



# ILS support tools

Leadership pathway: Individual profile APS6



# APS 6 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, 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><b>Thinks strategically</b></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><b>Harnesses information and opportunities</b></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><b>Shows judgement, intelligence and commonsense</b></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><b>Identifies and uses resources wisely</b></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><b>Applies and builds professional expertise</b></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><b>Responds positively to change</b></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><b>Takes responsibility for managing work projects to achieve results</b></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><b>Nurtures internal and external relationships</b></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><b>Listens to, understands and recognises the needs of others</b></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><b>Values individual differences and diversity</b></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><b>Shares learning and supports others</b></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><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. Operates as an effective representative of the organisation in internal forums.</p> <p><b>Engages with risk and shows personal courage</b></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><b>Commits to action</b></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><b>Promotes and adopts a positive and balanced approach to work</b></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><b>Demonstrates self awareness and a commitment to personal development</b></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><b>Communicates clearly</b></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><b>Listens, understands and adapts to audience</b></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><b>Negotiates confidently</b></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"> <li>–Communicates with others regarding the purpose of their work; identifies the relationship between organisational goals and operational tasks and clarifies this for their team.</li> <li>–Understands, supports and promotes the organisation's vision, mission and business objectives; sets appropriate direction for the team in line with broader objectives.</li> <li>–Supports and communicates the reasons for decisions and recommendations to others; clarifies expectations regarding key deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>–Demonstrates an awareness of the implications of issues for own work and work area.</li> <li>–Thinks about the future and considers the longer-term implications of own work.</li> <li>–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.</li> </ul>	<ul style="list-style-type: none"> <li>–Sources information on best practice approaches adopted in both the public and private sectors.</li> <li>–Scans the organisational environment; monitors the corporate priorities, and business context of the organisation; keeps self and others well informed on work issues.</li> <li>–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.</li> </ul>	<ul style="list-style-type: none"> <li>–Researches and analyses information to identify relationships between factors; draws accurate conclusions based on evidence; analyses and interprets information to inform decision makers.</li> <li>–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.</li> <li>–Actively participates in decision-making and incorporates outcomes of decision-making into work plans; encourages participation in decision-making.</li> <li>–Thinks laterally; is innovative; identifies, implements and promotes improved work practices.</li> <li>–Selects the best option from a range of potential solutions for key problems.</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	<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"> <li>–Identifies key individuals who need to be involved; makes effective use of team and individual capabilities and negotiates responsibilities for work outcomes.</li> <li>–Evaluates project performance, identifies need for change and initiates change when required.</li> <li>–Reschedules and reorganises work to reflect changes in priority.</li> </ul>	<ul style="list-style-type: none"> <li>–Consults internal experts; taps into their technical and professional knowledge and experience to improve work outcomes for the business unit.</li> <li>–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.</li> </ul>	<ul style="list-style-type: none"> <li>–Constructs project plans that have clear and appropriate milestones, goals, timeframes and budgets.</li> <li>–Deals positively with uncertainty and copes effectively in an environment characterised by change; determines a course of action despite a lack of clarity.</li> <li>–Shares appropriate information with colleagues during times of change; helps others adapt to ensure a smooth transition.</li> </ul>	<ul style="list-style-type: none"> <li>–Regularly seeks feedback from supervisor to gauge their satisfaction; ensures work is delivered to a high standard.</li> <li>–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.</li> <li>–Monitors projects against plans; manages priorities and agrees adjustments to milestones as required.</li> </ul>

Capability	<p><b>Nurtures internal and external relationships</b></p>	<p><b>Listens to, understands and recognises the needs of others</b></p>	<p><b>Values individual differences and diversity</b></p>	<p><b>Shares learning and supports others</b></p>
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"> <li>- Develops and maintains a network with others internally and externally.</li> <li>- Builds and sustains relationships; liaises with a range of stakeholders including team members, other teams, colleagues and clients.</li> <li>- Offers reciprocal assistance in achieving mutually beneficial outcomes.</li> <li>- Anticipates and is responsive to changes in client and stakeholder needs; 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 collaboratively; draws on team strengths.</li> <li>- Actively listens to staff, colleagues, clients and stakeholders; involves others and recognises the contributions made by other people.</li> <li>- 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.</li> </ul>	<ul style="list-style-type: none"> <li>- Recognises the differing working styles of individuals and factors this into the management of people and tasks.</li> <li>- Recognises that others have different views and experiences; explores their contributions and encourages the exploration of diverse views.</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, and uses this to enhance interactions; treats people with respect and courtesy.</li> </ul>	<ul style="list-style-type: none"> <li>- Makes time for people despite competing priorities; provides guidance and offers full support when required.</li> <li>- 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.</li> <li>- Delegates tasks effectively; balances workloads amongst team members and provides appropriate guidance to team.</li> <li>- Congratulates people on achievements and gives timely recognition for good performance.</li> <li>- Provides constructive and regular feedback.</li> <li>- Agrees on performance standards with staff and conducts regular reviews; addresses under-performance promptly, identifies causes and agrees on improvement targets.</li> </ul>

Capability	<b>Demonstrates public service professionalism and probity</b>	<b>Engages with risk and shows personal courage</b>	<b>Commits to action</b>	<b>Promotes and adopts a positive and balanced approach to work</b>	<b>Demonstrates self awareness and a commitment to personal development</b>
Description	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.	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.	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.	Persists with, and focuses on achieving, objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.	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.
Behavioural indicators	<ul style="list-style-type: none"> <li>–Adheres to 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 for the corporate good without favouritism or bias; places the aims of the organisation above personal ambitions.</li> <li>–Understands and complies with legislative, policy and regulatory frameworks.</li> <li>–Operates in a professional manner when representing the organisation in internal forums.</li> </ul>	<ul style="list-style-type: none"> <li>–Listens when own ideas are challenged, and can justify own position and actions.</li> <li>–Constructively challenges issues; discusses alternatives to find a way forward.</li> <li>–Provides accurate, impartial and forthright advice to colleagues, stakeholders and clients; checks and confirms the accuracy of information prior to release.</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 within timeframes and quality requirements; takes the initiative to progress work 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>–Recognises and understands the issues impacting on the achievement of desired outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>–Maintains effective performance levels, even in challenging, uncertain or difficult circumstances.</li> <li>–Demonstrates persistence and works to achieve objectives.</li> <li>–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.</li> <li>–Stays calm under pressure; does not react personally to criticism.</li> </ul>	<ul style="list-style-type: none"> <li>–Reflects on own behaviours and work style and understands how they impact on others and on job performance.</li> <li>–Demonstrates commitment to self-development and seeks opportunities to extend skills and knowledge, including management, leadership and supervisory skills.</li> <li>–Communicates areas of strength, acknowledges development needs.</li> <li>–Agrees own performance standards with supervisor; seeks feedback on behaviour and work performance from supervisor, peers and subordinates, and is responsive to guidance.</li> <li>–Spends time critically analysing own performance and identifies strengths as well as development needs.</li> </ul>

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"> <li>-Focuses on clear communication of key points.</li> <li>-Limits the use of jargon and abbreviations; explains complex information using language appropriate for the audience.</li> <li>-Presents messages confidently and selects the appropriate medium for conveying information.</li> <li>-Structures messages clearly and succinctly, both orally and in writing.</li> </ul>	<ul style="list-style-type: none"> <li>-Adjusts presentation style on the basis of subtle non-verbal cues.</li> <li>-Maximises personal communication strengths and takes into account shortcomings.</li> <li>-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.</li> <li>-Understands and addresses the key concerns of the audience.</li> <li>-Tailors communication style and language according to the audience's level of knowledge, skill and experience.</li> </ul>	<ul style="list-style-type: none"> <li>-Listens to differing ideas and views to develop a clear understanding of the issues; presents persuasive counter-arguments.</li> <li>-Discusses issues credibly and thoughtfully without getting personal or aggressive.</li> <li>-Encourages relevant stakeholders in supporting the position.</li> <li>-Anticipates and identifies other people's expectations and concerns and develops own case accordingly.</li> <li>-Commences negotiations with a clear understanding of the desired outcomes.</li> </ul>

