THE DEFENCE LEADERSHIP FRAMEWORK

Growing Leaders at all Levels
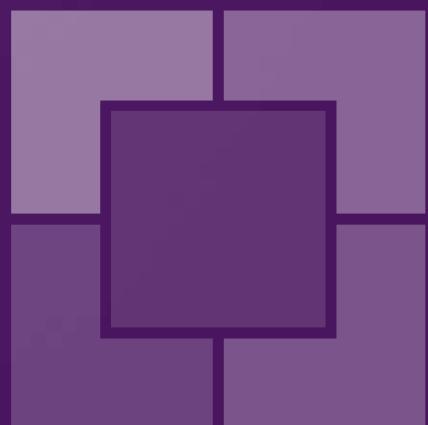
Foreword

One of the founding elements of Building Force 2030, as outlined in the Defence *White Paper* 2009, is the People Capability required to operate and support the equipment and systems, and to manage the business of Defence.

Our organisation is complex with a compelling and unique mission. Generating our future force and delivering our strategic reform program requires exceptional leaders with the capacity to achieve the outcomes required by the Government, engage successfully with the Australian community and effectively lead the military and Australian Public Service people committed to a career in Defence.

Defence must ensure the **leadership, culture and behaviour** of the organisation **creates a positive environment** that **builds commitment** to perform at a high level. A key measure of success for this challenge is the extent to which our people believe Defence practices values-based leadership and is perceived as one of Australia's pre-eminent institutions for developing leaders.

In the following pages you will be introduced to the **Defence Leadership Framework** that contains Defence's desired leadership capabilities and behaviours. These behaviours operationalise the Defence, APS and Service Values to provide guidance for workplace behaviour and decisions. It is expected that our people model and promote our values together with the leadership behaviours as these are essential to the achievement of high performance and creating the positive climate where people are committed to give their best.

The framework is based upon the non-operational leadership requirements of Defence now, and into the future. It was developed through extensive research and consultation with many stakeholders, including all the Groups and Services, as well as external Government and private sector agencies. The framework, released in 2006, was reviewed in early 2009 to ensure its currency and ongoing relevance to the Defence mission. Defence acknowledges the assistance of the Australian Public Service Commission who provided guidance and research to assist in the development of the framework. The framework will continue to evolve especially in the context of new approaches emerging from the APS reform process.

The DLF has many practical applications for personal development, staff selection, performance management, succession planning; and career planning and development. I commend to you the framework for use in these practical applications to further build the leadership culture we aspire to.

PHIL MINNS
Deputy Secretary People Strategies and Policy

March 2010

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1 | The Leadership Development Imperative

Defence requires leaders at every level, both military and civilian

Leadership – A whole of Defence Challenge

No activity whether operational or non-operational can be conducted effectively without the motivation and inspiration provided by a leader. During the course a career in Defence, military or civilian, there will be times when all of us are called upon to take up a leadership role. Consequently leadership ability is fundamental for all Defence employees.

Leadership is the process of influencing others in order to gain their willing consent in the ethical pursuit of missions

Skilling Defence

On 19 December 2002 the Defence Committee endorsed a review of the way in which Defence delivered training and development to build the business skills among Defence employees. This was termed *business skilling*.

The committee agreed that the need to improve business skills as a support to improved business management outcomes was an organisational priority requiring a strategic approach. The review was undertaken in the first half of 2003.

The Report of the Review of the Defence Business Skilling System dated 12 August 2003 made 23 recommendations focusing on implementing a system to improve business skilling in Defence for both military and civilian employees.

Leadership is core to enabling many of the more specific business skills

Leadership was identified as central to successful business outcomes and there was a notable requirement to enhance skilling of civilian employees. A leadership framework was therefore designed to integrate with:

- the military leadership frameworks already in place,
- the Defence Leadership Model,
- the Senior Leadership programs, and
- other Group leadership development initiatives.

2 | Operationalising Defence Leadership

Defence espouses a philosophy of values-based behaviour
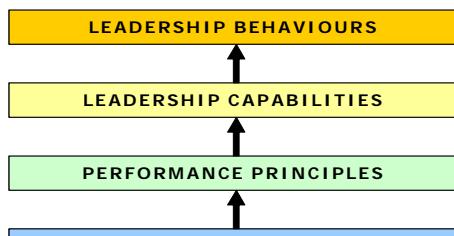
Defence Leadership Model
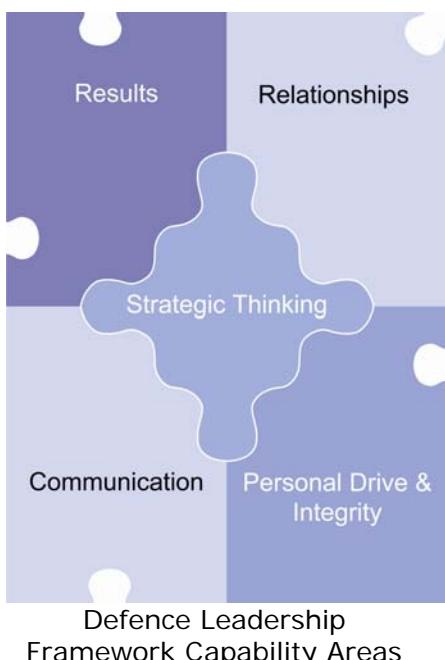
Defence Leadership
Framework Capability Areas

Values and Leadership

Defence espouses a philosophy of gaining results through people, and also of being a values-based organisation.

Fundamental to good leadership is the capacity to uphold or promote Defence's organisational values. Values-based behaviour is about individuals at all levels being prepared to accept responsibility and accountability for their actions, and to think clearly about the consequences of their actions for Defence.

Values guide behaviour and influence how we respond to situations at work. The Defence Values (PLICIT) are the guiding principles which the organisation has identified should drive workplace decisions.

Behaviour is the visible hallmark of values and the leadership framework has been designed to explain how values-based behaviour is operationalised within Defence.

The Defence Leadership Model

The **Defence Leadership Model** illustrates the relationship between desired leadership behaviours and leadership capabilities, performance principles and the Defence Values.

The desired leadership capabilities and behaviours are **articulated** through the **Defence Leadership Framework**.

The Defence Leadership Framework

The **Defence Leadership Framework (DLF)** systematically identifies the leadership capabilities and behaviours expected at all levels in Defence.

3 | The Defence Leadership Framework (DLF)

The DLF is a 'whole of Defence' framework that provides guidance on the expected leadership skills for all levels within Defence


Foundational Framework

Executive Framework

Integrating Defence Leadership
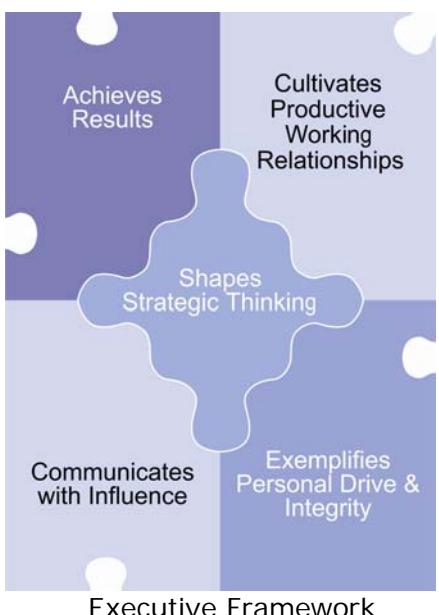
The DLF integrates the leadership models and practices of the three Services with the expectations required of civilian staff and provides behavioural guidance enabling the formation of a 'whole of Defence' leadership framework.

The DLF is flexible and can be adapted to meet Group specific needs.

Integrating Defence Leadership
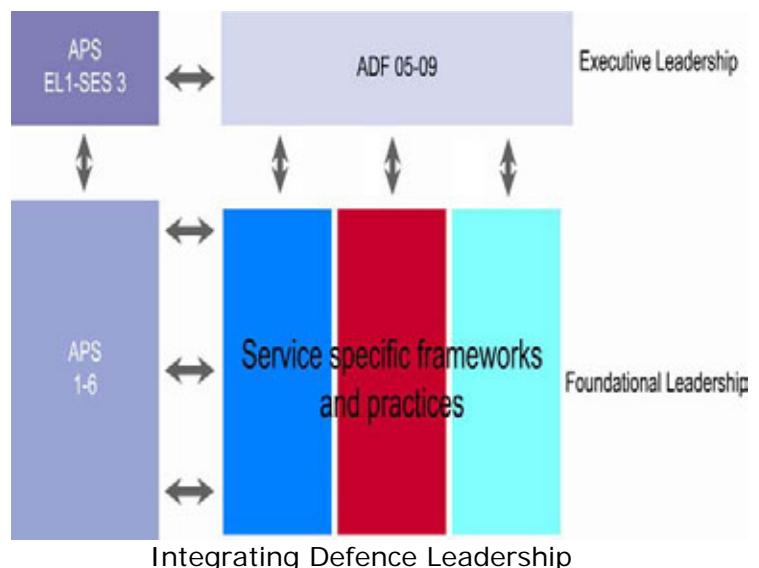
Foundational and Executive Leadership Frameworks

There are two parts to the DLF. The **Foundational Leadership** framework provides guidance **for Defence civilians (APS levels 1-6)**. The military services apply their own models to address their foundation levels.

The **Executive Leadership** framework provides guidance for **both military officers and civilian executives** from the **APS EL1 / military O5 levels and above**.

The leadership framework contains detailed descriptions to reflect the increased complexity of behaviour of the leadership role as a person rises in the organisation.

Leadership Capability Areas
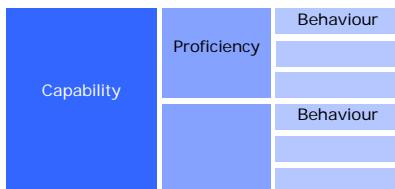
Capability Areas are divided into Proficiencies and Behaviours

A **proficiency** can be defined as **'knowledge of, and / or the ability to demonstrate a skill or behaviour'**

Capabilities, Proficiencies and Behaviours

The framework is constructed around **five core capability areas** identified as essential for the leadership task. These capability areas are: **strategic thinking, results, relationships, personal drive and integrity** and **communication**.

These capabilities are then further divided into a number of proficiencies. Each proficiency describes the behaviours that an effective person is expected to demonstrate at each level once established.

Developing Leadership Proficiency

The **leadership behaviours are what Defence expects you to demonstrate** to be fully proficient and effective at each level.

All proficiencies are not expected to be demonstrated at all times.

It is not expected that a person will immediately display or demonstrate all the proficiencies and behaviours detailed in the profiles. There will be fluctuation dependent on individual experience and the role performed.

In some cases the proficiencies demonstrated may be at a higher level and this will change as a person progresses to different roles and gains more experience. It is expected, however that **once a person has been at level for a substantial period they would have the capacity to demonstrate the full range of proficiencies in the relevant profile**.

Development is Cumulative

Note that **development is cumulative**; the behaviours described at each level create the new foundation of behaviours for the next level.

What does the DLF do for me?

The DLF lists **the broad skills, capabilities and knowledge** required of individuals to perform at an identified level or carry out an identified function within the Groups and Services.

The DLF is adaptable. It:

▸ identifies the core leadership proficiencies and capabilities that people are expected to demonstrate.

▸ provides a generic set of proficiencies that may be enhanced with Group/Service requirements.

▸ is flexible and adaptable allowing Groups/Services to build upon and modify the framework to meet their specific requirements.

▸ provides a link to development and assessment opportunities to allow 'skilling'.

▸ provides guidance to supervisors and employees in relation to staff management and performance.

▸ And much more!

4 | A Comparative View of the DLF

Capability

05/EL 1	06/EL 2	07/SES 1	08/SES 2	09/SES 3

Proficiency

Behaviour

Shapes Strategic Thinking

05/EL 1	06/EL 2	07/SES 1	08/SES 2	09/SES 3

Inspires a Sense of Purpose and Direction
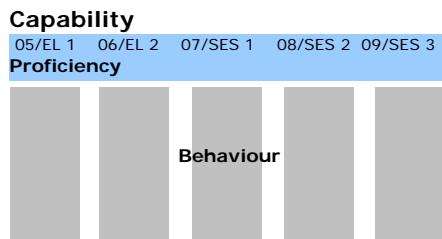
The **comparative view** of the DLF **describes the proficiencies and behaviours across each level**.

It also highlights new behaviours and changes in complexity as seniority increases.

The foundational framework provides a view across the APS 1 to APS 6 levels.

The executive leadership framework illustrates the 05 to 09 / EL to SES levels.

Using the Comparative Views
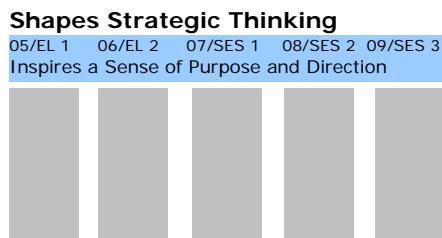
Individuals wishing to increase their capability at level or aspiring to progress to more senior levels can view the behavioural descriptions by capability area to **identify areas for development**.

Individuals aspiring to progress from APS 6 to executive level will need to make their comparison across both frameworks. **Note that there is not always a direct proficiency relationship for each capability between the foundational and the executive frameworks**.

Supervisors can use the descriptions to assist in **planning development opportunities** for their staff.

STRATEGIC THINKING
RESULTS
RELATIONSHIPS
PERSONAL DRIVE AND INTEGRITY
COMMUNICATION

Strategic Thinking

APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Contributes to organisational purpose and direction					
Has knowledge of the organisational mission Follows direction provided by supervisors	Has knowledge of the organisational mission Follows direction provided by supervisors	*Participates* in organisational mission Follows direction provided by supervisors **Understands the concept of decisions and the reasoning behind them**	*Understands, supports* and participates in organisational mission *and business objectives* *Communicates and adopts* direction provided by supervisors Understands *the intent* of decisions and the reasoning behind them	Understands, supports and *promotes* the organisation's *vision*, mission and business objectives *Effectively communicates a sense of direction to colleagues, clients and stakeholders* *Explains* the reasons for decisions and recommendations to others **Identifies the relationship between organisational goals and operational tasks**	Understands, supports and promotes the organisation's vision, mission and business objectives Effectively communicates a sense of direction to colleagues, clients and stakeholders Explains the reasons for decisions and recommendations to others Identifies the relationship between organisational goals and operational tasks *and illustrates this to their team* **Sets appropriate direction for their team in line with broader objectives**
Thinks strategically					
Aware of linkages and relationships between specific tasks Is aware of the need to improve practices and processes	*Gains knowledge and understanding* of relationships and linkages between specific tasks *Suggests* improvement to practices and processes	*Understands* the inter-relationships within specific tasks *to realise efficiencies* *Is innovative and looks for better ways to do things* **Thinks and plans ahead** **Recognises the trends and implications of the work environment**	*Understands the work environment and identifies broader trends and influences that may impact on work objectives* Is innovative and looks for better ways to do things Thinks and plans ahead, *acts proactively by anticipating issues and problems and works to resolve these* Recognises the trends and implications of the work environment	Understands the work environment and identifies broader *factors*, trends and influences that may impact on *achievement* of work objectives Is innovative, *thinks laterally* and looks for better ways to do things Thinks and plans ahead, acts proactively by anticipating issues and problems and works to resolve these *Sees and understands linkages and inter-relationships between work tasks and areas*	Understands the work environment and identifies broader factors, trends and influences that may impact on achievement of work objectives Is innovative, thinks laterally, looks *and suggests* better ways to do things Thinks and plans ahead, is proactive, anticipating issues and problems and works to resolve these Sees and *uses* linkages and interrelationships between work tasks and *areas and shares these with others*
Keeps self and others informed and contributes to planning and decision making					
Seeks guidance on appropriate sources of information Keeps self informed Keeps supervisor informed on work progress Uses established guidelines and seeks supervisor guidance to determine dissemination of information Understands the outcomes of decision making	*Uses information from appropriate sources* Keeps self informed Keeps supervisor informed on work progress Uses established guidelines to determine dissemination of information *Engages* in outcomes of decision making **Provides feedback on issues and impacts of designated tasks**	Uses information from appropriate sources Keeps self *and others well* informed on *work progress and issues* *Uses common sense and guidance to determine what information should be conveyed to others* *Participates in decision-making* *Identifies issues, impacts, options and consequences of designated tasks* **Provides input to the development of plans and team goals**	*Seeks* information from appropriate sources Keeps self and others well informed on work progress and issues Uses common sense and *agreed guidelines to* determine what information should be conveyed to others *Actively* participates in decision-making *Analyses* issues, impacts, options and consequences *for the delivery of timely, considered advice and action* Provides input to the development of plans, and team goals	Seeks information from *diverse* sources Keeps self and others well informed on progress and issues Uses common sense and w*orks within agreed guidelines in making decisions about the use and dissemination of information* Actively participates in decision-making *and incorporates outcomes of decision making into work plans* Analyses issues, impacts, options and consequences for the delivery of timely, considered advice and action Provides input to the development of plans, *strategies* and team goals	*Draws* on information from diverse sources Keeps self and others well informed on progress and issues Uses common sense and works within agreed guidelines in making decisions about the use and dissemination of information Actively participates in decision-making and incorporates outcomes of decision making into work plans Analyses issues, impacts, options and consequences for the delivery of timely, considered advice and action *Develops and determines team goals, strategies and work plans* **Considers the team when contributing to decision making**
Shows judgement, intelligence and commonsense					
Uses common sense and exercises judgement and intelligence Demonstrates judgement and adheres to work plans Works within policy guidelines	Uses common sense and exercises judgement and intelligence Demonstrates judgement and adheres to work plans Works within policy guidelines	Uses common sense and exercises judgement and intelligence Demonstrates judgement and adheres to work plans Works within policy guidelines	Uses *experience* and common sense, exercises judgement, intelligence and *discretion in conducting work tasks* Adheres to policy *and operates within delegations in implementing* work plans **Identifies risks and uncertainties of processes and tasks**	Uses experience and common sense, exercises judgement, intelligence and discretion in *applying delegations, implementing work plans* **Develops and/or uses evaluation and/or service delivery** Identifies risks and uncertainties and *takes account of these in planning and priority setting*	Uses experience and common sense, exercises judgement, intelligence, discretion and *appropriate independence* Develops and/or uses evaluation strategies *and explores and innovative alternative solutions* Identifies risks and uncertainties and takes account of these in planning and priority setting **Applies analysis and reasoning to solve problems and accurately ascertain conclusions**

Shapes Strategic Thinking

New Behaviour, *Italics* = increased complexity

O5/EL 1	O6/EL 2	O7/SES 1	O8/SES 2	O9/SES 3
Inspires a sense of purpose and direction				
Provides direction to others regarding the purpose and importance of their work Illustrates the relationship between operational tasks and organisational goals Sets work tasks that align with the strategic objectives and communicates expected outcomes	*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	*Develops the strategic direction for the business unit* and creates a shared sense of purpose by demonstrating *how elements of the strategy fit together and contribute to higher-level goals* *Encourages others' input and communicates required actions and expected outcomes*	*Champions the organisation's vision and goals and promotes a shared commitment to the strategic direction* *Helps create organisational strategies that are aligned with government objectives and likely future requirements* Encourages others' input and communicates expected outcomes from organisational strategies	Champions the organisation's vision and goals and *unifies* business units with the strategic direction Helps create organisational strategies that are aligned with government objectives and likely future requirements Encourages others' input and communicates expected outcomes from organisational strategies
Focuses strategically				
Understands the organisation's objectives and aligns operational activities accordingly Considers the ramifications of issues and longer-term impact of own work and work area	Understands the organisation's objectives and *links* between the *business unit, organisation and whole of government agenda* Considers the ramifications of a *wide range* of issues, **anticipates priorities and develops long-term plans for own work area**	Understands the organisation's direction and *role* within government and society including the whole of government agenda Considers *multiple perspectives* when assessing the ramifications of issues Develops plans that address both current and likely future requirements **Seeks to align business unit activities with strategic priorities**	Understands the organisation's role within society and considers multiple perspectives when assessing the ramifications of key issues on the *organisation and community* **Provides advice to government that reflects analysis of a broad range of issues and the whole of government agenda** Considers *emerging trends*, **identifies long-term opportunities** and aligns *organisational operations with strategic priorities*	Understands the organisation's current and *potential future* role within society Considers multiple perspectives when assessing the ramifications of key issues and **develops solutions with long-term viability** for the organisation and society Provides advice to government that reflects analysis of a broad range of issues Considers emerging trends, identifies long-term opportunities and **balances organisational requirements with desired whole of government outcomes**
Harnesses information and opportunities				
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, monitors the context in which the organisation operates and finds out about best practice approaches	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	*Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government* *Monitors change in the environment* **Seizes opportunities and adjusts approach to respond to threats** *Addresses any critical information gaps* **Uses knowledge of the organisation to provide a context for others**	Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government Monitors change in the environment *Positions the organisation to seize opportunities and minimise threats* Addresses any critical information gaps Uses knowledge of the organisation to tailor approaches to different issues	Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government Monitors change in the environment Positions the organisation to seize opportunities and minimise threats Addresses any critical information gaps Uses knowledge of the organisation to tailor approaches to different issues **Recognises the opportunities offered through whole of government approaches and seeks to realise them**
Shows judgement, intelligence and commonsense				
Undertakes objective, systematic analysis and draws accurate conclusions based on evidence Recognises the links between interconnected issues Breaks through problems and weighs up the options to identify solutions Explores possibilities and innovative alternatives	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	Applies intellect and knowledge to weigh up complex information and identify critical factors and issues **Works effectively when all of the information is not available** **Explores the options in full and makes sound decisions under pressure** *Considers opportunities and anticipates risk* *Applies lateral thinking and identifies innovative solutions*	Applies intellect and knowledge to weigh up information and identify critical factors and issues *Demonstrates effective judgement to weigh up options and develop realistic solutions* Anticipates risks, *addresses them quickly and helps others to recognise them* *Capitalises* on innovative alternatives to resolve complex problems	Engages in high-level critical thinking to identify links and discern the critical issues *Identifies the implications for the organisation and applies effective judgement to develop solutions* *Anticipates long-term and strategic risks,* addresses them quickly and helps others to recognise them Capitalises on Innovative alternatives to resolve complex problems

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Results

APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Manages team and own ability effectively					
Makes best use of own abilities Supports a positive working environment Seeks feedback on performance of assigned tasks	Makes best use of own abilities Supports a positive working environment **Seeks help from supervisor when assessing performance** Seeks feedback on performance of assigned tasks *and incorporates this feedback into the performance of new tasks*	Makes best use of t*eam* and own abilities Supports a positive working environment and *balanced workload* Seeks help from supervisor when *identifying under-performance* **Evaluates progress and outcomes in a realistic manner and communicates this to supervisor**	Makes best use of team and own abilities Supports a positive working environment and balanced workload Seeks help from supervisor when identifying under-performance Evaluates progress and outcomes in a realistic and *comprehensive way, acts on results*	Makes best use of team and own abilities and *negotiates responsibilities* for work outcomes **Maintains** a positive and balanced working environment, while *responding to service and implementation* schedules *Deals with under-performance promptly* Evaluates progress and outcomes in a realistic and comprehensive way, acts on results	Makes best use of team and own abilities and negotiates responsibilities for work outcomes Maintains a positive and balanced working environment, while responding to service and implementation schedules Deals with under-performance promptly *and constructively* Evaluates progress and outcomes in a realistic and comprehensive way, acts on results *and initiates change when needed*
Applies and builds professional expertise					
Seeks input on individual developmental requirements needed to complete assigned tasks Seeks guidance to ensure compliance with legislative, policy and regulatory frameworks	*Works with supervisor to identify* individual developmental requirements needed to complete assigned tasks *Demonstrates familiarity and compliance with* legislative, policy and regulatory frameworks	*Identifies* developmental requirements needed to complete assigned tasks Demonstrates familiarity and compliance with legislative, policy and regulatory frameworks	**Applies and develops professional/technical skills and expertise of a level and standard appropriate to work demands** Demonstrates familiarity and compliance with legislative, policy and regulatory frameworks *and* **works to build this with others**	Applies and develops professional/technical skills and expertise of a level and standard appropriate to work demands Demonstrates familiarity and compliance with legislative, policy and regulatory frameworks and works to build this in others **Seeks and/or provides development opportunities for individuals and teams**	Applies and develops professional/technical skills and expertise of a level and standard appropriate to work demands Demonstrates familiarity and compliance with legislative, policy and regulatory frameworks and works to build this in others Seeks and/or provides development opportunities for individuals and teams *which recognise and expand their capabilities* **Leverages individual and team expertise and seeks expertise required when it is not available within the team**
Adapts to, supports and manages the impacts of change					
Is flexible and adaptable to changing work requirement Informs supervisor of potential impact of proposed change	Is flexible and adaptable to changing work requirement Informs supervisor of potential impact of proposed change	*Demonstrates* flexibility, adaptability *and focus through day-to-day work changes, shifting priorities and periods of uncertainty* Informs supervisor of potential impact of proposed change	Demonstrates flexibility, adaptability and focus through day-to-day work changes, shifting priorities and periods of uncertainty *Communicates reasons for change to others under guidance from supervisor*	Demonstrates flexibility, adaptability, and focus through day-to-day work changes, shifting priorities and periods of uncertainty Communicates the reasons for change to others*,* **assesses impacts and encourages collaboration and cooperation in coping with change** **Reschedules and re-organises work to reflect changes in priority**	Demonstrates flexibility, adaptability, and focus through day-to-day work changes, shifting priorities and periods of uncertainty Communicates the reasons for change to others, assesses impacts and encourages collaboration and cooperation in coping with change *while assisting others in adapting to it* Reschedules and re-organises work to reflect changes in priority **Supports team in responding to change by re-prioritising tasks and securing additional resources or time**
Takes responsibility for managing work projects to achieve results					
Commits to tasking and gets things done Works to agreed outcomes Performs under direction and works with agreed priorities Accepts personal responsibility for accurate completion of work and seeks help when required	Commits to tasking and gets things done Works to agreed outcomes Performs under direction and works with agreed priorities Accepts personal responsibility for accurate completion of work and seeks help when required	Commits to tasking and gets things done Works to agreed outcomes Performs under direction and works with agreed priorities Accepts personal responsibility for accurate completion of work and seeks help when required	Commits to tasking and gets things done Works to agreed outcomes Performs under *limited* direction Accepts personal responsibility for accurate completion of work and seeks *guidance* when required **Contributes to sound policy proposals, business, program and/or service delivery strategies**	Commits to tasking and gets things done *Demonstrates a focus on outcomes and results and manages work well, despite constraints and variable resources* Performs under limited direction and *actively plans, schedules, prioritises, delegates and monitors own work and input from others* Accepts personal responsibility for accurate completion of *work within timeframes and quality requirements* and seeks guidance from others when required *Advocates* sound policy proposals, business program and/or service delivery strategies	Commits to action and gets things done Demonstrates a focus on outcomes and results and manages work well, despite constraints and variable resources Performs under limited direction and actively plans, schedules, prioritises, delegates and monitors own work and inputs from others Accepts personal responsibility for accurate completion of work within timeframes and quality requirements and seeks assistance from others when needed **Reviews performance and identifies opportunities for improvement** **Remains flexible and responsive to changes in requirements** *Initiates, develops and/or* advocates sound policy proposals, business, program and/or service delivery strategies

Achieves Results

O5/EL 1	O6/EL 2	O7/SES 1	O8/SES 2	O9/SES 3
Builds organisational capability and responsiveness				
Reviews project performance and focuses on identifying opportunities for continuous improvement Identifies key talent to support performance Remains flexible and responsive to changes in requirements	*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*	*Investigates ways to improve effectiveness by harnessing technology* and implementing continuous improvement activities Builds teams with complementary skills and **engages in succession planning** Responds flexibly to changing circumstances, *deploys resources astutely and identifies optimum resourcing combinations* Creates a flexible environment that enables others to meet changing demands	**Focuses on activities that support organisational sustainability** *Nurtures talent and engages in succession planning* **Facilitates information accessibility and sharing** Looks for ways to improve effectiveness by harnessing technology and implementing continuous improvement activities *Monitors and manages resourcing pressures for optimum outcomes* Creates a flexible environment that enables others to meet changing demands	Focuses on activities that support organisational sustainability Nurtures talent and engages in succession planning Facilitates information accessibility and sharing *Seeks operational efficiency and streamlines and adapts processes* Investigates ways to improve effectiveness by harnessing technology and implementing continuous improvement activities *Engages in flexible resource management and looks beyond the organisation's boundaries to achieve the optimum resourcing combination*
Marshals professional expertise				
Values specialist expertise and capitalises on the expert knowledge and skills of others Contributes own expertise to achieve outcomes for the business unit	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	*Integrates professional expertise into the organisation to improve overall performance and delivery of business unit outcomes* Manages contracts judiciously Actively ensures relevant professional input from others is obtained and shares own experience	Integrates professional expertise into the organisation to improve overall performance and delivery of *organisational* outcomes Manages contracts judiciously Actively ensures relevant professional input from others is obtained and shares own experience	Integrates professional expertise into the organisation to improve overall performance and delivery of organisational outcomes Manages contracts judiciously Actively ensures relevant professional input from others is obtained and shares own experience
Steers and implements change and deals with uncertainty				
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	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	*Adopts a planned approach to the management of programs* *Defines high-level objectives and supports translation into implementation strategies* *Operates effectively in an environment of ongoing change and uncertainty and maintains flexibility* **Actively ensures stakeholders are kept informed during times of change**	*Oversees the implementation of multiple change initiatives with a focus on the desired outcomes* Defines high-level objectives and ensures translation into practical implementation strategies Operates effectively in an environment of ongoing change and uncertainty and maintains flexibility Actively ensures stakeholders are kept informed during times of change	*Drives the change agenda*, defines high-level objectives and ensures translation into practical implementation strategies **Coordinates projects across multiple agencies** *Recognises the constant nature of change and maintains flexibility* *Secures stakeholder commitment to change and maintains open communication channels during the change process*
Ensures closure and delivers on intended results				
Sees projects through to completion Monitors project progress and adjusts plans as required Commits to achieving quality outcomes and ensures documentation procedures are maintained Seeks feedback from stakeholders to gauge satisfaction	*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	*Drives a culture of achievement* *Ensures ideas and intended actions become reality and that planned projects result in expected outputs* *Strives for quality, and* **ensures compliance with regulatory requirements** **Puts systems in place to establish and measure accountabilities** *Manages risks that may impede on project outcomes and ensures that key stakeholders are across all relevant issues*	Drives a culture of achievement, *and fosters a quality focus in the organisation* Ensures ideas and intended actions become reality and that planned projects result in expected outputs **Enables the achievement of outcomes by identifying and removing potential barriers to success** Keeps stakeholders informed of progress and any issues that arise	Drives a culture of achievement, and fosters a quality focus in the organisation Ensures ideas and intended actions become reality and that planned projects result in expected outputs Enables the achievement of outcomes by identifying and removing potential barriers to success Keeps stakeholders informed of progress and any issues that arise

Relationships

APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Develops and maintains effective internal and external relationships					
Actively participates as a team member Responds to changes in client and stakeholder needs as directed by supervisor	Actively participates as a team member Responds to changes in client and stakeholder needs as directed by supervisor **Develops positive personal relationships with internal and external clients**	Develops positive personal relationships *with team members* Responds to changes in client and stakeholder needs *and expectations under guidance of supervisor* Develops *collaborative working relationships and partnerships with internal and external stakeholders and clients* **Represents the organisation effectively to other agencies, external bodies and the community**	Develops and *maintains* positive personal relationships with team members Responds to changes in client and stakeholder needs and expectations Develops *and maintains* collaborative working relationships and partnerships with internal and external stakeholders and clients Represents the organisation effectively to other agencies, external bodies and the community	Develops and maintains positive personal relationships with team members Responds to changes in client and stakeholder needs and expectations *Actively pursues* and maintains collaborative working relationships and partnerships with internal and external stakeholders and clients Represents the organisation effectively to other agencies, stakeholders, external bodies and the community	Develops and maintains positive personal relationships with team members *and encourages others to do so* Responds to *and/or anticipates changes* in client and stakeholder needs and expectations Develops and maintains *professional networks,* collaborative working relationships and partnerships with internal and external stakeholders and clients *and encourages others to do the same* Represents the organisation effectively to other agencies, stakeholders, external bodies and the community
Acknowledges and understands others					
Actively listens to colleagues and clients and reports their needs to supervisor Actively contributes to team goals through cooperation Seeks guidance from others Contributes to maintaining an environment of trust	Actively listens to colleagues and clients and **responds to their needs** Actively contributes to team goals through cooperation **and building good team relationships** **Shares ideas and information** and seeks guidance from others Contributes to maintaining an environment of trust	*Takes time to listen to colleagues and appreciate/respond to their needs and views* *Cooperates within teams to produce effective outcomes* Shares ideas and information and seeks *input* from others **Recognises and supports others** *and contributes* to the development of an environment of trust, *challenge and reward*	Takes time to listen to colleagues, *clients and stakeholders* and appreciate/respond to their needs and views *Builds rapport* and cooperation within *and across* teams to produce effective outcomes *Shares ideas and information and seeks input from others* Recognises and supports others and contributes to the development of an environment of trust, challenge and reward	Takes time to listen to colleagues, clients and stakeholders and appreciate/respond to their needs and views Builds rapport and cooperation within and across teams to produce effective outcomes Shares ideas and information and seeks inputs from others Recognises and supports others and contributes to the development of an environment of trust, challenge and reward	Takes time to listen to colleagues, clients and stakeholders and appreciate/respond to their needs and views Builds rapport and cooperation within and across teams to produce effective outcomes Shares ideas and information and seeks inputs from others Recognises and supports others and contributes to the development of an environment of trust, challenge and reward **Consults other team members prior to making decisions that affect them**
Values individual differences and diversity					
Is tolerant and open Treats people with respect and courtesy	Is tolerant and open Treats people with respect and courtesy **Understands, values and responds positively to different personal styles, approaches and ideas**	Is tolerant and open Understands, values and positively responds to different personal styles, approaches and ideas Treats people with respect and courtesy	Is tolerant and open Understands, values and positively responds to different personal styles, approaches and ideas Treats people with respect and courtesy **Works to harness the positive effects of diversity in work approaches**	Is tolerant and open Understands, values and responds to different personal styles, approaches and ideas Treats people with respect and courtesy Works to harness the positive effects of diversity in work approaches *and in managing own team*	Is tolerant and open Understands, values and responds to different personal styles, approaches and ideas Treats people with respect and courtesy *Recognises the benefits of diversity and works to build diversity in teams and work approaches* **Encourages the exploration of diverse views and harnesses the benefit of such views.**
Positively responds to feedback and assists in knowledge transfer and learning					
Understands the value of constructive feedback and acts on feedback Seeks guidance on addressing tensions and conflict in the workplace Seeks opportunities for learning and applies new knowledge in the workplace Supports the contribution of others	Understands, *provides* and acts on *constructive* feedback Seeks guidance on addressing tensions and conflict in the workplace Seeks opportunities for learning and applies new knowledge in the workplace Supports the contribution of others	*Seeks, values* and acts on constructive and regular feedback *Recognises tensions and conflict in the workplace* **Looks for common ground and shares this with others** Seeks opportunities for learning, applies new knowledge *and ideas and shares these with others* Supports the contribution of others	Seeks, *provides,* values and acts on constructive and regular feedback Recognises tensions and conflict in the workplace Looks for common ground and shares this with others Seeks opportunities for learning, applies new knowledge and ideas and shares these with others Supports the contribution of others	*Offers,* seeks, values and acts on constructive and regular feedback *Addresses* tensions and conflict in the workplace, looking for common ground and sharing this with others Seeks opportunities for learning, applies new knowledge and ideas and shares these with others *Guides and* supports the development and contribution of others	Offers, seeks, values and acts on constructive and regular feedback Addresses tensions and conflict in the workplace, looking for common ground and sharing this with others Seeks opportunities for learning, applies new knowledge and ideas and shares these with others Guides and supports the development and contribution of others *by identifying learning opportunities and providing timely praise, recognition and feedback* **Allows room for creativity and expression within their team**

Cultivates Productive Working Relationships

New Behaviour, *Italics* = increased complexity

O5/EL 1	O6/EL 2	O7/SES 1	O8/SES 2	O9/SES 3
Nurtures internal and external relationships				
Builds and sustains relationships with a network of key people internally and externally	Builds and sustains relationships with a network of key people internally and externally	*Builds and sustains relationships within the organisation, with the Minister's office and with a diverse range of external stakeholders*	Builds and sustains relationships within the organisation, with the Minister's office and with a diverse range of external stakeholders	*Builds and sustains relationships that provide a rich intelligence network*
Proactively offers assistance for a mutually beneficial relationship	**Recognises shared agendas and works toward mutually beneficial outcomes**	*Looks for shared agendas and uses these to bring people together*	Encourages stakeholders to work together, and **establishes cross-agency approaches to address issues**	*Establishes an effective working relationship with the Minister*
Anticipates and is responsive to internal and external client needs	Anticipates and is responsive to internal and external client needs	*Shows a commitment to client service through own actions and those of the business unit*	Shows a commitment to client service through own actions and those of the *organisation*	Encourages stakeholders to work together, and establishes cross-agency approaches to address issues
				Shows a commitment to client service through own actions and those of the organisation
Facilitates cooperation and partnerships				
Involves people, encourages them and recognises their contribution	Brings people together and encourages input from key stakeholders	Brings people together and encourages input from key stakeholders	*Consults broadly to obtain buy-in*	Consults broadly to obtain buy-in, recognises when input is required
Consults and shares information and ensures others are kept informed of issues	Finds opportunities to share information and ensures that others are kept informed of issues	**Facilitates cooperation within and between organisations**	*Draws on the knowledge of key stakeholders within and outside the organisation and facilitates cooperation by sharing information*	*Communicates the importance of consultation with stakeholders to others*
Works collaboratively and operates as an effective team member	*Fosters teamwork and rewards cooperative and collaborative behaviour*	*Promotes the reciprocal sharing of information to build knowledge*	*Promotes information exchange by maintaining open communication channels*	*Overcomes organisational silos by facilitating cooperation between organisations*
	Resolves conflict using appropriate strategies	Fosters teamwork and rewards cooperative and collaborative behaviour	*Personally manifests strong interpersonal relations and rewards cooperative and collaborative behaviour*	**Engages the Minister's office on key issues**
		Resolves conflict and manages the sensitivities involved	*Anticipates and resolves conflict*	Personally manifests strong interpersonal relations and rewards cooperative and collaborative behaviour
				Anticipates and resolves conflict
Values individual differences and diversity				
Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views	Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views	Recognises the positive benefits that can be gained from diversity *and capitalises on these for the benefit of the business unit*	*Capitalises on the positive benefits that can be gained from diversity and harnesses different viewpoints*	**Communicates the value of harnessing diversity for the organisation**
Harnesses understanding of differences to enhance interactions	Harnesses understanding of differences to **anticipate reactions** and enhance interactions	Harnesses understanding of differences to anticipate reactions and enhance interactions	*Uses understanding of differences to anticipate reactions and enhance the operation of the organisation*	Capitalises on the positive benefits that can be gained from diversity and harnesses different viewpoints
Recognises the different working styles of individuals, and tries to see things from different perspectives	Recognises the different working styles of individuals, and tries to see things from different perspectives	Recognises the different working styles of individuals, and tries to see things from different perspectives	Recognises the different working styles of individuals, anticipates reactions and tries to see things from different perspectives	Uses understanding of differences to anticipate reactions and enhance the operation of the organisation
				Recognises the different working styles of individuals, anticipates reactions and tries to see things from different perspectives
Guides, mentors and develops people				
Identifies learning opportunities for others and empowers them by delegating tasks	*Encourages and motivates people to engage in continuous learning*, and empowers them by delegating tasks	Encourages and motivates people to engage in continuous learning, and empowers them by delegating *responsibility for work*	**Identifies and develops talent**	Identifies and develops talent
Agrees clear performance standards and gives timely praise and recognition	Agrees clear performance standards and gives timely praise and recognition	Sets clear performance standards and gives timely praise and recognition	Encourages and motivates people to engage in continuous learning, and empowers them by delegating responsibility for work	Encourages and motivates people to engage in continuous learning, and empowers them by delegating responsibility for work
Makes time for people and offers full support when required	Makes time for people and offers full support when required	Makes time for people and offers full support when required	Sets clear performance standards and gives timely praise and recognition	Sets clear performance standards and gives timely praise and recognition
Delivers constructive, objective feedback in a manner that gains acceptance and achieves resolution	Delivers constructive feedback in a manner that gains acceptance and achieves resolution	Delivers constructive feedback and manages under-performance	Makes time for people and offers full support when required	Makes time for people and offers full support when required
Deals with under-performance promptly	Deals with under-performance promptly	**Offers support in time of high pressure and engages in activities to maintain morale**	Delivers constructive feedback and manages under-performance	Delivers constructive feedback and manages under-performance
			Offers support in times of high pressure	Offers support in time of high pressure
			Celebrates success and engages in activities to maintain morale	Celebrates success and engages in activities to maintain morale
Promotes and adopts a positive and balanced approach to work				
Looks for and applies strategies to maintain personal health and well-being for the workforce	*Actively seeks* and applies strategies to maintain personal health and well-being for the workforce	*Pursues a corporate* strategy to maintain personal health and well-being for the workforce	*Uses creativity to* pursue a corporate strategy to maintain personal health and well-being for the workforce	Uses creativity to pursue a corporate strategy to maintain personal health and well-being for the workforce

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Personal Drive and Integrity

APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Behaves professionally and ethically					
Demonstrates organisational values and codes of conduct Complies with legislative, policy and regulatory frameworks Displays high ethical and professional standards in all aspects of work	Demonstrates organisational values and codes of conduct Complies with legislative, policy and regulatory frameworks Displays high ethical and professional standards and practices in all aspects of work	Demonstrates *and promotes* organisational values and codes of conduct Complies with legislative, policy and regulatory frameworks Displays high ethical and professional standards and practices in all aspects of work	Demonstrates and promotes organisational values and codes of conduct Complies with legislative, policy and regulatory frameworks Displays high ethical and professional standards and practices in all aspects of work	Demonstrates and promotes organisational values and codes of conduct Complies with legislative, policy and regulatory frameworks Displays high ethical and professional standards and practices in all aspects of work	Demonstrates and promotes organisational values and codes of conduct Complies *and ensures workgroup/team complies* with legislative, policy and regulatory frameworks Displays *and fosters* high ethical and professional standards, and practices in all aspects of work
Shows initiative in managing work outcomes, opportunities and challenges					
Is committed, active and focussed on work outcomes	Is committed, active and focussed on work outcomes **Uses experience and knowledge when completing tasks**	Is committed, active and focussed on work outcomes Uses experience and knowledge *to identify opportunities, challenges and risks*	Is committed, active and focussed on work outcomes, *even in challenging circumstances* Uses experience and knowledge to identify opportunities, challenges and risks	Is committed, active and focussed on work outcomes, even in challenging, *uncertain or difficult* circumstances Uses experience and knowledge to identify opportunities, challenges and risks	Is committed, active and focussed on work outcomes, even in challenging, uncertain or difficult circumstances Uses experience and knowledge to identify *and manage* opportunities, challenges and risks
Commits to action					
Learns from and accepts responsibility for the consequences of own behaviour Enthusiastically accepts tasks and initiates action	Learns from and accepts responsibility for the consequences of own behaviour Enthusiastically accepts tasks and initiates action	Learns from and accepts responsibility for the consequences of own behaviour **Is aware of own impact on work group outcomes** Enthusiastically accepts tasks and initiates action	Learns from and accepts responsibility for the consequences of own actions Is aware of own impact on work group outcomes Enthusiastically accepts, *delegates* tasks and initiates action	Learns from and accepts responsibility for the consequences of own actions U*nderstands* own impact on work group outcomes and behaviours Enthusiastically accepts, delegates tasks and initiates action	Learns from and accepts responsibility for the consequences of own actions Understands own impact on work group outcomes and behaviours Enthusiastically accepts, delegates tasks and initiates action
Adopts a positive and balanced approach to work					
Works as directed while maintaining work and life balance Seeks to have a balanced work approach Looks for strategies to maintain personal health and well-being	Works as directed while maintaining work and life balance Adopts a balanced work approach *Looks* for *and applies* strategies to maintain personal health and well-being	Manages workloads, while maintaining work and life balance Adopts a balanced work approach Looks for and applies strategies to maintain personal health and well-being	*Works with others* to manage workloads, while maintaining work and life balance Adopts a balanced work approach Looks for and applies strategies to maintain personal health and well-being	Works with others to manage workloads, while maintaining work and life balance *Promotes the benefits* of a balanced work approach Looks for, applies and *promotes strategies* to maintain personal health and well-being	Works with others to manage workloads, while maintaining work and life balance Promotes the benefits of a balanced work approach *and facilitates this within their team* Looks for, applies and promotes strategies to maintain personal health and well-being
Seeks and applies ongoing improvement and learning					
Seeks development options Recognises the need for ideas and effort to keep improving work capability	Seeks development options *for self, based on an understanding of individual strengths, capabilities and weaknesses* Recognises the need for ideas and effort to keep improving work capability	Seeks development options for self based on an understanding of individual strengths, capabilities and weaknesses Recognises the need for ideas and effort to keep improving work capability	Seeks development options for self *and others,* based on an understanding of individual *and team* strengths, capabilities and weaknesses Recognises the need for ideas and effort to keep improving work capability	Seeks development options for self and others, based on an understanding of individual and team strengths, capabilities and weaknesses Recognises the need for ideas and effort to keep improving work capability	Seeks development options for self and others, based on an understanding of individual and team strengths, capabilities and weaknesses Recognises the need for ideas and effort to keep improving work capability

Exemplifies Personal Drive and Integrity

New Behaviour, *Italics* = increased complexity

O5/EL 1	O6/EL 2	O7/SES 1	O8/SES 2	O9/SES 3
Demonstrates professionalism and probity				
Adopts a principled approach and adheres to organisational 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	Adopts a principled approach and adheres to organisational 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 and promotes organisational values and code of conduct and acts with utmost integrity and professionalism* **Encourages these standards in others** Operates professionally and within the boundaries of organisational processes and legal and public policy constraints Represents the organisation effectively in public and internal forums, and advocates the corporate agenda	Adheres to and promotes organisational values and code of conduct and *aligns business processes accordingly* **Addresses breaches of protocol and probity** Operates professionally and within the boundaries of organisational processes and legal and public policy constraints Represents the organisation effectively in public and internal forums, and advocates the corporate agenda	Adheres to and promotes organisational values and code of conduct and aligns business processes accordingly Addresses breaches of protocol and probity Operates professionally and within the boundaries of organisational processes and legal and public policy constraints Represents the organisation effectively in public and internal forums, and advocates the corporate agenda
Engages with risk and shows personal courage				
Provides impartial and forthright advice Challenges important issues constructively, and stands by own position when challenged Acknowledges mistakes and learns from them, and seeks guidance and advice when required	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	Provides impartial and forthright advice **Is prepared to make tough corporate decisions to achieve desired outcomes** *Challenges and encourages debate on difficult or controversial issues* Stands by own position and supports others when required *Takes responsibility for mistakes* and learns from them Seeks guidance and advice when required	Provides impartial and forthright advice Is prepared to make tough corporate decisions to achieve desired outcomes *Clearly voices own opinion and challenges difficult or controversial issues* Stands by own position and supports others when required Takes responsibility for mistakes and learns from them Seeks guidance and advice when required	*Acts as a role model for leadership courage by consistently raising critical and difficult issues* Provides impartial and forthright advice Is prepared to make tough corporate decisions to achieve desired outcomes *Accepts accountability for mistakes made in the organisation and ensures corrective action is taken* Seeks guidance and advice when required
Commits to action				
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 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	*Commits to achieving key outcomes for the organisation* Demonstrates personal drive, focus and energy **Galvanises others to act** Acts decisively and *initiates urgent action to overcome difficult problems*	Commits to achieving key outcomes for the organisation and uses personal drive, focus and energy to enthuse others Galvanises others to act Acts decisively and initiates urgent action to overcome difficult problems	*Acts decisively to ensure strategies are implemented and issues are addressed* Demonstrates personal drive, focus and energy Galvanises others to act Commits to getting the job done *Maintains control* and initiates urgent action to resolve issues when required
Displays resilience				
Persists and focuses on achieving objectives even in difficult circumstances Remains positive and responds to pressure in a controlled manner Continues to move forward despite criticism or setbacks	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	Persists with, and focuses on achieving, *organisational* objectives even in difficult circumstances **Monitors own emotional reactions** and responds to pressure in a controlled manner Displays a positive outlook and maintains momentum in difficult situations	Persists and focuses on achieving organisational objectives even in difficult circumstances Monitors own emotional reactions and responds to pressure in a controlled manner Overcomes obstacles and *rapidly recovers from setbacks* Displays a positive outlook in difficult situations	Persists and focuses on achieving organisational objectives throughout periods of extreme pressure Monitors own emotional reactions and responds to pressure in a controlled manner *Retains focus on the end goal and overcomes significant barriers and obstacles* Rapidly recovers from setbacks Displays a positive outlook in difficult situations
Demonstrates self-awareness and a commitment to personal development				
Self-evaluates performance and seeks feedback from others Communicates and acts on strengths and development needs Reflects on own behaviour and recognises the impact on others Shows strong commitment to learning and self development, and accepts challenging new opportunities	*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	Examines own performance and regularly seeks feedback from others Confidently promotes areas of strength, acknowledges development needs and *proactively identifies related learning opportunities* to extend skills and experience Reflects on own behaviour and recognises the impact on others	Has a high level of self-awareness and acknowledges areas of both strength and limitation Confidently promotes areas of strength and *proactively* identifies learning opportunities to extend skills and experience Reflects on the impact of own behaviour on others and *is responsive in adjusting behaviour*	Demonstrates a high level of self-awareness and *acts as a role model by openly communicating strengths and development needs* **Uses self-insight to identify areas in which own capabilities complement other people's** Is open to feedback and is responsive in adjusting behaviour *Strives for continual learning*

Communication

APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Communicates clearly and concisely					
Communicates messages clearly Provides accurate information	Communicates messages clearly Provides accurate information	*Communicates in 'plain English' and delivers messages clearly and concisely* Provides accurate information on *behalf of a workgroup/team* **Conveys ideas, concepts and arguments successfully to individuals or groups**	Communicates in 'plain English' and delivers messages clearly and concisely Provides accurate information on behalf of a workgroup/team Conveys ideas, concepts and arguments successfully to individuals or groups **Maintains communication within own and other workgroups and teams**	Communicates in 'plain English' and delivers written and oral messages clearly and concisely *Ensures that information given on behalf of the workgroup / team / organisation is accurate, timely and unambiguous* Conveys ideas, concepts and arguments successfully to individuals or groups Maintains communication within own and other workgroups and teams	Communicates in 'plain English' and delivers written and oral messages clearly and concisely Ensures that information given on behalf of the work group/team/organisation is accurate, timely and unambiguous Conveys ideas, concepts and arguments successfully to individuals or groups *Facilitates and promotes* communication *and feedback 'upwards and outwards' constructively*
Listens, understands and adapts to audience					
Listens to customers, colleagues, stakeholders and supervisors	Listens to customers, colleagues, stakeholders and supervisors	Listens, *speaks, writes and questions* according to the needs of individuals or the audience **Provides ideas, arguments and personal viewpoints to individuals and in group discussions**	Listens, speaks, writes and questions according to the needs of individuals or the audience Provides ideas, arguments and personal viewpoints to individuals and in group discussions	Listens, speaks, writes and questions according to the needs of individuals or the audience Provides ideas, arguments and personal viewpoints to individuals and in group discussions **Encourages others to talk, share ideas, clarifies and confirms understanding**	Listens, speaks, writes and questions according to the needs of individuals or the audience Provides ideas, arguments and personal viewpoints to individuals and in group discussions Encourages others to talk, share ideas, clarifies and confirms understanding
Negotiates and works to reconcile diverse views					
Communicates with work colleagues	Communicates with work colleagues **Provides ideas and personal views to individuals and in group discussions**	Communicates with work colleagues Provides ideas and personal views *in keeping with organisational values* **Listens to and evaluates differing ideas** **Discusses issues credibly and thoughtfully**	Communicates with work colleagues Provides ideas and personal views in keeping with organisational values Listens to and evaluates differing ideas *and views and attempts to bring these together in a mutually satisfactory way* Discusses issues credibly and thoughtfully	**Shows understanding and skill in negotiating and working to resolve conflict** Provides ideas and personal views in keeping with organisational values *and encourages others to do the same* *Influences others by using credible and persuasive discussion and a thoughtful understanding of issues* Evaluates differing ideas and views and attempts to bring these together in a mutually satisfactory way	Shows understanding and skill in negotiating and working to resolve conflict *in work situations* Provides ideas and personal views in keeping with organisational values and encourages others to do the same Influences others by using credible and persuasive discussion and a thoughtful understanding of issues Evaluates differing ideas and views and attempts to bring these together *ensuring mutual understanding of agreed results*

Communicates with Influence

O5/EL 1	O6/EL 2	O7/SES 1	O8/SES 2	O9/SES 3
Communicates clearly and concisely				
Confidently presents messages in a clear, concise and articulate manner	Confidently presents messages in a clear, concise and articulate manner	Confidently presents messages in a clear, concise and articulate manner	Confidently presents messages in a clear, concise and articulate manner	Confidently presents messages in a clear and articulate manner
Focuses on key points and uses appropriate, unambiguous language	*Translates information for others,* focusing on key points and using appropriate, unambiguous language	Focuses on key points for the audience and uses appropriate, unambiguous language, and *explains the implications and ensures the conclusion is clearly conveyed*	Focuses on key points for the audience and states the facts	Focuses on key points for the audience and selects the most appropriate medium for conveying information
Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity	Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity	Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity	*Structures message for brevity and presents message with precision and confidence,* harnessing the most appropriate methods of communication	*States the facts and uses straightforward language to aid transparency*
			Creates meaning for the audience by using analogies and stories to illustrate key points	Creates meaning for the audience by using analogies and stories to illustrate key points
Listens, understands and adapts to audience				
Seeks to understand the audience and tailors communication style and message accordingly	Seeks to understand the audience and tailors communication style and message accordingly	Seeks to understand the audience and tailors communication style and message accordingly	Seeks to understand the audience and *reads their non-verbal cues*	Seeks to understand the audience and reads their non-verbal cues
Listens carefully to others and checks to ensure their views have been understood	Listens carefully to others and checks to ensure their views have been understood	Listens carefully to others and checks to ensure their views have been understood	Adapts communication style and message to meet their needs	Adapts communication style and message to meet their needs
Checks own understanding of others' comments and does not allow misunderstandings to linger	**Anticipates reactions and is prepared to respond**	*Anticipates reactions and prepares a response to address the audience's concerns*	Listens carefully to others and ensures their views have been understood	Listens carefully to others and ensures their views have been understood
	Checks own understanding of others' comments and does not allow misunderstandings to linger	Checks own understanding of others' comments and does not allow misunderstandings to linger	Anticipates reactions and prepares a response to address the audience's concerns	Anticipates reactions and prepares a response to address the audience's concerns
			Checks own understanding of others' comments and does not allow misunderstandings to linger	Checks own understanding of others' comments and does not allow misunderstandings to linger
Negotiates persuasively				
Approaches negotiations with a strong grasp of the key issues, having prepared in advance	Approaches negotiations with a strong grasp of the key issues, having prepared well in advance	Approaches negotiations *with a strong grasp of the key issues*	Approaches negotiations with a strong grasp of the key issues	Approaches negotiations with a strong grasp of the key issues
Understands the desired objectives and associated strengths and weaknesses	Understands the desired objectives and associated strengths and weaknesses	*Presents a convincing and balanced rationale*	Presents a convincing and balanced rationale	Presents a convincing and balanced rationale
Anticipates the position of the other party, and frames arguments accordingly	Anticipates the position of the other party, *and adapts approach accordingly*	Anticipates the position of the other party, and is aware of the extent of potential for compromise	**Focuses on the way in which the message is delivered, and uses techniques to illustrate the argument persuasively**	Focuses on the way in which the message is delivered, and uses techniques to illustrate the argument persuasively
Encourages the support of relevant stakeholders	Encourages the support of relevant stakeholders	*Acknowledges and addresses disagreements* to facilitate mutually beneficial solutions	Anticipates the position of the other party, and is aware of the extent of potential for compromise	Anticipates the position of the other party, and is aware of the extent of potential for compromise
Strives to achieve an outcome that delivers benefits for both parties	**Encourages debate and identifies common ground** to facilitate agreement and acceptance of mutually beneficial solutions	Encourages the support of relevant stakeholders	Acknowledges and addresses disagreements to facilitate mutually beneficial solutions	Acknowledges and addresses disagreements to facilitate mutually beneficial solutions
		Focuses on the desired objectives and ensures negotiations remain on track	*Identifies key stakeholders and engages their support*	Identifies key stakeholders and engages their support
			Focuses on the desired objectives and ensures negotiations remain on track	Focuses on the desired objectives and ensures negotiations remain on track

5| A Profile View of the DLF

Level

Capability				
		Proficiency		
		Behaviour		

APS 6 Profile

ST	Results	Comms	D&I	Relations

The **profile view** of the DLF **maps the proficiencies and behaviours for each level**.

Using the Individual Profile View

Individuals can use this view to see **all competency proficiencies and behaviours at the same level**.

Individuals aspiring to progress from APS 6 to executive level will need to make their comparison across both frameworks. **Note that there is not always a direct proficiency relationship for each capability between the foundational and the executive frameworks**.

APS 1 Proficiency and Behaviour Profile

New Behaviour, *Italics* = increased complexity

Strategic Thinking	Results	Relationships	Personal Drive and Integrity	Communication
Contributes to organisational purpose and direction	**Manages team and own ability effectively**	**Develops and maintains effective internal and external relationships**	**Behaves professionally and ethically**	**Communicates clearly and concisely**
Has knowledge of the organisational mission Follows direction provided by supervisors	Makes best use of own abilities Supports a positive working environment Seeks feedback on performance of assigned tasks	Actively participates as a team member Responds to changes in client and stakeholder needs as directed by supervisor	Demonstrates organisational values and codes of conduct Complies with legislative, policy and regulatory frameworks Displays high ethical and professional standards in all aspects of work	Communicates messages clearly Provides accurate information
Thinks strategically	**Applies and builds professional expertise**	**Acknowledges and understands others**	**Shows initiative in managing work outcomes, opportunities and challenges**	**Listens, understands and adapts to audience**
Aware of linkages and relationships between specific tasks Is aware of the need to improve practices and processes	Seeks input on individual developmental requirements needed to complete assigned tasks Seeks guidance to ensure compliance with legislative, policy and regulatory frameworks	Actively listens to colleagues and clients and reports their needs to supervisor Actively contributes to team goals through cooperation Seeks guidance from others Contributes to maintaining an environment of trust	Is committed, active and focussed on work outcomes	Listens to customers, colleagues, stakeholders and supervisors
Keeps self and others informed and contributes to planning and decision making	**Adapts to, supports and manages the impacts of change**	**Values individual differences and diversity**	**Commits to action**	**Negotiates and works to reconcile diverse views**
Seeks guidance on appropriate sources of information Keeps self informed Keeps supervisor informed on work progress Uses established guidelines and seeks supervisor guidance to determine dissemination of information Understands the outcomes of decision making	Is flexible and adaptable to changing work requirement Informs supervisor of potential impact of proposed change	Is tolerant and open Treats people with respect and courtesy	Learns from and accepts responsibility for the consequences of own behaviour Enthusiastically accepts tasks and initiates action	Communicates with work colleagues
			Adopts a positive and balanced approach to work	
			Works as directed while maintaining work and life balance Seeks to have a balanced work approach Looks for strategies to maintain personal health and well-being	

Strategic Thinking	Results	Relationships	Personal Drive and Integrity	Communication
Shows judgement, intelligence and commonsense	**Takes responsibility for managing work projects to achieve results**	**Positively responds to feedback and assists in knowledge transfer and learning**	**Seeks and applies ongoing improvement and learning**	
Uses common sense and exercises judgement and intelligence	Commits to tasking and gets things done	Understands the value of constructive feedback and acts on feedback	Seeks development options	
Demonstrates judgement and adheres to work plans	Works to agreed outcomes	Seeks guidance on addressing tensions and conflict in the workplace	Recognises the need for ideas and effort to keep improving work capability	
Works within policy guidelines	Performs under direction and works with agreed priorities	Seeks opportunities for learning and applies new knowledge in the workplace		
	Accepts personal responsibility for accurate completion of work and seeks help when required	Supports the contribution of others		
APS 1				**APS 1**

APS 2 Proficiency and Behaviour Profile

Strategic Thinking	Results	Relationships	Personal Drive and Integrity	Communication
Contributes to organisational purpose and direction	**Manages team and own ability effectively**	**Develops and maintains effective internal and external relationships**	**Behaves professionally and ethically**	**Communicates clearly and concisely**
Has knowledge of the organisational mission	Makes best use of own abilities	Actively participates as a team member	Demonstrates organisational values and codes of conduct	Communicates messages clearly
Follows direction provided by supervisors	Supports a positive working environment	Responds to changes in client and stakeholder needs as directed by supervisor	Complies with legislative, policy and regulatory frameworks	Provides accurate information
Thinks strategically	**Seeks help from supervisor when assessing performance**	**Develops positive personal relationships with internal and external clients**	Displays high ethical and professional standards and practices in all aspects of work	**Listens, understands and adapts to audience**
Gains knowledge and understanding of relationships and linkages between specific tasks	Seeks feedback on performance of assigned tasks *and incorporates this feedback into the performance of new tasks*	**Acknowledges and understands others**	**Shows initiative in managing work outcomes, opportunities and challenges**	Listens to customers, colleagues, stakeholders and supervisors
Suggests *improvement to practices and processes*	**Applies and builds professional expertise**	Actively listens to colleagues and clients and **responds to their needs**	Is committed, active and focussed on work outcomes	**Negotiates and works to reconcile diverse views**
Keeps self and others informed and contributes to planning and decision making	*Works with supervisor to identify* individual developmental requirements needed to complete assigned tasks	Actively contributes to team goals through cooperation **and building good team relationships**	**Uses experience and knowledge when completing tasks**	Communicates with work colleagues
Uses information from appropriate sources	*Demonstrates familiarity and compliance with* legislative, policy and regulatory frameworks	**Shares ideas and information** and seeks guidance from others	**Commits to action**	**Provides ideas and personal views to individuals and in group discussions**
Keeps self informed	**Adapts to, supports and manages the impacts of change**	Contributes to maintaining an environment of trust	Learns from and accepts responsibility for the consequences of own behaviour	
Keeps supervisor informed on work progress	*Is flexible and adaptable to changing work requirement*	**Values individual differences and diversity**	Enthusiastically accepts tasks and initiates action	
Uses established guidelines to determine dissemination of information	Informs supervisor of potential impact of proposed change	Is tolerant and open	**Adopts a positive and balanced approach to work**	
Engages in outcomes of decision making		Treats people with respect and courtesy	Works as directed while maintaining work and life balance	
Provides feedback on issues and impacts of designated tasks		**Understands, values and responds positively to different personal styles, approaches and ideas**	Adopts a balanced work approach	
			Looks for *and applies* strategies to maintain personal health and well-being	

Strategic Thinking	Results	Relationships	Personal Drive and Integrity	Communication
Shows judgement, intelligence and commonsense	**Takes responsibility for managing work projects to achieve results**	**Positively responds to feedback and assists in knowledge transfer and learning**	**Seeks and applies ongoing improvement and learning**	
Uses common sense and exercises judgement and intelligence	Commits to tasking and gets things done	Understands, *provides* and acts on *constructive* feedback	Seeks development options *for self, based on an understanding of individual strengths, capabilities and weaknesses*	
Demonstrates judgement and adheres to work plans	Works to agreed outcomes	Seeks guidance on addressing tensions and conflict in the workplace	Recognises the need for ideas and effort to keep improving work capability	
Works within policy guidelines	Performs under direction and works with agreed priorities	Seeks opportunities for learning and applies new knowledge in the workplace		
	Accepts personal responsibility for accurate completion of work and seeks help when required	Supports the contribution of others		**APS 2**

APS 3 Proficiency and Behaviour Profile

New Behaviour, *Italics* = increased complexity

Strategic Thinking	Results	Relationships	Personal Drive and Integrity	Communication
Contributes to organisational purpose and direction	**Manages team and own ability effectively**	**Develops and maintains effective internal and external relationships**	**Behaves professionally and ethically**	**Communicates clearly and concisely**
Participates in organisational mission	Makes best use of *team* and own abilities	Develops positive personal relationships *with team members*	Demonstrates *and promotes* organisational values and codes of conduct	*Communicates in 'plain English' and delivers messages clearly and concisely*
Follows direction provided by supervisors	Supports a positive working environment and *balanced workload*	Responds to changes in client and stakeholder needs *and expectations under guidance of supervisor*	Complies with legislative, policy and regulatory frameworks	Provides accurate information on *behalf of a workgroup/team*
Understands the concept of decisions and the reasoning behind them	Seeks help from supervisor when *identifying under-performance*	Develops *collaborative working relationships and partnerships with internal and external stakeholders and clients*	Displays high ethical and professional standards and practices in all aspects of work	**Conveys ideas, concepts and arguments successfully to individuals or groups**
Thinks strategically	**Evaluates progress and outcomes in a realistic manner and communicates this to supervisor**	**Represents the organisation effectively to other agencies, external bodies and the community**	**Shows initiative in managing work outcomes, opportunities and challenges**	**Listens, understands and adapts to audience**
Understands *the inter-relationships within specific tasks to* realise efficiencies	**Applies and builds professional expertise**	**Acknowledges and understands others**	Is committed, active and focussed on work outcomes	Listens, *speaks, writes and questions* according to the needs of individuals or the audience
Is innovative and looks for better ways to do things	*Identifies* developmental requirements needed to complete assigned tasks	*Takes time to listen to colleagues and appreciate/respond to their needs and views*	Uses experience and knowledge *to identify opportunities, challenges and risks*	**Provides ideas, arguments and personal viewpoints to individuals and in group discussions**
Thinks and plans ahead	Demonstrates familiarity and compliance with legislative, policy and regulatory frameworks	*Cooperates within teams to produce effective outcomes*	**Commits to action**	**Negotiates and works to reconcile diverse views**
Recognises the trends and implications of the work environment	**Adapts to, supports and manages the impacts of change**	Shares ideas and information and seeks *input* from others	Learns from and accepts responsibility for the consequences of own behaviour	Communicates with work colleagues
	Demonstrates flexibility, adaptability and focus through day-to-day work changes, shifting priorities and periods of uncertainty	**Recognises and supports others** *and contributes* to the development of an environment of trust, *challenge and reward*	**Is aware of own impact on work group outcomes**	Provides ideas and personal views *in keeping with organisational values*
	Informs supervisor of potential impact of proposed change		Enthusiastically accepts tasks and initiates action	**Listens to and evaluates differing ideas**
				Discusses issues credibly and thoughtfully

Strategic Thinking	Results	Relationships	Personal Drive and Integrity	Communication
Keeps self and others informed and contributes to planning and decision making	**Takes responsibility for managing work projects to achieve results**	**Values individual differences and diversity**	**Adopts a positive and balanced approach to work**	
Uses information from appropriate sources	Commits to tasking and gets things done	Is tolerant and open	Manages workloads, while maintaining work and life balance	
Keeps self *and others well* informed on *work progress and issues*	Works to agreed outcomes	Understands, values and positively responds to different personal styles, approaches and ideas	Adopts a balanced work approach	
Uses common sense and guidance to determine what information should be conveyed to others	Performs under direction and works with agreed priorities	Treats people with respect and courtesy	Looks for and applies strategies to maintain personal health and well-being	
Participates in decision-making	Accepts personal responsibility for accurate completion of work and seeks help when required	**Positively responds to feedback and assists in knowledge transfer and learning**	**Seeks and applies ongoing improvement and learning**	
Identifies issues, impacts, options and consequences of designated tasks		*Seeks, values* and acts on constructive and regular feedback	Seeks development options for self based on an understanding of individual strengths, capabilities and weaknesses	
Provides input to the development of plans and team goals		*Recognises tensions and conflict in the workplace*	Recognises the need for ideas and effort to keep improving work capability	
Shows judgement, intelligence and commonsense		**Looks for common ground and shares this with others**		
Uses common sense and exercises judgement and intelligence		Seeks opportunities for learning, applies new knowledge *and ideas and shares these with others*		
Demonstrates judgement and adheres to work plans		Supports the contribution of others		
Works within policy guidelines				**APS 3**

APS 4 Proficiency and Behaviour Profile

New Behaviour, *Italics* = increased complexity

Strategic Thinking	Results	Relationships	Personal Drive and Integrity	Communication
Contributes to organisational purpose and direction	**Manages team and own ability effectively**	**Develops and maintains effective internal and external relationships**	**Behaves professionally and ethically**	**Communicates clearly and concisely**
Understands, supports and participates in organisational mission *and business objectives*	Makes best use of team and own abilities	Develops and *maintains* positive personal relationships with team members	Demonstrates and promotes organisational values and codes of conduct	Communicates in 'plain English' and delivers messages clearly and concisely
Communicates and adopts direction provided by supervisors	Supports a positive working environment and balanced workload	Responds to changes in client and stakeholder needs and expectations	Complies with legislative, policy and regulatory frameworks	Provides accurate information on behalf of a workgroup/team
Understands *the intent* of decisions and the reasoning behind them	Seeks help from supervisor when identifying under-performance	Develops *and maintains* collaborative working relationships and partnerships with internal and external stakeholders and clients	Displays high ethical and professional standards and practices in all aspects of work	Conveys ideas, concepts and arguments successfully to individuals or groups
Thinks strategically	Evaluates progress and outcomes in a realistic and *comprehensive way, acts on results*	Represents the organisation effectively to other agencies, external bodies and the community	**Shows initiative in managing work outcomes, opportunities and challenges**	**Maintains communication within own and other workgroups and teams**
Understands the work environment and identifies broader trends and influences that may impact on work objectives	**Applies and builds professional expertise**	**Acknowledges and understands others**		**Listens, understands and adapts to audience**
Is innovative and looks for better ways to do things	**Applies and develops professional/technical skills and expertise of a level and standard appropriate to work demands**	Takes time to listen to colleagues, *clients and stakeholders* and appreciate/respond to their needs and views	Is committed, active and focussed on work outcomes, *even in challenging circumstances*	Listens, speaks, writes and questions according to the needs of individuals or the audience
Thinks and plans ahead, *acts proactively by anticipating issues and problems and working to resolve these*	Demonstrates familiarity and compliance with legislative, policy and regulatory frameworks *and* **works to build this with others**	*Builds rapport* and cooperation within *and across* teams to produce effective outcomes	Uses experience and knowledge to identify opportunities, challenges and risks	Provides ideas, arguments and personal viewpoints to individuals and in group discussions
Recognises the trends and implications of the work environment	**Adapts to, supports and manages the impacts of change**	*Shares ideas and information and seeks input from others*	**Commits to action**	**Negotiates and works to reconcile diverse views**
	Demonstrates flexibility, adaptability and focus through day-to-day work changes, shifting priorities and periods of uncertainty	Recognises and supports others and contributes to the development of an environment of trust, challenge and reward	Learns from and accepts responsibility for the consequences of own actions	Communicates with work colleagues
	Communicates reasons for change to others under guidance from supervisor		Is aware of own impact on work group outcomes	Provides ideas and personal views in keeping with organisational values
			Enthusiastically accepts, *delegates* tasks and initiates action	Listens to and evaluates differing ideas *and views and attempts to bring these together in a mutually satisfactory way*
				Discusses issues credibly and thoughtfully

Strategic Thinking	Results	Relationships	Personal Drive and Integrity	Communication
Keeps self and others informed and contributes to planning and decision making	**Takes responsibility for managing work projects to achieve results**	**Values individual differences and diversity**	**Adopts a positive and balanced approach to work**	
Seeks information from appropriate sources	Commits to tasking and gets things done	Is tolerant and open	*Works with others* to manage workloads, while maintaining work and life balance	
Keeps self and others well informed on work progress and issues	Works to agreed outcomes	Understands, values and positively responds to different personal styles, approaches and ideas	Adopts a balanced work approach	
Uses common sense and *agreed guidelines* to determine what information should be conveyed to others	Performs under *limited* direction	Treats people with respect and courtesy	Looks for and applies strategies to maintain personal health and well-being	
Actively participates in decision-making	Accepts personal responsibility for accurate completion of work and seeks *guidance* when required	**Works to harness the positive effects of diversity in work approaches**	**Seeks and applies ongoing improvement and learning**	
Analyses issues, impacts, options and consequences *for the delivery of timely, considered advice and action*	**Contributes to sound policy proposals, business, program and/or service delivery strategies**	**Positively responds to feedback and assists in knowledge transfer and learning**	Seeks development options for self *and others,* based on an understanding of individual *and team* strengths, capabilities and weaknesses	
Provides input to the development of plans, and team goals		Seeks, *provides*, values and acts on constructive and regular feedback	Recognises the need for ideas and effort to keep improving work capability	
Shows judgement, intelligence and commonsense		Recognises tensions and conflict in the workplace		
Uses *experience* and common sense, exercises judgement, intelligence and *discretion in conducting work tasks*		Looks for common ground and shares this with others		
Adheres to policy *and operates within delegations in implementing* work plans		Seeks opportunities for learning, applies new knowledge and ideas and shares these with others		
Identifies risks and uncertainties of processes and tasks		Supports the contribution of others		**APS 4**

APS 5 Proficiency and Behaviour Profile

New Behaviour, *Italics* = increased complexity

Strategic Thinking	Results	Relationships	Personal Drive and Integrity	Communication
Contributes to organisational purpose and direction	**Manages team and own ability effectively**	**Develops and maintains effective internal and external relationships**	**Behaves professionally and ethically**	**Communicates clearly and concisely**
Understands, supports and *promotes* the organisation's *vision*, mission and business objectives	Makes best use of team and own abilities and *negotiates responsibilities* for work outcomes	Develops and maintains positive personal relationships with team members	Demonstrates and promotes organisational values and codes of conduct	Communicates in 'plain English' and delivers written and oral messages clearly and concisely
Effectively communicates a sense of direction to colleagues, clients and stakeholders	**Maintains** a positive and balanced working environment, while *responding to service and implementation* schedules	Responds to changes in client and stakeholder needs and expectations	Displays high ethical and professional standards and practices in all aspects of work	*Ensures that information given on behalf of the workgroup / team / organisation is accurate, timely and unambiguous*
Explains the reasons for decisions and recommendations to others	*Deals with under-performance promptly*	*Actively pursues* and maintains collaborative working relationships and partnerships with internal and external stakeholders and clients	Complies with legislative, policy and regulatory frameworks	Conveys ideas, concepts and arguments successfully to individuals or groups
Identifies the relationship between organisational goals and operational tasks	Evaluates progress and outcomes in a realistic and comprehensive way, acts on results	Represents the organisation effectively to other agencies, stakeholders, external bodies and the community	**Shows initiative in managing work outcomes, opportunities and challenges**	Maintains communication within own and other workgroups and teams
Thinks strategically	**Applies and builds professional expertise**	**Acknowledges and understands others**	Is committed, active and focussed on work outcomes, even in challenging, *uncertain or difficult* circumstances	**Listens, understands and adapts to audience**
Understands the work environment and identifies broader *factors*, trends and influences that may impact on *achievement* of work objectives	Applies and develops professional/technical skills and expertise of a level and standard appropriate to work demands	Takes time to listen to colleagues, clients and stakeholders and appreciate/respond to their needs and views	Uses experience and knowledge to identify opportunities, challenges and risks	Listens, speaks, writes and questions according to the needs of individuals or the audience
Is innovative, *thinks laterally* and looks for better ways to do things	Demonstrates familiarity and compliance with legislative, policy and regulatory frameworks and works to build this in others	Builds rapport and cooperation within and across teams to produce effective outcomes	**Commits to action**	Provides ideas, arguments and personal viewpoints to individuals and in group discussions
Thinks and plans ahead, acts proactively by anticipating issues and problems and works to resolve these	**Seeks and/or provides development opportunities for individuals and teams**	Shares ideas and information and seeks inputs from others	Learns from and accepts responsibility for the consequences of own actions	**Encourages others to talk, share ideas, clarifies and confirms understanding**
Sees and understands linkages and inter-relationships between work tasks and areas		Recognises and supports others and contributes to the development of an environment of trust, challenge and reward	*Understands* own impact on work group outcomes and behaviours	
			Enthusiastically accepts, delegates tasks and initiates action	

Strategic Thinking	Results	Relationships	Personal Drive and Integrity	Communication
Keeps self and others informed and contributes to planning and decision making	**Adapts to, supports and manages the impacts of change**	**Values individual differences and diversity**	**Adopts a positive and balanced approach to work**	**Negotiates and works to reconcile diverse views**
Seeks information from *diverse* sources	Demonstrates flexibility, adaptability, and focus through day-to-day work changes, shifting priorities and periods of uncertainty	Is tolerant and open	Works with others to manage workloads, while maintaining work and life balance	**Shows understanding and skill in negotiating and working to resolve conflict**
Keeps self and others well informed on progress and issues	Communicates the reasons for change to others**, assesses impacts and encourages collaboration and cooperation in coping with change**	Understands, values and responds to different personal styles, approaches and ideas	*Promotes the benefits* of a balanced work approach	Provides ideas and personal views in keeping with organisational values *and encourages others to do the same*
Uses common sense and w*orks within agreed guidelines in making decisions about the use and dissemination of information*	**Reschedules and re-organises work to reflect changes in priority**	Treats people with respect and courtesy	Looks for, applies and *promotes strategies* to maintain personal health and well-being	*Influences others by using credible and persuasive discussion and a thoughtful understanding of issues*
Actively participates in decision-making *and incorporates outcomes of decision making into work plans*	**Takes responsibility for managing work projects to achieve results**	Works to harness the positive effects of diversity in work approaches *and in managing own team*	**Seeks and applies ongoing improvement and learning**	Evaluates differing ideas and views and attempts to bring these together in a mutually satisfactory way
Analyses issues, impacts, options and consequences for the delivery of timely, considered advice and action	Commits to tasking and gets things done	**Positively responds to feedback and assists in knowledge transfer and learning**	Seeks development options for self and others, based on an understanding of individual and team strengths, capabilities and weaknesses	
Provides input to the development of plans, *strategies* and team goals	*Demonstrates a focus on outcomes and results and manages work well, despite constraints and variable resources*	*Offers*, seeks, values and acts on constructive and regular feedback	Recognises the need for ideas and effort to keep improving work capability	
Shows judgement, intelligence and commonsense	Performs under limited direction and *actively plans, schedules, prioritises, delegates and monitors own work and input from others*	*Addresses* tensions and conflict in the workplace, looking for common ground and sharing this with others		
Uses experience and common sense, exercises judgement, intelligence and discretion in *applying delegations, implementing work plans*	Accepts personal responsibility for accurate completion of *work within timeframes and quality requirements* and seeks guidanc*e* from others when required	Seeks opportunities for learning, applies new knowledge and ideas and shares these with others		
Develops and/or uses evaluation and/or service delivery	*Advocates* sound policy proposals, business program and/or service delivery strategies	*Guides and* supports the development and contribution of others		
Identifies risks and uncertainties and *takes account of these in planning and priority setting*				**APS 5**

APS 6 Proficiency and Behaviour Profile

New Behaviour, *Italics* = increased complexity

Strategic Thinking	Results	Relationships	Personal Drive and Integrity	Communication
Contributes to organisational purpose and direction	**Manages team and own ability effectively**	**Develops and maintains effective internal and external relationships**	**Behaves professionally and ethically**	**Communicates clearly and concisely**
Understands, supports and promotes the organisation's vision, mission and business objectives	Makes best use of team and own abilities and negotiates responsibilities for work outcomes	Develops and maintains positive personal relationships with team members *and encourages others to do so*	Demonstrates and promotes organisational values and codes of conduct	Communicates in 'plain English' and delivers written and oral messages clearly and concisely
Effectively communicates a sense of direction to colleagues, clients and stakeholders	Maintains a positive and balanced working environment, while responding to service and implementation schedules	Responds to *and/or anticipates changes* in client and stakeholder needs and expectations	Displays *and fosters* high ethical and professional standards, and practices in all aspects of work	Ensures that information given on behalf of the workgroup / team / organisation is accurate, timely and unambiguous
Explains the reasons for decisions and recommendations to others	Deals with under-performance promptly *and constructively*	Develops and maintains *professional networks,* collaborative working relationships and partnerships with internal and external stakeholders and clients *and encourages others to do the same*	Complies *and ensures workgroup / team complies* with legislative, policy and regulatory frameworks	Conveys ideas, concepts and arguments successfully to individuals or groups
Identifies the relationship between organisational goals and operational tasks *and illustrates this to their team*	Evaluates progress and outcomes in a realistic and comprehensive way, acts on results *and initiates change when needed*	Represents the organisation effectively to other agencies, stakeholders, external bodies and the community	**Shows initiative in managing work outcomes, opportunities and challenges**	*Facilitates and promotes* communication *and feedback 'upwards and outwards' constructively*
Sets appropriate direction for their team in line with broader objectives	**Applies and builds professional expertise**	**Acknowledges and understands others**	Is committed, active and focussed on work outcomes, even in challenging, uncertain or difficult circumstances	**Listens, understands and adapts to audience**
Thinks strategically	Applies and develops professional/technical skills and expertise of a level and standard appropriate to work demands	Takes time to listen to colleagues, clients and stakeholders and appreciate/respond to their needs and views	Uses experience and knowledge to identify *and manage* opportunities, challenges and risks	Listens, speaks, writes and questions according to the needs of individuals or the audience
Understands the work environment and identifies broader factors, trends and influences that may impact on achievement of work objectives	Demonstrates familiarity and compliance with legislative, policy and regulatory frameworks and works to build this in others	Builds rapport and cooperation within and across teams to produce effective outcomes	**Commits to action**	Provides ideas, arguments and personal viewpoints to individuals and in group discussions
Is innovative, thinks laterally, looks *and suggests* better ways to do things	Seeks and/or provides development opportunities for individuals and teams *which recognise and expand their capabilities*	Shares ideas and information and seeks inputs from others	Learns from and accepts responsibility for the consequences of own actions	Encourages others to talk, share ideas, clarifies and confirms understanding
Thinks and plans ahead, is proactive, anticipating issues and problems and works to resolve these	**Leverages individual and team expertise and seeks expertise required when it is not available within the team**	Recognises and supports others and contributes to the development of an environment of trust, challenge and reward	Understands own impact on work group outcomes and behaviours	
Sees and *uses* linkages and interrelationships between work tasks and areas *and shares these with others*		**Consults other team members prior to making decisions that affect them**	Enthusiastically accepts, delegates tasks and initiates action	

Strategic Thinking	Results	Relationships	Personal Drive and Integrity	Communication
Keeps self and others informed and contributes to planning and decision making	**Adapts to, supports and manages the impacts of change**	**Values individual differences and diversity**	**Adopts a positive and balanced approach to work**	**Negotiates and works to reconcile diverse views**
Draws on information from diverse sources	Demonstrates flexibility, adaptability, and focus through day-to-day work changes, shifting priorities and periods of uncertainty	Is tolerant and open	Works with others to manage workloads, while maintaining work and life balance	Shows understanding and skill in negotiating and working to resolve conflict *in work situations*
Keeps self and others well informed on progress and issues	Communicates the reasons for change to others, assesses impacts and encourages collaboration and cooperation in coping with change *while assisting others in adapting to it*	Understands, values and responds to different personal styles, approaches and ideas	Promotes the benefits of a balanced work approach *and facilitates this within their team*	Provides ideas and personal views in keeping with organisational values and encourages others to do the same
Uses common sense and works within agreed guidelines in making decisions about the use and dissemination of information	Reschedules and re-organises work to reflect changes in priority	Treats people with respect and courtesy	Looks for, applies and promotes strategies to maintain personal health and well-being	Influences others by using credible and persuasive discussion and a thoughtful understanding of issues
Actively participates in decision-making and incorporates outcomes of decision making into work plans	**Supports team in responding to change by re-prioritising tasks and securing additional resources or time**	*Recognises the benefits of diversity and works to build diversity in teams and work approaches*	**Seeks and applies ongoing improvement and learning**	Evaluates differing ideas and views and attempts to bring these together *ensuring mutual understanding of agreed results*
Analyses issues, impacts, options and consequences for the delivery of timely, considered advice and action	**Takes responsibility for managing work projects to achieve results**	**Encourages the exploration of diverse views and harnesses the benefit of such views**	Seeks development options for self and others, based on an understanding of individual and team strengths, capabilities and weaknesses	
Develops and determines team goals, strategies and work plans	Commits to action and gets things done	**Positively responds to feedback and assists in knowledge transfer and learning**	Recognises the need for ideas and effort to keep improving work capability	
Considers the team when contributing to decision making	Demonstrates a focus on outcomes and results and manages work well, despite constraints and variable resources	Offers, seeks, values and acts on constructive and regular feedback		
Shows judgement, intelligence and commonsense	Performs under limited direction and actively plans, schedules, prioritises, delegates and monitors own work and inputs from others	Addresses tensions and conflict in the workplace, looking for common ground and sharing this with others		
Uses experience and common sense, exercises judgement, intelligence, discretion and *appropriate independence*	Accepts personal responsibility for accurate completion of work within timeframes and quality requirements and seeks assistance from others when needed	Seeks opportunities for learning, applies new knowledge and ideas and shares these with others		
Develops and/or uses evaluation strategies *and explores innovative alternative solutions*	**Reviews performance and identifies opportunities for improvement**	Guides and supports the development and contribution of others *by identifying learning opportunities and providing timely praise, recognition and feedback*		
Identifies risks and uncertainties and takes account of these in planning and priority setting	**Remains flexible and responsive to changes in requirements**	**Allows room for creativity and expression within their team**		
Applies analysis and reasoning to solve problems and accurately ascertain conclusions	*Initiates, develops and / or* advocates sound policy proposals, business, program and/or service delivery strategies			**APS 6**

05 / Executive Level 1 Proficiency and Behaviour Profile

New Behaviour, *Italics* = increased complexity

Shapes Strategic Thinking	Achieves Results	Cultivates Productive Working Relationships	Exemplifies Personal Drive and Integrity	Communicates with Influence

Shapes Strategic Thinking

Inspires a sense of purpose and direction

Provides direction to others regarding the purpose and importance of their work

Illustrates the relationship between operational tasks and organisational goals

Sets work tasks that align with the strategic objectives and communicates expected outcomes

Focuses strategically

Understands the organisation's objectives and aligns operational activities accordingly

Considers the ramifications of issues and longer-term impact of own work and work area

Harnesses information and opportunities

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, monitors the context in which the organisation operates and finds out about best practice approaches

Achieves Results

Builds organisational capability and responsiveness

Reviews project performance and focuses on identifying opportunities for continuous improvement

Identifies key talent to support performance

Remains flexible and responsive to changes in requirements

Marshals professional expertise

Values specialist expertise and capitalises on the expert knowledge and skills of others

Contributes own expertise to achieve outcomes for the business unit

Steers and implements change and deals with uncertainty

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

Cultivates Productive Working Relationships

Nurtures internal and external relationships

Builds and sustains relationships with a network of key people internally and externally

Proactively offers assistance for a mutually beneficial relationship

Anticipates and is responsive to internal and external client needs

Facilitates cooperation and partnerships

Involves people, encourages them and recognises their contribution

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

Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views

Harnesses understanding of differences to enhance interactions

Recognises the different working styles of individuals, and tries to see things from different perspectives

Exemplifies Personal Drive and Integrity

Demonstrates professionalism and probity

Adopts a principled approach and adheres to organisational 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

Engages with risk and shows personal courage

Provides impartial and forthright advice

Challenges important issues constructively, and stands by own position when challenged

Acknowledges mistakes and learns from them, and seeks guidance and advice when required

Commits to action

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

Communicates with Influence

Communicates clearly and concisely

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

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

Shapes Strategic Thinking	Achieves Results	Cultivates Productive Working Relationships	Exemplifies Personal Drive and Integrity	Communicates with Influence
Shows judgement, intelligence and commonsense	**Ensures closure and delivers on intended results**	**Guides, mentors and develops people**	**Displays resilience**	**Negotiates persuasively**
Undertakes objective, systematic analysis and draws accurate conclusions based on evidence	Sees projects through to completion	Identifies learning opportunities for others and empowers them by delegating tasks	Persists and focuses on achieving objectives even in difficult circumstances	Approaches negotiations with a strong grasp of the key issues, having prepared in advance
Recognises the links between interconnected issues	Monitors project progress and adjusts plans as required	Agrees clear performance standards and gives timely praise and recognition	Remains positive and responds to pressure in a controlled manner	Understands the desired objectives and associated strengths and weaknesses
Breaks through problems and weighs up the options to identify solutions	Commits to achieving quality outcomes and ensures documentation procedures are maintained	Makes time for people and offers full support when required	Continues to move forward despite criticism or setbacks	Anticipates the position of the other party, and frames arguments accordingly
Explores possibilities and innovative alternatives	Seeks feedback from stakeholders to gauge satisfaction	Delivers constructive, objective feedback in a manner that gains acceptance and achieves resolution	**Demonstrates self-awareness and a commitment to personal development**	Encourages the support of relevant stakeholders
		Deals with under-performance promptly	Self-evaluates performance and seeks feedback from others	Strives to achieve an outcome that delivers benefits for both parties
		Promotes and adopts a positive and balanced approach to work	Communicates and acts on strengths and development needs	
		Looks for and applies strategies to maintain personal health and well-being for the workforce	Reflects on own behaviour and recognises the impact on others	
			Shows strong commitment to learning and self development, and accepts challenging new opportunities	**05/EL 1**

New Behaviour, *Italics* = increased complexity

Shapes Strategic Thinking	Achieves Results	Cultivates Productive Working Relationships	Exemplifies Personal Drive and Integrity	Communicates with Influence
Inspires a sense of purpose and direction	**Builds organisational capability and responsiveness**	**Nurtures internal and external relationships**	**Demonstrates professionalism and probity**	**Communicates clearly and concisely**

Shapes Strategic Thinking

Inspires a sense of purpose and direction

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

Focuses strategically

Understands the organisation's objectives and *links* between the *business unit, organisation and whole of government agenda*

Considers the ramifications of a *wide* range of issues**, anticipates priorities and develops long-term plans for own work area**

Harnesses information and opportunities

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

Achieves Results

Builds organisational capability and responsiveness

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*

Marshals professional expertise

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

Steers and implements change and deals with uncertainty

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

Cultivates Productive Working Relationships

Nurtures internal and external relationships

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

Facilitates cooperation and partnerships

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

Values individual differences and diversity

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

Exemplifies Personal Drive and Integrity

Demonstrates professionalism and probity

Adopts a principled approach and adheres to organisational 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

Engages with risk and shows personal courage

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

Commits to action

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

Communicates with Influence

Communicates clearly and concisely

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

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

Shapes Strategic Thinking	Achieves Results	Cultivates Productive Working Relationships	Exemplifies Personal Drive and Integrity	Communicates with Influence
Shows judgement, intelligence and commonsense	**Ensures closure and delivers on intended results**	**Guides, mentors and develops people**	**Displays resilience**	**Negotiates persuasively**
Undertakes objective, critical analysis and distils the core issues	*Strives to achieve **and encourages others to do the same***	*Encourages and motivates people to engage in continuous learning,* and empowers them by delegating tasks	Persists and focuses on achieving objectives even in difficult circumstances	Approaches negotiations with a strong grasp of the key issues, having prepared well in advance
Presents logical arguments and draws accurate conclusions	Monitors progress and identifies risks that may impact on outcomes	Agrees clear performance standards and gives timely praise and recognition	Remains positive and responds to pressure in a controlled manner	Understands the desired objectives and associated strengths and weaknesses
Anticipates and seeks to minimise risks	Adjusts plans as required	Makes time for people and offers full support when required	*Maintains momentum and sustains effort* despite criticism or setbacks	Anticipates the position of the other party, *and adapts approach accordingly*
Breaks through problems and weighs up the options to identify solutions	Commits to achieving quality outcomes and ensures documentation procedures are maintained	Delivers constructive feedback in a manner that gains acceptance and achieves resolution	**Demonstrates self-awareness and a commitment to personal development**	Encourages the support of relevant stakeholders
Explores possibilities and creative alternatives	Seeks feedback from stakeholders to gauge satisfaction	Deals with under-performance promptly	*Critically analyses own performance* and seeks feedback from others	**Encourages debate and identifies common ground** to facilitate agreement and acceptance of mutually beneficial solutions
		Promotes and adopts a positive and balanced approach to work	Confidently communicates strengths and acknowledges development needs	
		Actively seeks and applies strategies to maintain personal health and well-being for the workforce	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	**06/EL 2**

07 / Senior Executive Service Level 1 Proficiency and Behaviour Profile

New Behaviour, *Italics* = increased complexity

Shapes Strategic Thinking	Achieves Results	Cultivates Productive Working Relationships	Exemplifies Personal Drive and Integrity	Communicates with Influence
Inspires a sense of purpose and direction	**Builds organisational capability and responsiveness**	**Nurtures internal and external relationships**	**Demonstrates professionalism and probity**	**Communicates clearly and concisely**
Develops the strategic direction for the business unit and creates a shared sense of purpose by demonstrating *how elements of the strategy fit together and contribute to higher-level goals*	*Investigates ways to improve effectiveness by harnessing technology* and implementing continuous improvement activities	*Builds and sustains relationships within the organisation, with the Minister's office and with a diverse range of external stakeholders*	*Adheres to and promotes organisational values and code of conduct and acts with utmost integrity and professionalism*	Confidently presents messages in a clear, concise and articulate manner
Encourages others' input and communicates required actions and expected outcomes	Builds teams with complementary skills and **engages in succession planning**	*Looks for shared agendas and uses these to bring people together*	**Encourages these standards in others**	Focuses on key points for the audience and uses appropriate, unambiguous language, and *explains the implications and ensures the conclusion is clearly conveyed*
Focuses strategically	Responds flexibly to changing circumstances, *deploys resources astutely and identifies optimum resourcing combinations*	Shows a commitment to client service through own actions and those of the business unit	Operates professionally and within the boundaries of organisational processes and legal and public policy constraints	Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity
Understands the organisation's direction and *role* within government and society including the whole of government agenda	Creates a flexible environment that enables others to meet changing demands	**Facilitates cooperation and partnerships**	Represents the organisation effectively in public and internal forums, and advocates the corporate agenda	**Listens, understands and adapts to audience**
Considers *multiple perspectives* when assessing the ramifications of issues	**Marshals professional expertise**	Brings people together and encourages input from key stakeholders	**Engages with risk and shows personal courage**	Seeks to understand the audience and tailors communication style and message accordingly
Develops plans that address both current and likely future requirements	*Integrates professional expertise into the organisation to improve overall performance and delivery of business unit outcomes*	**Facilitates cooperation within and between organisations**	Provides impartial and forthright advice	Listens carefully to others and checks to ensure their views have been understood
Seeks to align business unit activities with strategic priorities	Manages contracts judiciously	*Promotes the reciprocal sharing of information to build knowledge*	**Is prepared to make tough corporate decisions to achieve desired outcomes**	*Anticipates reactions and prepares a response to address the audience's concerns*
	Actively ensures relevant professional input from others is obtained and shares own experience	Fosters teamwork and rewards cooperative and collaborative behaviour	*Challenges and encourages debate on difficult or controversial issues*	Checks own understanding of others' comments and does not allow misunderstandings to linger
		Resolves conflict and manages the sensitivities involved	Stands by own position and supports others when required	
			Takes responsibility for mistakes and learns from them	
			Seeks guidance and advice when required	

Shapes Strategic Thinking	Achieves Results	Cultivates Productive Working Relationships	Exemplifies Personal Drive and Integrity	Communicates with Influence
Harnesses information and opportunities	**Steers and implements change and deals with uncertainty**	**Values individual differences and diversity**	**Commits to action**	**Negotiates persuasively**
Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government	*Adopts a planned approach to the management of programs*	Recognises the positive benefits that can be gained from diversity *and capitalises on these for the benefit of the business unit*	*Commits to achieving key outcomes for the organisation*	Approaches negotiations *with a strong grasp of the key issues*
Monitors change in the environment	*Defines high-level objectives and supports translation into implementation strategies*	Harnesses understanding of differences to anticipate reactions and enhance interactions	Demonstrates personal drive, focus and energy	*Presents a convincing and balanced rationale*
Seizes opportunities and adjusts approach to respond to threats	*Operates effectively in an environment of ongoing change and uncertainty and maintains flexibility*	Recognises the different working styles of individuals, and tries to see things from different perspectives	**Galvanises others to act**	Anticipates the position of the other party, and is aware of the extent of potential for compromise
Addresses any critical information gaps	**Actively ensures stakeholders are kept informed during times of change**	**Guides, mentors and develops people**	Acts decisively and *initiates urgent action to overcome difficult problems*	*Acknowledges and addresses disagreements* to facilitate mutually beneficial solutions
Uses knowledge of the organisation to provide a context for others	**Ensures closure and delivers on intended results**		**Displays resilience**	Encourages the support of relevant stakeholders
Shows judgement, intelligence and commonsense		Encourages and motivates people to engage in continuous learning, and empowers them by delegating *responsibility for work*	Persists with, and focuses on achieving, *organisational* objectives even in difficult circumstances	**Focuses on the desired objectives and ensures negotiations remain on track**
Applies intellect and knowledge to weigh up complex information and identify critical factors and issues	*Drives a culture of achievement*	Sets clear performance standards and gives timely praise and recognition	**Monitors own emotional reactions** and responds to pressure in a controlled manner	
Works effectively when all of the information is not available	*Ensures ideas and intended actions become reality and that planned projects result in expected outputs*	Makes time for people and offers full support when required	Displays a positive outlook and maintains momentum in difficult situations	
Explores the options in full and makes sound decisions under pressure	*Strives for quality, and* **ensures compliance with regulatory requirements**	Delivers constructive feedback and manages under-performance	**Demonstrates self-awareness and a commitment to personal development**	
Considers opportunities and anticipates risk	**Puts systems in place to establish and measure accountabilities**	**Offers support in time of high pressure and engages in activities to maintain morale**		
Applies lateral thinking and identifies innovative solutions	*Manages risks that may impede on project outcomes and ensures that key stakeholders are across all relevant issues*	**Promotes and adopts a positive and balanced approach to work**	Examines own performance and regularly seeks feedback from others	
		Pursues a corporate strategy to maintain personal health and well-being for the workforce	Confidently promotes areas of strength, acknowledges development needs and *proactively identifies related learning opportunities* to extend skills and experience	
			Reflects on own behaviour and recognises the impact on others	**07/SES 1**

New Behaviour, *Italics* = increased complexity

Shapes Strategic Thinking	Achieves Results	Cultivates Productive Working Relationships	Exemplifies Personal Drive and Integrity	Communicates with Influence
Inspires a sense of purpose and direction	**Builds organisational capability and responsiveness**	**Nurtures internal and external relationships**	**Demonstrates professionalism and probity**	**Communicates clearly and concisely**

Inspires a sense of purpose and direction

Champions the organisation's vision and goals and promotes a shared commitment to the strategic direction

Helps create organisational strategies that are aligned with government objectives and likely future requirements

Encourages others' input and communicates expected outcomes from organisational strategies

Focuses strategically

Understands the organisation's role within society and considers multiple perspectives when assessing the ramifications of key issues on the *organisation and community*

Provides advice to government that reflects analysis of a broad range of issues and the whole of government agenda

Considers *emerging trends*, **identifies long-term opportunities** and aligns *organisational operations with strategic priorities*

Builds organisational capability and responsiveness

Focuses on activities that support organisational sustainability

Nurtures talent and engages in succession planning

Facilitates information accessibility and sharing

Looks for ways to improve effectiveness by harnessing technology and implementing continuous improvement activities

Monitors and manages resourcing pressures for optimum outcomes

Creates a flexible environment that enables others to meet changing demands

Marshals professional expertise

Integrates professional expertise into the organisation to improve overall performance and delivery of *organisational* outcomes

Manages contracts judiciously

Actively ensures relevant professional input from others is obtained and shares own experience

Nurtures internal and external relationships

Builds and sustains relationships within the organisation, with the Minister's office and with a diverse range of external stakeholders

Encourages stakeholders to work together, and **establishes cross-agency approaches to address issues**

Shows a commitment to client service through own actions and those of the *organisation*

Facilitates cooperation and partnerships

Consults broadly to obtain buy-in

Draws on the knowledge of key stakeholders within and outside the organisation and facilitates cooperation by sharing information

Promotes information exchange by maintaining open communication channels

Personally manifests strong interpersonal relations and rewards cooperative and collaborative behaviour

Anticipates and resolves conflict

Demonstrates professionalism and probity

Adheres to and promotes organisational values and code of conduct and *aligns business processes accordingly*

Addresses breaches of protocol and probity

Operates professionally and within the boundaries of organisational processes and legal and public policy constraints

Represents the organisation effectively in public and internal forums, and advocates the corporate agenda

Engages with risk and shows personal courage

Provides impartial and forthright advice

Is prepared to make tough corporate decisions to achieve desired outcomes

Clearly voices own opinion and challenges difficult or controversial issues

Stands by own position and supports others when required

Takes responsibility for mistakes and learns from them

Seeks guidance and advice when required

Communicates clearly and concisely

Confidently presents messages in a clear, concise and articulate manner

Focuses on key points for the audience and states the facts

Structures message for brevity and presents message with precision and confidence, harnessing the most appropriate methods of communication

Creates meaning for the audience by using analogies and stories to illustrate key points

Listens, understands and adapts to audience

Seeks to understand the audience and *reads their non-verbal cues*

Adapts communication style and message to meet their needs

Listens carefully to others and ensures their views have been understood

Anticipates reactions and prepares a response to address the audience's concerns

Checks own understanding of others' comments and does not allow misunderstandings to linger

Shapes Strategic Thinking	Achieves Results	Cultivates Productive Working Relationships	Exemplifies Personal Drive and Integrity	Communicates with Influence
Harnesses information and opportunities	**Steers and implements change and deals with uncertainty**	**Values individual differences and diversity**	**Commits to action**	**Negotiates persuasively**

Shapes Strategic Thinking

Harnesses information and opportunities

Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government

Monitors change in the environment

Positions the organisation to seize opportunities and minimise threats

Addresses any critical information gaps

Uses knowledge of the organisation to tailor approaches to different issues

Shows judgement, intelligence and commonsense

Applies intellect and knowledge to weigh up information and identify critical factors and issues

Demonstrates effective judgement to weigh up options and develop realistic solutions

Anticipates risks, *addresses them quickly and helps others to recognise them*

Capitalises on innovative alternatives to resolve complex problems

Achieves Results

Steers and implements change and deals with uncertainty

Oversees the implementation of multiple change initiatives with a focus on the desired outcomes

Defines high-level objectives and ensures translation into practical implementation strategies

Operates effectively in an environment of ongoing change and uncertainty and maintains flexibility

Actively ensures stakeholders are kept informed during times of change

Ensures closure and delivers on intended results

Drives a culture of achievement, *and fosters a quality focus in the organisation*

Ensures ideas and intended actions become reality and that planned projects result in expected outputs

Enables the achievement of outcomes by identifying and removing potential barriers to success

Keeps stakeholders informed of progress and any issues that arise

Cultivates Productive Working Relationships

Values individual differences and diversity

Capitalises on the positive benefits that can be gained from diversity and harnesses different viewpoints

Uses understanding of differences to anticipate reactions and enhance the operation of the organisation

Recognises the different working styles of individuals, anticipates reactions and tries to see things from different perspectives

Guides, mentors and develops people

Identifies and develops talent

Encourages and motivates people to engage in continuous learning, and empowers them by delegating responsibility for work

Sets clear performance standards and gives timely praise and recognition

Makes time for people and offers full support when required

Delivers constructive feedback and manages under-performance

Offers support in times of high pressure

Celebrates success and engages in activities to maintain morale

Promotes and adopts a positive and balanced approach to work

Uses creativity to pursue a corporate strategy to maintain personal health and well-being for the workforce

Exemplifies Personal Drive and Integrity

Commits to action

Commits to achieving key outcomes for the organisation and uses personal drive, focus and energy to enthuse others

Galvanises others to act

Acts decisively and initiates urgent action to overcome difficult problems

Displays resilience

Persists and focuses on achieving organisational objectives even in difficult circumstances

Monitors own emotional reactions and responds to pressure in a controlled manner

Overcomes obstacles and *rapidly recovers from setbacks*

Displays a positive outlook in difficult situations

Demonstrates self-awareness and a commitment to personal development

Has a high level of self-awareness and acknowledges areas of both strength and limitation

Confidently promotes areas of strength and *proactively* identifies learning opportunities to extend skills and experience

Reflects on the impact of own behaviour on others and *is responsive in adjusting behaviour*

Communicates with Influence

Negotiates persuasively

Approaches negotiations with a strong grasp of the key issues

Presents a convincing and balanced rationale

Focuses on the way in which the message is delivered, and uses techniques to illustrate the argument persuasively

Anticipates the position of the other party, and is aware of the extent of potential for compromise

Acknowledges and addresses disagreements to facilitate mutually beneficial solutions

Identifies key stakeholders and engages their support

Focuses on the desired objectives and ensures negotiations remain on track

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New Behaviour, *Italics* = increased complexity

Shapes Strategic Thinking	Achieves Results	Cultivates Productive Working Relationships	Exemplifies Personal Drive and Integrity	Communicates with Influence

Inspires a sense of purpose and direction

Champions the organisation's vision and goals and *unifies* business units with the strategic direction

Helps create organisational strategies that are aligned with government objectives and likely future requirements

Encourages others' input and communicates expected outcomes from organisational strategies

Focuses strategically

Understands the organisation's current and *potential future* role within society

Considers multiple perspectives when assessing the ramifications of key issues and **develops solutions with long-term viability** for the organisation and society

Provides advice to government that reflects analysis of a broad range of issues

Considers emerging trends, identifies long-term opportunities and **balances organisational requirements with desired whole of government outcomes**

Builds organisational capability and responsiveness

Focuses on activities that support organisational sustainability

Nurtures talent and engages in succession planning

Facilitates information accessibility and sharing

Seeks operational efficiency and streamlines and adapts processes

Investigates ways to improve effectiveness by harnessing technology and implementing continuous improvement activities

Engages in flexible resource management and looks beyond the organisation's boundaries to achieve the optimum resourcing combination

Marshals professional expertise

Integrates professional expertise into the organisation to improve overall performance and delivery of organisational outcomes

Manages contracts judiciously

Actively ensures relevant professional input from others is obtained and shares own experience

Nurtures internal and external relationships

Builds and sustains relationships that provide a rich intelligence network

Establishes an effective working relationship with the Minister

Encourages stakeholders to work together, and establishes cross-agency approaches to address issues

Shows a commitment to client service through own actions and those of the organisation

Facilitates cooperation and partnerships

Consults broadly to obtain buy-in, recognises when input is required

Communicates the importance of consultation with stakeholders to others

Overcomes organisational silos by facilitating cooperation between organisations

Engages the Minister's office on key issues

Personally manifests strong interpersonal relations and rewards cooperative and collaborative behaviour

Anticipates and resolves conflict

Demonstrates professionalism and probity

Adheres to and promotes organisational values and code of conduct and aligns business processes accordingly

Addresses breaches of protocol and probity

Operates professionally and within the boundaries of organisational processes and legal and public policy constraints

Represents the organisation effectively in public and internal forums, and advocates the corporate agenda

Engages with risk and shows personal courage

Acts as a role model for leadership courage by consistently raising critical and difficult issues

Provides impartial and forthright advice

Is prepared to make tough corporate decisions to achieve desired outcomes

Accepts accountability for mistakes made in the organisation and ensures corrective action is taken

Seeks guidance and advice when required

Communicates clearly and concisely

Confidently presents messages in a clear and articulate manner

Focuses on key points for the audience and selects the most appropriate medium for conveying information

States the facts and uses straightforward language to aid transparency

Creates meaning for the audience by using analogies and stories to illustrate key points

Listens, understands and adapts to audience

Seeks to understand the audience and reads their non-verbal cues

Adapts communication style and message to meet their needs

Listens carefully to others and ensures their views have been understood

Anticipates reactions and prepares a response to address the audience's concerns

Checks own understanding of others' comments and does not allow misunderstandings to linger

Shapes Strategic Thinking	Achieves Results	Cultivates Productive Working Relationships	Exemplifies Personal Drive and Integrity	Communicates with Influence
Harnesses information and opportunities	**Steers and implements change and deals with uncertainty**	**Values individual differences and diversity**	**Commits to action**	**Negotiates persuasively**
Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government	*Drives the change agenda*, defines high-level objectives and ensures translation into practical implementation strategies	**Communicates the value of harnessing diversity for the organisation**	*Acts decisively to ensure strategies are implemented and issues are addressed*	Approaches negotiations with a strong grasp of the key issues
Monitors change in the environment	**Coordinates projects across multiple agencies**	Capitalises on the positive benefits that can be gained from diversity and harnesses different viewpoints	Demonstrates personal drive, focus and energy	Presents a convincing and balanced rationale
Positions the organisation to seize opportunities and minimise threats	*Recognises the constant nature of change and maintains flexibility*	Uses understanding of differences to anticipate reactions and enhance the operation of the organisation	Galvanises others to act	Focuses on the way in which the message is delivered, and uses techniques to illustrate the argument persuasively
Addresses any critical information gaps	*Secures stakeholder commitment to change and maintains open communication channels during the change process*	Recognises the different working styles of individuals, anticipates reactions and tries to see things from different perspectives	Commits to getting the job done	Anticipates the position of the other party, and is aware of the extent of potential for compromise
Uses knowledge of the organisation to tailor approaches to different issues	**Ensures closure and delivers on intended results**	**Guides, mentors and develops people**	*Maintains control* and initiates urgent action to resolve issues when required	Acknowledges and addresses disagreements to facilitate mutually beneficial solutions
Recognises the opportunities offered through whole of government approaches and seeks to realise them	Drives a culture of achievement, and fosters a quality focus in the organisation	Identifies and develops talent	**Displays resilience**	Identifies key stakeholders and engages their support
Shows judgement, intelligence and commonsense	Ensures ideas and intended actions become reality and that planned projects result in expected outputs	Encourages and motivates people to engage in continuous learning, and empowers them by delegating responsibility for work	Persists and focuses on achieving organisational objectives throughout periods of extreme pressure	Focuses on the desired objectives and ensures negotiations remain on track
Engages in high-level critical thinking to identify links and discern the critical issues	Enables the achievement of outcomes by identifying and removing potential barriers to success	Sets clear performance standards and gives timely praise and recognition	Monitors own emotional reactions and responds to pressure in a controlled manner	
Identifies the implications for the organisation and applies effective judgement to develop solutions	Keeps stakeholders informed of progress and any issues that arise	Makes time for people and offers full support when required	*Retains focus on the end goal and overcomes significant barriers and obstacles*	
Anticipates long-term and strategic risks, addresses them quickly and helps others to recognise them		Delivers constructive feedback and manages under-performance	Rapidly recovers from setbacks	
Capitalises on Innovative alternatives to resolve complex problems		Offers support in time of high pressure	Displays a positive outlook in difficult situations	
		Celebrates success and engages in activities to maintain morale	**Demonstrates self-awareness and a commitment to personal development**	
		Promotes and adopts a positive and balanced approach to work	Demonstrates a high level of self-awareness and *acts as a role model by openly communicating strengths and development needs*	
		Uses creativity to pursue a corporate strategy to maintain personal health and well-being for the workforce	**Uses self-insight to identify areas in which own capabilities complement other people's**	
			Is open to feedback and is responsive in adjusting behaviour	
			Strives for continual learning	**09/SES 3**

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