p> <p><b>Responds positively to change</b></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><b>Takes responsibility for managing work projects to achieve results</b></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><b>Nurtures internal and external relationships</b></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><b>Listens to, understands and recognises the needs of others</b></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><b>Values individual differences and diversity</b></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><b>Shares learning and supports others</b></p> <p>Identifies learning opportunities. Supports the contribution of others. Understands and acts on constructive feedback.</p>	<p><b>Demonstrates public service professionalism and probity</b></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><b>Engages with risk and shows personal courage</b></p> <p>Provides accurate advice on less complex issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p> <p><b>Commits to action</b></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><b>Promotes and adopts a positive and balanced approach to work</b></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><b>Demonstrates self awareness and a commitment to personal development</b></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><b>Communicates clearly</b></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><b>Listens, understands and adapts to audience</b></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><b>Negotiates confidently</b></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"> <li>– 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.</li> <li>– Understands and supports the organisation's vision, mission and business objectives; takes time to learn about other areas of the organisation.</li> <li>– Asks questions to ensure an accurate understanding of decisions and recommendations; is able to explain how decisions and recommendations are relevant to their work.</li> </ul>	<ul style="list-style-type: none"> <li>– Demonstrates an awareness of issues that may impact on designated work tasks.</li> <li>– Thinks and plans ahead.</li> <li>– 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.</li> </ul>	<ul style="list-style-type: none"> <li>– Is aware of the corporate goals and understands the team priorities; keeps supervisor informed on work progress.</li> <li>– 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.</li> </ul>	<ul style="list-style-type: none"> <li>– Researches and analyses information relevant to work tasks and responsibilities.</li> <li>– Identifies issues which could impact on designated tasks and alerts supervisor; refers difficult problems to supervisor.</li> <li>– Participates in decision-making; organises information to help others make quick, informed decisions.</li> <li>– Suggests improvements to work practices to work tasks.</li> </ul>

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 when work is behind schedule and makes alternative arrangements. 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 in approach and willing to be flexible to accommodate the changing needs of the team.	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.
Behavioural indicators	<ul style="list-style-type: none"> <li>–Identifies key individuals who need to be involved; makes effective use of own capabilities.</li> <li>–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.</li> <li>–Reschedules and reorganises work to reflect changes in priority; adjusts own schedule to suit colleagues and business needs.</li> </ul>	<ul style="list-style-type: none"> <li>–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.</li> </ul>	<ul style="list-style-type: none"> <li>–Creates and maintains schedules for self and where relevant, others; links day-to-day tasks to performance expectations and team outcomes.</li> <li>–Demonstrates flexibility and adaptability to changing work requirements; informs supervisor of potential impact of proposed change.</li> <li>–Shares appropriate information with colleagues during times of change; responds to change under guidance from supervisor.</li> </ul>	<ul style="list-style-type: none"> <li>–Seeks feedback from supervisor on the performance of assigned tasks and incorporates this feedback into the performance of new tasks.</li> <li>–Maintains accurate records and files; sees tasks through to completion.</li> <li>–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.</li> </ul>

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"> <li>–Develops positive relationships with team members; actively participates in teamwork and group activities.</li> <li>–Builds and sustains relationships; liaises with team members and clients.</li> <li>–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.</li> </ul>	<ul style="list-style-type: none"> <li>–Operates as an effective member of the team; works closely with team members to achieve results.</li> <li>–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.</li> <li>–Shares information with own team and contributes to team discussions; informs supervisor of work progress.</li> </ul>	<ul style="list-style-type: none"> <li>–Recognises the value of individual differences and understands that others may work in different ways.</li> <li>–Recognises that others have different views and experiences.</li> <li>–Tries to see things from the other person's perspective.</li> <li>–Maintains an awareness of the personalities, motivations and other diverse qualities of people; treats people with respect and courtesy.</li> </ul>	<ul style="list-style-type: none"> <li>–Supports the contribution of others.</li> <li>–Identifies development opportunities for self and shares learning with others.</li> <li>–Congratulates people on achievements</li> <li>–Understands and acts on constructive feedback.</li> </ul>

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"> <li>- Understands and applies the APS Values and Code of Conduct, and consistently behaves in an honest, ethical and professional way.</li> <li>- Treats people fairly and equitably and is transparent in dealings with them.</li> <li>- Makes decisions without favouritism or bias; places the aims of the organisation above personal ambitions.</li> <li>- 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.</li> </ul>	<ul style="list-style-type: none"> <li>- Listens when own ideas are challenged.</li> <li>- Provides accurate advice to colleagues and clients on less complex issues; makes sure that all work is checked and proofed.</li> <li>- Takes responsibility for mistakes and learns from them; acknowledges when in the wrong.</li> <li>- Seeks advice and assistance from colleagues and supervisor when uncertain.</li> </ul>	<ul style="list-style-type: none"> <li>- Takes personal responsibility for accurate completion of work; knows who can provide assistance with the achievement of goals and seeks help when required.</li> <li>- 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.</li> <li>- Informs supervisor of issues impacting on the achievement of designated tasks.</li> </ul>	<ul style="list-style-type: none"> <li>- Stays focused; works effectively in difficult circumstances.</li> <li>- Works to achieve objectives.</li> <li>- Maintains an optimistic outlook and focuses on the positives in difficult situations; supports a positive working environment.</li> <li>- Stays calm in difficult situations and when dealing with difficult people; does not become defensive when faced with criticism.</li> </ul>	<ul style="list-style-type: none"> <li>- Is aware of the impact of own behaviour on others.</li> <li>- Seeks self-development opportunities; is willing to learn new approaches and acquire new capabilities; applies new knowledge in the workplace.</li> <li>- Develops an understanding of personal strengths and capabilities; works with supervisor to identify individual developmental requirements needed to complete assigned tasks.</li> <li>- Agrees own performance standards with supervisor; seeks feedback on behaviour and work performance from supervisor, and is responsive to guidance.</li> <li>- Seeks input from supervisor when assessing performance; identifies strengths as well as developmental requirements needed to complete assigned tasks.</li> </ul>

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"> <li>–Focuses on clear communication of key points.</li> <li>–Limits the use of jargon and abbreviations; explains information using language appropriate for the audience.</li> <li>–Presents messages clearly; speaks at an appropriate volume and pace.</li> <li>–Succinctly conveys information, structures written communication so it is easy to follow; uses correct spelling and grammar.</li> </ul>	<ul style="list-style-type: none"> <li>–Is aware of how own communication style affects others.</li> <li>–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.</li> <li>–Adapts communication style and approach to ensure it addresses the needs of different people or audiences.</li> </ul>	<ul style="list-style-type: none"> <li>–Listens to, considers and acknowledges differing ideas.</li> <li>–Discusses issues without getting personal or aggressive.</li> </ul>