

Description	Behaviours	Critical transition	Capabilities required for role			Current level of capability			Priority
			Less significant	Significant	Essential	Needs significant development	Needs development	Confident	
Shapes strategic thinking									
<i>Inspires a sense of purpose and direction</i>		Ü							
Translates the strategy into operational goals and creates a shared sense of purpose within the business unit. Engages others in the strategic direction of the work area, encourages their contribution and communicates expected outcomes.	Encourages others to provide input and comment on the strategic direction of the business unit.	Ü							
	Communicates with others regarding the purpose of their work and the relationship between work unit objectives and organisational goals.	Ü							
	Builds a shared sense of purpose and direction; translates the vision into shorter-term goals and objectives.	Ü							
	Frames objectives in a meaningful way and communicates expectations of their achievement.	Ü							
<i>Focuses strategically</i>		Ü							
Understands the organisation's objectives and links between the business unit, organisation and the whole of government agenda. Considers the ramifications of a wide range of issues, anticipates priorities and develops long-term plans for own work area.	Considers a wide range of issues and their implications for the business unit.	Ü							
	Thinks about the future; develops long-term plans and anticipates likely priorities.	Ü							
	Understands the organisation's direction and how the work of own business area fits into the organisation, wider community and whole of government agenda.	Ü							
<i>Harnesses information and opportunities</i>									
Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints. Probes information and identifies any critical gaps. Maintains an awareness of the organisation, looks for recent developments that may impact on own business area and finds out about best practice approaches.	Identifies critical information gaps and asks a range of questions to uncover valuable information.								
	Sources information on best practice approaches adopted in both the public and private sectors.								
	Scans the internal and external environment for new trends and recent developments that are likely to affect own business area.								
	Gathers and investigates information and alternate viewpoints from a variety of sources through formal and informal means; explores new ideas with an open mind.								

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Shapes strategic thinking (continued)									
<i>Shows judgment, intelligence and commonsense</i>		ü							
Undertakes objective, critical analysis and distils the core issues. Presents logical arguments and draws accurate conclusions. Anticipates and seeks to minimise risks. Breaks through problems and weighs up the options to identify solutions. Explores possibilities and creative alternatives.	Distils the core issues from complex information and identifies relationships between factors.	ü							
	Anticipates problems and takes steps to minimise or prevent them; identifies and articulates potential risks.	ü							
	Draws accurate conclusions and presents logical arguments that address key issues.	ü							
	Explores various possibilities and generates innovative alternatives.	ü							
	Selects the best option from a range of potential solutions; demonstrates how recommendations solve the key problems identified.	ü							

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Achieves results									
<i>Builds organisational capability and responsiveness</i>		Ü							
Evaluates ongoing project performance and identifies critical success factors. Instigates continuous improvement activities. Responds flexibly to changing demands. Builds teams with complementary skills and allocates resources in a manner that delivers results.	Builds effective teams with complementary skills.	Ü							
	Allocates resources in a flexible manner across work area to deliver the best results for the organisation.	Ü							
	Evaluates projects and business processes to understand critical factors for success; engages in, and encourages others to contribute to, continuous improvement.	Ü							
	Responds flexibly to changing demands whilst maintaining sight of the end goals.	Ü							
<i>Marshals professional expertise</i>		Ü							
Values specialist expertise and capitalises on the knowledge within the organisation as well as consulting externally as appropriate. Manages contracts judiciously. Contributes own expertise to achieve outcomes for the business unit.	Supplements internal knowledge with technical expertise from external providers and other government organisations. Manages contracts judiciously.	Ü							
	Consults internal and external experts; taps into their technical and professional knowledge and experience to improve work outcomes.	Ü							
	Contributes own expertise for the benefit of the business unit; encourages others to draw upon this knowledge.	Ü							
<i>Steers and implements change and deals with uncertainty</i>									
Establishes clear plans and timeframes for project implementation and outlines specific activities. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.	Constructs project plans that have clear and appropriate goals, timeframes and budgets; anticipates change and builds contingencies into plans.								
	Deals positively with uncertainty and copes effectively in an environment characterised by change; determines a course of action despite lack of clarity.								
	Shares appropriate information with staff and colleagues during times of change; helps others adapt to ensure a smooth transition.								

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Achieves results (continued)									
Ensures closure and delivers on intended results		Ü							
Strives to achieve and encourages others to do the same. Monitors progress and identifies risks that may impact on outcomes. Adjusts plans as required. Commits to achieving quality outcomes and ensures documentation procedures are maintained. Seeks feedback from stakeholders to gauge satisfaction.	Commits to targets and strives to achieve results; encourages others to do the same.	Ü							
	Identifies and addresses risks that may impede work completion; proactively escalates issues that have not been controlled to ensure work remains on track.	Ü							
	Regularly seeks feedback from stakeholders to gauge their satisfaction; acts to ensure work is delivered to a high standard.	Ü							
	Maintains focus on quality to achieve key outcomes; adheres to documentation procedures and sees tasks through to completion.	Ü							
	Monitors projects against plans; manages priorities and agrees on adjustments to milestones as required.	Ü							

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Cultivates productive working relationships									
<i>Nurtures internal and external relationships</i>		Ü							
Builds and sustains relationships with a network of key people internally and externally. Recognises shared agendas and works toward mutually beneficial outcomes. Anticipates and is responsive to internal and external client needs.	Develops and maintains a network with others internally and externally.	Ü							
	Builds and sustains long-term relationships; liaises with a range of stakeholders including other teams, peers and colleagues across the organisation, and in other organisations.	Ü							
	Recognises shared agendas and works toward mutually beneficial outcomes.	Ü							
	Anticipates the needs of clients and provides courteous, prompt and professional service to them.	Ü							
<i>Facilitates cooperation and partnerships</i>		Ü							
Brings people together and encourages input from key stakeholders. Finds opportunities to share information and ensures that others are kept informed of issues. Fosters teamwork and rewards cooperative and collaborative behaviour. Resolves conflict using appropriate strategies.	Uses appropriate strategies to resolve conflicts and address concerns quickly.	Ü							
	Fosters teamwork by working collaboratively and cooperatively; encourages and rewards those behaviours in others.	Ü							
	Brings people together and ensures the key stakeholders are involved in discussions; encourages people's input and seeks contribution.	Ü							
	Consults, promotes open discussion; shares information with key stakeholders internally and externally; ensures that people in own team and upwards are kept informed of progress and issues.	Ü							
<i>Values individual differences and diversity</i>		Ü							
Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views. Harnesses understanding of differences to anticipate reactions and enhance interactions. Recognises the different working styles of individuals, and tries to see things from different perspectives.	Discerns the differing and preferred working styles of individuals and factors this into the management of people and tasks.	Ü							
	Recognises that others have different views and experience; explores their contributions and capitalises on the differing perspectives.	Ü							
	Tries to see things from the other person's perspective; anticipates their reactions and adopts strategies to address them.	Ü							
	Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions.	Ü							

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Cultivates productive working relationships (continued)									
<i>Guides, mentors and develops people</i>									
Encourages and motivates people to engage in continuous learning, and empowers them by delegating tasks. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly.	Makes time for people despite competing priorities; provides guidance and offers full support when required.								
	Acts as a coach and works with people to facilitate their development; identifies development opportunities and encourages continuous learning.								
	Delegates tasks effectively; provides clear direction and articulates parameters.								
	Congratulates people on achievements and gives timely recognition for good performance.								
	Provides clear, constructive and timely feedback (both positive and negative) in a manner that encourages learning and achieves any required resolution.								
	Agrees on performance standards and conducts regular reviews; addresses under-performance promptly, identifies causes and agrees on improvement targets.								

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Exemplifies personal drive and integrity									
<i>Demonstrates public service professionalism and probity</i>									
Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally and impartially 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 public and internal forums.	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 operates within legal and public policy constraints and limitations.								
	Operates in a professional manner when representing the organisation in public and internal forums.								
<i>Engages with risk and shows personal courage</i>									
Provides impartial and forthright advice. Challenges important issues constructively, stands by own position and supports others when required. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.	Listens when own ideas are challenged, stands own ground and supports others when appropriate.								
	Challenges issues and raises objections constructively; discusses alternatives to find a way forward.								
	Provides impartial and forthright advice.								
	Takes responsibility for mistakes and learns from them; acknowledges when in the wrong.								
	Seeks advice and assistance from colleagues and managers when uncertain.								
<i>Commits to action</i>									
Takes personal responsibility for meeting objectives and progressing work. Shows initiative and proactively steps in and does what is required. Commits energy and drive to see that goals are achieved.	Takes the initiative; progresses work, and engages in additional tasks as required.								
	Works to get results; shows energy and drive; commits to meeting objectives.								
	Recognises and seeks to resolve issues impacting on the achievement of desired outcomes.								

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Exemplifies personal drive and integrity (continued)									
Displays resilience									
Persists and focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a controlled manner. Maintains momentum and sustains effort despite criticism or setbacks.	Sustains high levels of effort and energy following a setback; maintains momentum and continues to move forward.								
	Demonstrates persistence, adapts approach when required and works hard to achieve objectives.								
	Maintains an optimistic outlook and focuses on the positives in difficult situations.								
	Withstands criticism from stakeholders and maintains composure when under pressure.								
Demonstrates self-awareness and a commitment to personal development									
Critically analyses own performance and seeks feedback from others. Confidently communicates strengths and acknowledges development needs. Acts on negative feedback to improve performance. Reflects on own behaviour and recognises the impact on others. Shows strong commitment to learning and self-development, and embraces challenging new opportunities.	Reflects on own behaviours and work style and considers how they impact others and performance on the job.								
	Demonstrates commitment to self-development, steps out of own comfort zone and embraces challenging opportunities for growth.								
	Confidently communicates areas of strength and acknowledges development needs.								
	Seeks feedback regarding performance; acts on feedback to achieve continual improvement.								
	Spends time critically analysing own performance and identifies strengths as well as development needs.								

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Communicates with influence									
Communicates clearly									
Confidently presents messages in a clear, concise and articulate manner. Translates information for others, focusing on key points and using appropriate, unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.	Translates information for others and focuses on clearly communicating 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 maximum effect.								
	Structures messages clearly and succinctly, both orally and in writing.								
Listens, understands and adapts to audience									
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. Anticipates reactions and is prepared to respond. Checks own understanding of others' comments and does not allow misunderstandings to linger.	Adjusts presentation style on the basis of subtle non-verbal cues.	ü							
	Maximises personal communication strengths and takes into account shortcomings.	ü							
	Focuses on gaining a clear understanding of others' comments by listening, asking clarifying questions and reflecting back.	ü							
	Anticipates others' reactions and is prepared to respond.	ü							
	Tailors communication style and language according to the audience's level of knowledge, skill and experience.	ü							
Negotiates persuasively									
Approaches negotiations with a strong grasp of the key issues, having prepared well in advance. Understands the desired objectives and associated strengths and weaknesses. Anticipates the position of the other party, and adapts approach accordingly. Encourages the support of relevant stakeholders. Encourages debate and identifies common ground to facilitate agreement and acceptance of mutually beneficial solutions.	Encourages debate and seeks to develop a clear understanding about conflicting issues.	ü							
	Puts forward a case firmly, without getting personal or aggressive.	ü							
	Encourages relevant stakeholders in supporting the position.	ü							
	Anticipates the stance of other parties in advance and positions own case accordingly; identifies common ground.	ü							
	Develops a convincing argument and presents the rationale with solid supporting evidence.	ü							

