



**Australian Government**

**Department of Defence**  
Intelligence, Security and  
International Policy

Defence Signals Directorate

# PEOPLE CAPABILITY FRAMEWORK





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For more information on the APS1–6 capabilities and information contained in this book, please contact Defence Signals Directorate on 02 6266 9232

For more information on the EL1 and EL2 capabilities contained in this book, please contact the APS Commission on 02 6271 6560 or email [ILS@apsc.gov.au](mailto:ILS@apsc.gov.au) or go to the website — [www.apsc.gov.au/ils](http://www.apsc.gov.au/ils)

Acknowledgements: DSD wishes to acknowledge the work of the APSC on the Integrated Leadership System. This has been used as the basis for our EL1-EL2 core capabilities replicated in this document. Thank you.

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# FOREWORD BY DIRECTOR DSD



*Ian McKenzie, Director of DSD*

DSD is a great place to work. We have great people, a strong commitment to our mission and values, and a culture that staff continually rate as exceptional. Our vision for DSD is to ensure we have the right people, the right working environment and the capability to continue to be a world-class organisation. Central to achieving this is developing the skills and capabilities of our workforce and continuing to plan for the future.

We are committed to investing in our workforce—in attracting and retaining people, in providing training and development opportunities, and in ensuring a suitable work environment. The DSD People Capability Framework was launched in 2005 to drive an important element of this investment. It identifies the core capabilities that all

APS staff in the Directorate are required to have, along with the professional capabilities required of staff within different work areas. Importantly, the DSD People Capability Framework assists staff to assess their own capabilities and manage their personal career development.

This guidebook outlines the framework and explains how it can be used by employees, managers, and prospective employees.

It is important that all staff in DSD are familiar with this framework and use it to help us invest in our greatest asset—our people.



# THE DSD PEOPLE CAPABILITY FRAMEWORK

## The DSD People Capability Framework

### WHAT IS THE DSD PEOPLE CAPABILITY FRAMEWORK?

The DSD People Capability Framework outlines the skills and capabilities critical to the success of DSD. The framework acknowledges and defines the different capabilities required at different levels and within different work areas. It also defines a set of core capabilities required of all staff in the Directorate.

The DSD People Capability Framework was launched in 2005 to improve consistency in people management practices across the Directorate, by providing a common framework that:

- informs the development of training and strategic HR initiatives
- improves recruitment through consistent selection criteria and terminology
- helps develop a strong 'bench strength',<sup>1</sup> providing a depth of skill and capability across the Directorate
- acts as a guide to individual development during Performance Agreement discussions
- assists employees with personal career planning
- assists managers in providing advice to staff on career progression and development
- assists in identifying capability requirements and gaps across the Directorate.

The framework is applicable to all staff at DSD. The primary audience for the core capabilities is the APS workforce, however, military and contractor personnel who supervise APS staff should also be familiar with the core capabilities that those staff are expected to have. The professional capabilities are applicable to both APS and military staff

The DSD People Capability Framework is aligned to the Australian Public Service Commission's (APSC) Integrated Leadership System. Through the inclusion of professional 'stream' capabilities, the framework is a 'living' document that is regularly reviewed and updated to ensure its currency and relevance as the needs of the Directorate change. The concept of streams is outlined on page 17 of this guidebook.

<sup>1</sup> 'Bench strength' is a sporting analogy that refers to the development of a depth and breadth of potential successors for key positions within the organisation.



# THE COMPONENTS OF THE DSD PEOPLE CAPABILITY FRAMEWORK

## The Components of the DSD People Capability Framework

### THE DSD PEOPLE CAPABILITY FRAMEWORK MODEL

The DSD People Capability Framework comprises three elements:

- Core capabilities
- Professional 'stream' capabilities
- DSD mission and values

### WHAT IS A 'CAPABILITY'?

- A 'capability' is an 'underlying characteristic of a person which results in effective or superior performance on-the-job.'<sup>2</sup>
- Capabilities can encompass physical, mental and emotional abilities, knowledge, aptitudes and behaviours.

The DSD People Capability Framework:

- Specifies and describes the capabilities required of all APS staff—'*core capabilities*'.
- Specifies and describes the additional capabilities required of staff within professional work '*streams*'.

Figure 1: DSD People Capability Framework schematic



The core capabilities are the essence of the framework as they are common to all staff.

Professional capabilities apply to all staff according to their specific stream. Streams are grouped into analytical, business and technical tiers. Some professional capabilities are shared across streams.

The DSD mission and values bind the core and professional capabilities together and provide a common goal to which all staff contribute.

<sup>2</sup> Tracey, WR (1998) *The Human Resources Glossary* 2nd edition, St Lucie Press, New York.

**DSD MISSION AND VALUES**

The DSD People Capability Framework is designed to complement and support the DSD mission and values. The mission and values are an enduring component of the DSD culture.

Figure 2: DSD Mission and Values

**Defence Signals Directorate  
MISSION**

**Reveal Their Secrets – Protect Our Own**

**WE STRIVE FOR EXCELLENCE**

- We seek and foster talent
- We are world class
- We are committed and enthusiastic
- We are flexible and responsive

**WE BELONG TO A GREAT TEAM**

- We succeed through teamwork
- We recognise others' inputs
- We support and care about each other
- We all contribute

**DSD  
VALUES**

**WE MAKE A DIFFERENCE**

- We give our customers the critical edge
- Our output affects operations and policy
- Our products are unique

**WE ARE AUDACIOUS IN CONCEPT**

- We operate in the slim area between the difficult and the impossible

**WE ARE METICULOUS IN EXECUTION**

- We always act legally and ethically
- We are accountable to the public through government for everything we do
- We manage risk effectively

## CORE CAPABILITIES

DSD's core capabilities describe the skills and performance expected of all APS staff across the Directorate. There are five core capabilities (see table on right) and each capability becomes more complex as APS/EL levels increase.

Core capabilities for EL 1 and EL 2/Chief have been sourced from the APSC Integrated Leadership System. Capabilities required for SES staff are available through the APSC Senior Executive Leadership Capability Framework. Both documents are accessible on the APSC website at [www.apsc.gov.au](http://www.apsc.gov.au). The core capabilities have not changed since the launch of the DSD People Capability Framework. In fact, further work across Defence and the Australian Public Service (APS) has seen similar frameworks being made more widely available. The core capabilities are included in the selection criteria for all positions at DSD.

## PROFESSIONAL CAPABILITIES

The DSD People Capability Framework has adopted 'streams' to differentiate between the specialised professional capabilities that exist across different areas of our business. There are 13 major streams which are grouped under three tiers: analytical, business and technical. Some streams incorporate a number of sub-streams which represent the types of roles and functions that make up that stream.

Since the introduction of the People Capability Framework, considerable work has been undertaken to define specific capabilities for each stream. Some capabilities are unique to individual streams, while others are transferable or shared across streams. This work is being continually refined and developed.

### APS 1 to APS 6

Contributes to strategic thinking

Achieves results

Communicates with influence

Supports productive working relationships

Shows personal drive and integrity

### EL 1 to EL 2 / Chief

Shapes strategic thinking

Achieves results

Communicates with influence

Cultivates productive working relationships

Exemplifies personal drive and integrity



# HOW TO APPLY THE DSD PEOPLE CAPABILITY FRAMEWORK

## How to apply the DSD People Capability Framework

### HOW TO USE THE DSD PEOPLE CAPABILITY FRAMEWORK

#### All Staff

As a DSD staff member, your job requires you to exercise capabilities (both core and professional) in conjunction with DSD's mission and values. You can use the DSD People Capability Framework to assist in your own self development and career planning. The framework will provide you with:

- a guide to the capabilities required to work at a level
- detail on the capabilities needed to work in a stream, and also information on the capabilities that are transferable or shared across streams
- information on the capabilities you may need to develop
- a basis to assist in discussions with your manager about your development needs
- consistent information on the requirements for a level and stream when applying for a position
- a guideline to develop capabilities consistent with the APS framework.

Staff may find the DSD People Capability Framework useful when determining the next step in their career by looking at their relevant capabilities and experience, and identifying what they need to do to progress. The DSD People Capability Framework enables staff to compare capabilities from their own job role with capabilities of job roles they aspire to. This helps to identify areas requiring development and future training needs.

Each professional stream has an appointed 'stream leader'. Staff who wish to change streams, or progress within a stream, are able to consult stream leaders about their career progression.

A range of assessment and development tools can also be found on the APSC website. These tools can be used by individuals to assist them in developing

their career plans or applying for a position in the public service. A sample assessment tool is included on pages 42 and 43 of this guidebook.

#### Managers

As a Manager within DSD, the DSD People Capability Framework can assist you to:

- clearly articulate the capabilities required of your staff at each level
- discuss the development needs of your staff during their Performance Agreement discussions (and at other times)
- develop selection criteria when filling positions
- identify capability gaps within your team
- identify and recognise staff members who exceed the capabilities required of their position
- evaluate current 'bench strength'
- support individual career planning.

#### Executive Level Staff

For staff at the Executive Level(EL) or those aspiring to EL 1 roles and above, the DSD People Capability Framework should be used in conjunction with the APSC Integrated Leadership System. For further information on the Integrated Leadership System, visit [www.apsc.gov.au/ils](http://www.apsc.gov.au/ils)

#### Prospective Employees

As a prospective employee, you can use the DSD People Capability Framework to assist you in responding to selection criteria for a position at DSD. The framework can also help you identify the skills and capabilities required to work at a particular level.

#### The People Capability Framework is NOT to be used:

##### ■ To rate performance

Your performance rating will continue to be based on achievement of the expectations set for you in your role via your Performance Agreement. The DSD People Capability Framework will, however, assist you in discussions with your manager about the capabilities you display in your role and any areas that may need developing.

##### ■ To 'Pigeon-hole' people

All staff have the opportunity to move across streams and levels. The DSD People Capability Framework provides information for all staff on the skills and capabilities required within each level and each stream to aid staff in developing the capabilities required to move across streams and levels.

## SCENARIOS

The following four scenarios help illustrate various uses for the DSD People Capability Framework.

### Scenario 1: Seeking a Promotion

John is an APS 6, seeking a promotion to EL 1. He has been working in his current role for just over nine months and while he is now feeling confident in his position, he wants to improve his current level of performance and start showing his readiness for a promotion to EL 1. John uses the DSD People Capability Framework to guide him as follows:

- Using the Individual Profile view, John reads the capabilities required for both APS 6 and EL 1.
- John turns to the self assessment tool in the guidebook to first think about how he has demonstrated each capability at his current level, and notes he has particular strengths in *Achieves Results* and *Displays Personal Drive and Integrity*, but needs to continue to develop his ability to *Communicate with Influence*.
- Using the Comparative View, John repeats the exercise looking for differences in the capabilities he would need to display at the EL 1 level. John also identifies that he needs to develop capabilities in relation to *Shapes Strategic Thinking* and *Communicates with Influence* in order to progress to EL 1.
- John makes an appointment with his supervisor to discuss his career goals and self assessment, and to seek his supervisor's support and guidance in finding appropriate development opportunities.
- Subsequently, John gets the opportunity to work on a cross-branch project and present some of the results to DSD's Corporate Management Committee. He also actively seeks opportunities to present to others outside of work.

### Scenario 2: Creating Selection Criteria

Mary is a supervisor with a vacant APS 4 position in her section. In advertising the position, Mary uses the DSD People Capability Framework as follows:

- Turning to the Individual Profile, Mary prints the capabilities required for an APS 4.
- Mary also reviews and prints the duty statement related to the vacant job.
- Reviewing the capabilities for an APS 4, Mary highlights those that are very important in the vacant position. For example, she identifies that *Shows initiative and resilience in managing work outcomes, opportunities and challenges* within the capability *Displays Personal Drive and Integrity* is a particularly important requirement in this job.
- Mary compiles selection criteria based on the capabilities required at the APS 4 level, highlighting those capabilities identified as particularly important. Her selection criteria also refers to the specific role requirements outlined in the duty statement for the vacant position.

### Scenario 3: Applying for a Position

Ben is an APS 3 and wishes to apply for the APS 4 positioned advertised in Mary's section. Ben has been in his current role for over two years and has been receiving positive feedback during his Performance Agreement discussions. To strengthen his application, Ben uses the DSD people Capability Framework as follows:

- Ben refers to the self assessment tool for APS 4 positions in the DSD People Capability Framework guidebook.
- He reviews the capabilities within each capability at the APS 4 level and using the self assessment tool, notes examples of when and how he has demonstrated each capability either in his current job or in another situation.
- Ben uses some of these examples when writing his response to the selection criteria, and uses others during his subsequent interview.

### Scenario 4: Performance Development Discussions

Mark is Cathy's supervisor and it is time to undertake Cathy's bi-annual Performance Agreement discussion. Cathy, an APS 5, has strong technical skills and has been seeking a promotion recently; however she does not always get on well with others in her team. In preparation for the Performance Agreement discussion, Mark and Cathy use the DSD People Capability Framework as follows:

#### Mark

- Mark completes his usual assessment of Cathy's performance against the Key Expected Results (KERs) she was set and finds she has met all expectations.
- Mark reviews the DSD People Capability Framework for APS 5 and notes where Cathy demonstrates strength. He also identifies, however, that under the capability *Supports Productive Working Relationships*, Cathy does not consistently listen to colleagues, or share information with others.
- To prepare for the Performance Agreement discussion with Cathy, Mark notes some specific examples when this conduct was evident.
- Mark refers to the comparative view of *Supports Productive Working Relationships* and notes this capability become even more complex at the APS 6 level.
- Using these examples, Mark expresses his opinion to Cathy that while her job requirements have been met, some of her performance may still require some development. Mark then offers Cathy his advice on how she can strengthen her abilities in preparation for the time when she chooses to enter a merit based promotion or advancement exercise.

#### Cathy

- In preparation for the Performance Agreement discussion, Cathy notes she has met all of the expectations set for her earlier in the year.
- As she is keen to seek a promotion, Cathy reviews the DSD People Capability Framework at both the APS 5 level and APS 6 level, to identify areas where she is already displaying the capabilities required.
- In undertaking her review, Cathy notes she has difficulty in thinking of examples of where she has *supported the development of others*, as noted under the capability *Supports Productive Working Relationships*. She also recognises she has been criticised by her peers for not sharing information.
- Cathy considers that Mark may raise these issues and prepares to balance this with a discussion about her areas of strength, as well as ask him for guidance on how to improve.
- During and after the discussion, Cathy weighs up Mark's suggestions and decides on a course of action for herself. This includes some developmental courses noted on her Performance Agreement, seeking advice from others she has regularly worked with, and continuing to seek regular feedback from Mark.



# PROFESSIONAL CAPABILITIES

## Professional Capabilities

### STREAMS

DSD professional streams are broad occupational groups that describe major skill areas. Streams help differentiate between the specialist professional capabilities that exist across various areas of DSD's business.

The purpose of streams is three-fold:

1. Identify and describe skills critical to DSD's business.
2. Through the use of stream-specific information and relevant 'planning' tools, inform, support and enable employees to assess their current capabilities and manage their own career development.
3. Guide and inform workforce analysis and human resource planning strategies to ensure DSD is able to meet its organisational needs now and in the future.

There are 13 major streams which are grouped under three tiers: analytical, business and technical. Each stream

comprises a number of sub-streams which represent the types of roles and functions that make up that stream. All staff should be able to identify with at least one stream, based on the skills and capabilities they hold. Some staff may even find their expertise fits across more than one stream.

Since the introduction of the People Capability Framework in 2005, considerable work has been undertaken to define specific capabilities for each stream. A framework, similar to the core capability views, has been established to map stream capabilities across levels of expertise and to guide career development and training. This work is being continually refined and developed. Streams and sub-streams are not definitive and may change as the organisation changes.

Information about stream and sub-stream capabilities is available from the DSD intranet A-Z directory. This information is classified and is only available to DSD staff.

### STREAM LEADERS

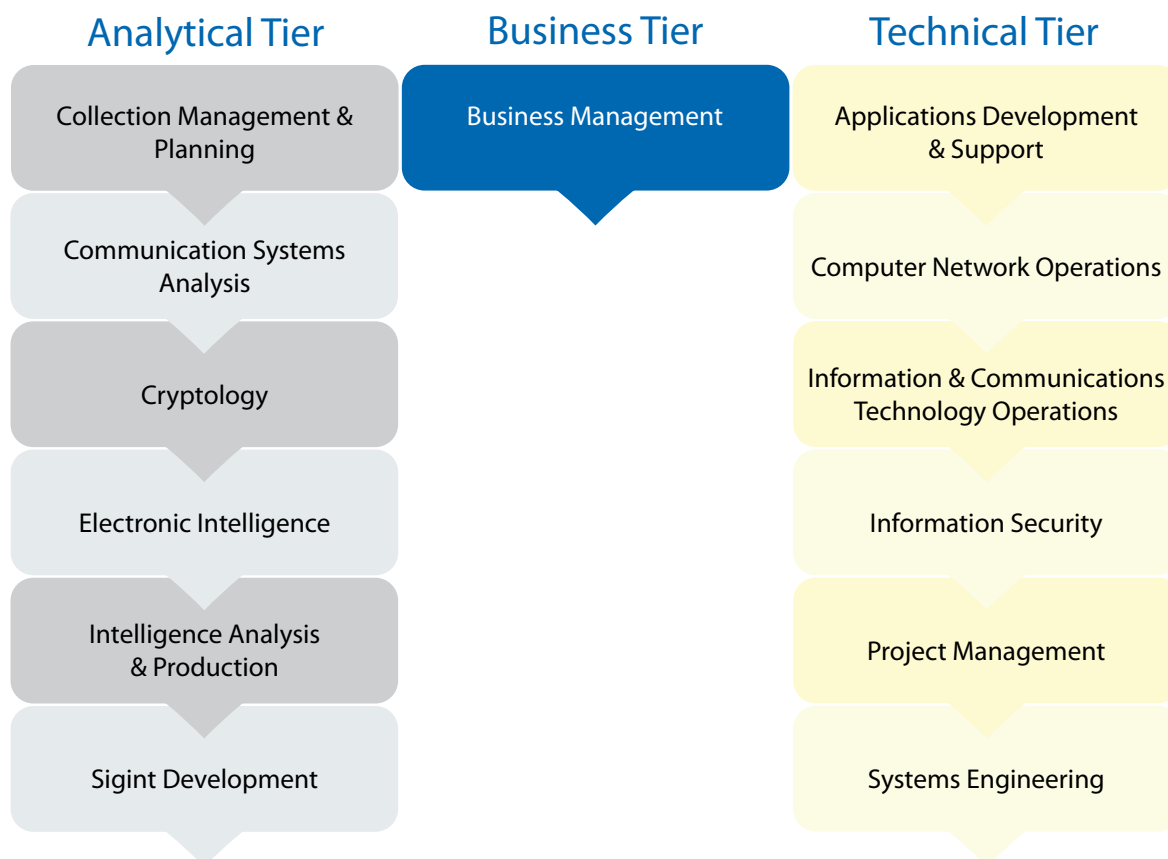
For each professional stream, a stream leader has been appointed. Stream leaders are responsible for:

- maintaining the ongoing 'health' of the stream
- providing advice, guidance and mentorship to staff within the stream and staff interested in joining the stream
- contributing to organisational workforce capability planning as subject matter experts.

Stream leaders are EL 2 level and are appointed for their subject matter expertise and dedication to building skill and capability within and across the Directorate. Most stream leaders have appointed sub-stream leaders to support them in undertaking their role.

In addition, each of the three stream tiers (analytical, business and technical) has an SES-appointed 'tier leader' who is responsible for guiding, supporting and overseeing progress of streams within their tier.

Figure 3: DSD Professional Streams





# THE PERSONAL CAPABILITY PROFILE

## The Personal Capability Profile

### HOW IS THE PERSONAL CAPABILITY PROFILE LINKED TO THE DSD PEOPLE CAPABILITY FRAMEWORK?

DSD has developed an online database system called the Personal Capability Profile (PCP). The PCP is a tool designed to capture the skills, experience and capabilities held by Directorate staff. Staff can use the PCP to record and monitor their personal skills and capabilities including current and past job roles, languages, experience, and qualifications or courses.

While the DSD People Capability Framework outlines the skills and capabilities the Directorate *needs*, the PCP provides information on the skills and capabilities the Directorate *has*. Together, the two pieces of information provide DSD with an overall picture of capability across the workforce. Understanding what skills we have within the workforce is critical in order for the Directorate to deliver to our customers and achieve our mission.

As an employee, the PCP can help you to:

- identify development opportunities by comparing your profile with the DSD People Capability Framework
- discuss current and future development needs and your career path with your supervisor during Performance Agreement discussions
- easily update your resume and access information on your career history, qualifications, courses and experience when applying for positions.

The PCP assists DSD to:

- report on our capabilities in a variety of ways, e.g. we have so many people with xyz relevant language
- assess our ability to respond quickly to a new threat
- determine depth and breadth of skills and identify where we need to develop
- identify where we have skill sets that can be redeployed quickly if an immediate need calls for that skill
- understand where we need to develop skills and therefore identify training needs.

Your individual profile is NOT:

#### ■ **Accessed by all staff**

Staff have the ability to input and update their own profile only. Your profile is password protected and other staff do not have the ability to view or tamper with it. Information in the PCP is only available to the following:

- You, the user
- DSD's Corporate Management Committee (for workforce planning purposes)
- Your EL 2 manager (for workforce planning purposes)
- Your stream leader (for workforce planning purposes)

#### ■ **Used for selecting staff for a position**

Selection Advisory Committees will not have access to your profile. Individuals may choose to use their PCP information in addressing selection criteria, however the database will not be used in place of merit selection.

#### ■ **Used to assess performance**

Your PCP will be used to discuss your development needs during your Performance Agreement discussion. It will NOT be used to assess your level of proficiency or performance.



# CORE CAPABILITIES

# Core Capabilities

## HOW TO READ THE CORE CAPABILITIES

The DSD People Capability Framework provides two views of the core capabilities—Comparative View and Individual Profiles. The Comparative View describes one capability across all levels, while Individual Profiles show all the capabilities required for a particular level.

Within each view, the following information is provided:

- **The Capability** (e.g. Contributes to Strategic Thinking)
- **Capability Description** (e.g. Supports Shared Purpose and Direction)
- **Behavioural Indicators** for that description at level (e.g. APS 1-2—Participates in organisational mission...)

Please refer to Figure 4 on right for an example of how the information is provided.

Figure 4: How to Read the Core Capabilities

The Capability	APS Level		
	APS 1-2	APS 3	APS 4
<b>Contributes to Strategic Thinking</b>			
<b>Supports shared purpose and direction</b>	Participates in organisational mission. Follows direction provided by supervisors.	<i>Supports the Directorate's values, Branch mission and business objectives. Explains the reasons for own actions to others.</i>	Supports the Directorate's values, <i>Divisional</i> mission and business objectives. Clearly communicates a sense of direction to colleagues, clients and stakeholders. Provides the reasons for <i>decisions and recommendations</i> to others.
<b>Thinks strategically and maximises work linkages, opportunities and solutions</b>	Gains knowledge of relationships with specific tasks. Suggests improvement to practices and processes.	Thinks ahead and plans accordingly. Recognises linkages across work tasks. Suggests <i>solutions</i> to problems and improvements to work practices.	Thinks ahead and plans accordingly, understands the work environment, identifies issues and problems, and works to resolve these. Recognises and uses linkages <i>between tasks and other work groups</i> . Is innovative and identifies better ways to do things.

Behavioural Indicators for that level

**Bold** reflects new behaviour. *Italics* reflects more complex behaviour.

## CORE CAPABILITIES—COMPARATIVE VIEW

- The Comparative View describes one capability across all levels, as shown in Figure 5 on right.
- It is useful for quickly scanning the differences between levels.
- This view can help you see how you need to develop a particular capability as your career progresses through levels.
- A manager or supervisor might use this view to assist in preparing for discussions about an employee's development or in setting expectations.

Figure 5: Core Capabilities—Comparative View

### Supports Productive Working Relationships

	APS 1-2	APS 3	APS 4
<b>Develops and maintains effective internal and external relationships, partnerships and networks</b>	Develops positive relationships with team members. Actively participates in team work and activities. Responds under direction to changes in client and stakeholder needs and expectations.	Develops <i>and maintains positive</i> relationships with team members. Actively participates in team work and activities. Responds under direction to changes in client and stakeholder needs and expectations.	Develops and maintains positive relationships with team members, <i>stakeholders and clients</i> . Responds to changes in client and stakeholder needs and expectations.
<b>Values difference and diversity</b>	Is flexible, tolerant and open. Understands, values and responds to different personal styles and ideas. Treats people with respect and courtesy.	Is flexible, tolerant and open. Understands, values and responds to different personal styles and ideas. Treats people with respect and courtesy.	Is flexible, tolerant and open. Understands, values and responds to different personal styles and ideas. Treats people with respect and courtesy.

## CORE CAPABILITIES—INDIVIDUAL PROFILES

- The Individual Profiles show all the capabilities required for each individual level and provide a more detailed description for that level. An example is provided in Figure 6 on right.
- Using this view, you can see all the capabilities that are required at your level, or at the level to which you aspire.
- Managers or supervisors may find this view a useful summary when developing selection criteria for a particular level.

Figure 6: Core Capabilities—Individual Profile

### APS 1-2 Individual Profile

CONTRIBUTES TO STRATEGIC THINKING	ACHIEVES RESULTS	SUPPORTS PRODUCTIVE WORKING RELATIONSHIPS
<b>Supports shared purpose and direction</b> Participates in organisational mission. Follows direction provided by supervisors.	<b>Takes responsibility for managing work projects to achieve results</b> Commits to action and gets things done. Works to agreed outcomes. Performs under specific direction and works within agreed priorities. Accepts personal responsibility for accurate completion of work and seeks assistance when needed.	<b>Develops and maintains effective internal and external relationships, partnerships and networks</b> Develops positive relationships with team members. Actively participates in team work and activities. Responds under direction to changes in client and stakeholder needs and expectations.

## COMPARATIVE VIEW — APS 1 TO APS 6

## Contributes to Strategic Thinking

	APS 1–2	APS 3	APS 4	APS 5	APS 6
<b>Supports shared purpose and direction</b>	Participates in organisational mission. Follows direction provided by supervisors.	<i>Supports the Directorate's values, Branch mission and business objectives. Explains the reasons for own actions to others.</i>	Supports the Directorate's values, Divisional mission and business objectives. <b>Clearly communicates a sense of direction to colleagues, clients and stakeholders. Provides the reasons for decisions and recommendations to others.</b>	Supports the Directorate's values, vision, mission and business objectives. Clearly communicates a sense of direction to colleagues, clients and stakeholders. <i>Understands</i> and explains the reasons for decisions and recommendations to others.	Supports <i>and promotes</i> the Directorate's values, vision, mission and business objectives. <b>Identifies the relationship between organisational goals and operational tasks.</b> Clearly communicates <i>goals and objectives</i> to staff, colleagues, clients and stakeholders. <i>Supports and communicates</i> the reasons for decisions and recommendations.
<b>Thinks strategically and maximises work linkages, opportunities and solutions</b>	Gains knowledge of relationships with specific tasks. Suggests improvement to practices and processes.	<b>Thinks ahead and plans accordingly.</b> Recognises linkages across work tasks. Suggests <i>solutions</i> to problems and improvements to work practices.	Thinks ahead and plans accordingly, <b>understands the work environment, identifies issues and problems, and works to resolve these.</b> Recognises and uses linkages <i>between tasks and other work groups.</i> <b>Is innovative and identifies</b> better ways to do things.	Thinks ahead and plans accordingly, <b>is proactive, anticipates</b> issues and problems, and works to resolve these. Understands the work environment and identifies <b>broader factors, trends and influences that may impact upon work objectives.</b> Recognises and uses linkages and <i>inter-relationships</i> between tasks and other work groups. <b>Thinks laterally,</b> is innovative and <i>promotes</i> better work practices.	Thinks ahead and plans accordingly, is proactive, anticipates issues and problems and works to resolve these. Understands the work environment and identifies broader factors, trends and influences that may impact upon work objectives. Recognises, uses and <i>nurtures</i> linkages and inter-relationships between tasks and other work areas. Thinks laterally, is innovative, and promotes better work practices. <b>Considers possible consequences of own decisions.</b>
<b>Contributes to planning and decision making</b>	Implements decisions. Provides feedback on issues and impacts of designated tasks.	<i>Provides input to the development of work plans and team goals. Identifies</i> issues, impacts, <i>options and consequences</i> of designated tasks.	Provides input to the development of work plans, team goals and <b>participates in the decision-making process.</b> <i>Analyses</i> issues, impacts, options and consequences <i>for the delivery of timely, considered advice and action.</i>	Provides input to the development of <i>strategies,</i> team goals and work plans. Participates in the decision-making process. <i>Analyses</i> issues, impacts, options and consequences for the delivery of timely, considered advice and action. <b>Identifies risks and uncertainties in processes and tasks.</b>	<i>Develops and determines</i> strategies, team goals and work plans. <b>Contributes to corporate planning</b> and decision making processes. <i>Analyses</i> issues, impacts, options and consequences for the delivery of timely, considered advice and action. <b>Identifies risks and uncertainties and accounts for these in planning and priority setting.</b>
<b>Applies judgement, intelligence and common-sense</b>	Use information from appropriate known sources. Applies Directorate values when exercising judgement and adheres to work plans.	<i>Uses common sense to recognise importance</i> of available information. Applies Directorate values when exercising judgement, <i>intelligence, and discretion in conducting</i> work tasks.	<i>Draws on information from multiple sources and uses experience</i> and common sense to <i>analyse what is important and how it should be used.</i> Exercises judgement, intelligence, and discretion in conducting work tasks.	Draws on information from diverse sources and uses experience and common sense to analyse what is important and how it should be used. Exercises judgement, intelligence and discretion in conducting work tasks and <i>making decisions.</i>	Draws on information from diverse sources and uses experience and common sense to analyse what is important and how it should be used. Exercises judgement, intelligence, discretion and appropriate independence in <b>applying delegations, determining policy, and implementing strategies/service delivery methods.</b> <b>Develops and/or uses evaluation strategies to monitor and improve policy and service delivery.</b> <b>Explores alternative solutions.</b>

## Achieves Results

	APS 1–2	APS 3	APS 4	APS 5	APS 6
<b>Takes responsibility for managing work projects to achieve results</b>	Commits to action and gets things done. Works to agreed outcomes. Performs under specific direction and works within agreed priorities. Accepts personal responsibility for accurate completion of work and seeks assistance when needed.	Commits to action and gets things done. <b><i>Demonstrates a focus on outcomes and results.</i></b> Performs under specific direction and works within agreed priorities. Accepts personal responsibility for accurate completion of work and seeks assistance when needed.	Commits to action and gets things done. Demonstrates a focus on outcomes and results. Performs under specific direction and works within agreed priorities. Accepts personal responsibility for accurate completion of work and seeks <b><i>guidance</i></b> when needed.	Commits to action and gets things done. Demonstrates a focus <b><i>and ability to achieve despite constraints and variable resources.</i></b> Performs under <b><i>general</i></b> direction and works within agreed priorities. Accepts personal responsibility for accurate completion of work and seeks guidance when needed.	Commits to action and <b>takes personal responsibility</b> for getting things done. Demonstrates a focus and ability to achieve outcomes and results despite constraints and variable resources. <b>Sets direction, plans, prioritises, reviews work group performance and identifies opportunities for improvement. Demonstrates flexibility and responds positively to changes in requirements.</b>
<b>Identifies and uses team and individual resources wisely</b>	Makes best use of individual capabilities. Seeks help from supervisor when identifying developmental needs. Supports a positive working environment, while working within agreed schedules.	Makes best use of individual <b><i>and work group</i></b> capabilities. Seeks help from supervisor when identifying developmental needs. Supports a positive working environment <b><i>and balanced workload</i></b> while working within agreed schedules.	Makes best use of individual and work group capabilities. <b>Identifies opportunities for effective resource use.</b> Supports a positive working environment and balanced workload while working within agreed schedules.	Makes best use of individual and work group capabilities. <b>Negotiates responsibilities for work outcomes. Promotes</b> a positive working environment and balanced workload while working within agreed schedules. <b>Recognises underperformance and flags where appropriate.</b>	Makes best use of individual and work group capabilities. Negotiates responsibilities for work outcomes. <b>Manages the acquisition and allocation of resources. Ensures</b> a positive working environment and balanced workload while working within agreed schedules. <b>Identifies causes and acts promptly and constructively to resolve underperformance.</b>
<b>Adapts to, supports and manages change</b>	Commits to flexibility and adaptability to changing work requirements. Informs supervisor of impact of proposed change. Works within agreed priorities and seeks feedback on performance against assigned tasks.	<b><i>Demonstrates</i></b> flexibility, adaptability and <b><i>focus through day to day work changes and shifting priorities during periods of uncertainty.</i></b> Informs supervisor of impact of proposed change. Works within agreed priorities and seeks feedback on performance against assigned tasks.	Demonstrates flexibility, adaptability and focus through day to day work changes, and shifting priorities during periods of uncertainty. <b>Reschedules and re-organises work to reflect changes in priority as directed. Evaluates progress and outcomes in a realistic and comprehensive way, and acts on results.</b>	Demonstrates flexibility, adaptability and focus through day to day work changes, and shifting priorities during periods of uncertainty. <b>Accepts change, assesses the impact and encourages collaboration and cooperation in coping with change.</b> Reschedules and re-organises <b><i>own work</i></b> to reflect changes in priority. Evaluates progress and outcomes in a realistic and comprehensive way, and acts on results.	Demonstrates flexibility, adaptability and focus through day to day work changes, and shifting priorities during periods of uncertainty. <b>Communicates and supports</b> the reasons for change. Assesses the impact and encourages collaboration and cooperation in coping with change. <b>Assists others in adapting to change. Determines work group priorities,</b> reschedules and re-organises work to reflect those changes. Evaluates progress and outcomes in a realistic and comprehensive way, acts on results <b><i>and initiates change when needed.</i></b>
<b>Applies and builds appropriate professional and technical expertise</b>	Seeks input on individual developmental requirements needed to complete assigned tasks.	<b><i>Applies and develops skills of a level and standard appropriate</i></b> to work demands.	Applies and develops skills of a level and standard appropriate to work demands.	<b>Identifies professional development opportunities.</b> Applies and develops skills of a level and standard appropriate to work demands.	Identifies <b><i>and promotes</i></b> professional development opportunities. <b><i>Seeks and/or provides development opportunities for individuals and teams that recognise and expand their capabilities.</i></b>

## Supports Productive Working Relationships

	APS 1–2	APS 3	APS 4	APS 5	APS 6
<b>Develops and maintains effective internal and external relationships, partnerships and networks</b>	Develops positive relationships with team members. Actively participates in team work and activities. Responds under direction to changes in client and stakeholder needs and expectations.	Develops <i>and maintains positive</i> relationships with team members. Actively participates in team work and activities. Responds under direction to changes in client and stakeholder needs and expectations.	Develops and maintains positive relationships with team members, <i>stakeholders and clients. Responds</i> to changes in client and stakeholder needs and expectations.	Develops and maintains positive relationships with team members, stakeholders and clients. <i>Actively pursues professional networks and represents the Directorate effectively. Cultivates collaborative and productive working relationships and partnerships.</i> Responds to changes in client and stakeholder needs and expectations.	Develops and maintains positive relationships with team members, stakeholders and clients. Actively pursues professional networks and represents the Directorate effectively. Cultivates collaborative and productive working relationships and partnerships, and <i>encourages others to do the same. Anticipates and caters to</i> changes in client and stakeholder needs and expectations.
<b>Values difference and diversity</b>	Is flexible, tolerant and open. Understands, values and responds to different personal styles and ideas. Treats people with respect and courtesy.	Is flexible, tolerant and open. Understands, values and responds to different personal styles and ideas. Treats people with respect and courtesy.	Is flexible, tolerant and open. Understands, values and responds to different personal styles and ideas. Treats people with respect and courtesy.	Is flexible, tolerant and open. Understands, values and responds to different personal styles and ideas. Treats people with respect and courtesy. <i>Promotes a fair, equitable and inclusive workplace.</i>	Is flexible, tolerant and open. Understands, values and responds to different personal styles and ideas. Treats people with respect and courtesy. <i>Encourages the inclusion of different perspectives in the workplace. Ensures</i> a fair, equitable and inclusive workplace.
<b>Listens to, understands and recognises others</b>	Actively listens to colleagues and clients and responds to their needs. Actively contributes to team goals through cooperation and good team relationships. Shares ideas and information and seeks guidance from others. Contributes to maintaining an environment of trust.	<i>Actively</i> listens to colleagues and clients. <i>Is honest, empathetic and responsive to their needs and views. Cooperates within teams,</i> shares ideas and information, seeks guidance <i>and input</i> from others. Contributes to maintaining an environment of trust.	Actively listens to colleagues, clients <i>and stakeholders.</i> Is honest, empathetic and responsive to their needs and views. Cooperates <i>within and across the DSD team,</i> shares ideas and information, seeks guidance and input from others. <i>Recognises the value others bring to the team.</i> Contributes to maintaining an environment of trust.	<i>Actively</i> listens to colleagues, clients and stakeholders. Is honest, empathetic and responsive to their needs and views. <i>Builds rapport</i> and cooperation within and across the DSD team <i>to produce effective outcomes.</i> Shares ideas and information and seeks guidance and input from others. Recognises <i>and supports</i> others to contribute to the development of an environment of trust <i>and challenge.</i>	Actively listens to <i>staff,</i> colleagues, clients and stakeholders. Is honest, empathetic and responsive to their needs and views. <i>Demonstrates leadership characteristics by ensuring</i> rapport and cooperation within and across the DSD team to produce effective outcomes. <i>Consults</i> and shares information. Recognises and supports others, and <i>engenders</i> an environment of trust, challenge and <i>reward.</i>
<b>Promotes and shares learning and supports and guides others</b>	Seeks and acts upon constructive feedback. Seeks opportunities for learning and applies new knowledge in the workplace. Supports the contribution of others. Seeks guidance on tensions and conflict in the workplace.	Seeks, <i>values</i> and acts upon constructive feedback. Seeks opportunities for learning, applies new knowledge and ideas. <i>Recognises, and informs supervisor of,</i> tensions and conflict in the workplace.	Seeks, values and acts upon constructive feedback. Seeks opportunities for learning, applies new knowledge and ideas <i>and shares these with others.</i> Recognises, and informs supervisor of, tensions and conflict in the workplace.	<i>Provides,</i> seeks, values and acts upon constructive feedback. Seeks opportunities for learning, applies new knowledge and ideas and shares these with others. <i>Addresses</i> tensions and conflict in the workplace, <i>looks for common ground and communicates this with others.</i>	Provides, seeks, values and acts upon constructive and <i>regular</i> feedback. <i>Guides and supports the development and contribution of others by identifying and providing</i> learning opportunities. Addresses tensions and conflict in the workplace, <i>identifies</i> common ground and communicates this with others.

## Displays Personal Drive and Integrity

	APS 1–2	APS 3	APS 4	APS 5	APS 6
<b>Behaves professionally and ethically, and accepts responsibility for own actions</b>	Understands and applies APS and Defence values and codes of conduct. Displays high ethical and professional standards and practices in all aspects of work. Complies with legislative, policy and regulatory frameworks. Learns from, and accepts responsibility for, the consequences of own actions.	Understands and applies APS and Defence values and codes of conduct. Displays high ethical and professional standards and practices in all aspects of work. Complies with legislative, policy and regulatory frameworks. Learns from, and accepts responsibility for, the consequences of own actions.	Applies and <i>promotes</i> APS and Defence values and codes of conduct. Displays high ethical and professional standards and practices in all aspects of work. Complies with legislative, policy and regulatory frameworks. Learns from, and accepts responsibility for, the consequences of own <b>actions and is aware of their impact on workgroup outcomes.</b>	Applies and promotes APS and Defence values and codes of conduct. Displays high ethical and professional standards and practices in all aspects of work. Complies with legislative, policy and regulatory frameworks <b>and fosters this in others.</b> Learns from, and accepts responsibility for, the consequences of own actions and <i>is</i> aware of their impact on work group outcomes <b>and team relationships.</b>	Promotes and <i>ensures adherence to</i> APS and Defence values and codes of conduct. <b>Displays and, fosters</b> high ethical and professional standards and practices in all aspects of work. <b>Ensures workgroup compliance</b> with legislative, policy and regulatory frameworks. Learns from, and accepts responsibility for, the consequences of own actions and understands their impact on work group outcomes and team relationships.
<b>Promotes and adopts a positive and balanced approach to work</b>	Works as directed while balancing personal and work responsibilities. Looks for and applies strategies to maintain personal health and well being.	<i>Manages assigned</i> workload, to balance personal and work responsibilities. Looks for and applies strategies to maintain personal health and well being.	Manages assigned workload, to balance personal and work responsibilities. Looks for and applies strategies to maintain personal health and well being.	<i>Employs strategies to manage own workload, and encourages others,</i> to balance personal and work responsibilities. Looks for and applies strategies to maintain personal health and well being.	Employs strategies to manage team workloads <b>to ensure</b> balance in personal and work responsibilities. Looks for, and applies strategies to maintain personal health and well being <b>and promotes strategies to others.</b>
<b>Shows initiative and resilience in managing work outcomes, opportunities and challenges</b>	Is committed, active and focussed on work outcomes. Adapts to a changing environment.	Is committed, active and focussed on work outcomes. Adapts to a changing environment.	Is committed, active and focussed on work outcomes. <b>Shows initiative</b> and adapts to a changing environment. <b>Uses experience and knowledge to identify strengths, weaknesses, opportunities, and threats.</b>	Is committed, active and focussed on work outcomes, <i>even in uncertain or difficult circumstances.</i> Shows initiative <b>and innovation in response</b> to a changing environment. Uses experience and knowledge to identify strengths, weaknesses, opportunities, and threats.	Is committed, active and focussed on work outcomes, even in uncertain or difficult circumstances. Shows initiative and innovation in response to a changing environment <b>and assists other to understand and cope with change.</b> Uses experience and knowledge to identify <b>and exploit</b> strengths and opportunities <b>while managing the impact</b> of threats and weaknesses.
<b>Seeks and applies ongoing improvement and learning</b>	Seeks development options for self, based on an understanding of personal strengths, capabilities and weaknesses. Recognises the need for ideas and effort to keep improving work practices.	Seeks development opportunities based upon an understanding of personal strengths, capabilities and weaknesses. <b>Contributes</b> ideas to improve work practices.	Seeks development opportunities based upon an understanding of personal <b>and team</b> strengths, capabilities and weaknesses. Contributes ideas to improve work practices.	Seeks <b>and recommends</b> development opportunities based upon an understanding of personal and team strengths, capabilities and weaknesses. <b>Contributes to the development of sound policy proposals and business processes.</b> Contributes ideas <b>and takes action</b> to improve work practices.	Seeks and recommends development opportunities based upon an understanding of personal, team <b>and Directorate</b> strengths, capabilities and weaknesses. <b>Anticipates team requirements and develops appropriate strategies. Reviews, develops and advocates</b> sound policy proposals, business <b>programmes</b> and the improvement of work practices.

## Communicates with Influence

	APS 1–2	APS 3	APS 4	APS 5	APS 6
<b>Communicates clearly and concisely</b>	Communicates messages clearly. Provides accurate information. Maintains good communication with supervisor and colleagues.	Communicates in <i>'plain English'</i> and delivers messages and information clearly, <i>concisely</i> and accurately. Maintains good communication with supervisor and colleagues.	Communicates in 'plain English' and delivers messages clearly and concisely. <b>Provides accurate and timely information on behalf of a workgroup/team.</b> Maintains good communication within own <i>and other workgroups/teams.</i>	Communicates in 'plain English' and delivers messages clearly and concisely. <i>Ensures</i> information given on behalf of their workgroup/team is accurate, timely <i>and unambiguous.</i> <b>Facilitates communication across organisational boundaries.</b>	Communicates in 'plain English' and delivers messages clearly and concisely <i>to individuals and groups.</i> Ensures information given on behalf of the work group/team/section is accurate, timely and unambiguous. <b>Facilitates and promotes communication and feedback</b> across organisational boundaries.
<b>Keeps self and others informed</b>	Keeps self informed. Keeps supervisor informed on work progress. Uses established guidelines and seeks supervisor guidance to determine dissemination of information.	Keeps self and others well informed on work progress and issues. Uses established guidelines and supervisor guidance to determine dissemination of information.	Keeps self and others well informed on work progress and issues. Uses established guidelines and supervisor direction to <i>determine what information is important and should be conveyed to others.</i>	Keeps self and others well informed on work progress and issues. Uses <i>common sense</i> to determine what information is important and should be conveyed to others. <i>Works within agreed guidelines in making decisions about the use and dissemination of information.</i>	Keeps self and others well informed on work progress and issues. Uses common sense to determine what information is important and should be conveyed to others. <i>Sets workgroup guidelines</i> for making decisions about the use and dissemination of information.
<b>Listens, understands and adapts to audience</b>	Listens to customers and colleagues. Contributes to group discussion.	Listens, <i>speaks, writes and questions according to the needs of individuals or the audience.</i> <i>Conveys ideas, viewpoints and arguments successfully to individuals or groups.</i>	Listens, speaks, writes and questions according to the needs of individuals or the audience. Conveys ideas, <i>concepts, viewpoints</i> and arguments successfully to individuals or groups.	Listens, speaks, writes and questions according to the needs of individuals or the audience. <b>Encourages discussion to share ideas, clarify and confirm understanding and appreciate diverse viewpoints.</b> Conveys ideas, concepts, viewpoints and arguments successfully to individuals or groups.	Listens, speaks, writes and questions according to the needs of individuals or the audience. <i>Leads and</i> encourages discussion to share ideas, clarify and confirm understanding and appreciate diverse viewpoints. Conveys ideas, concepts and arguments successfully to individuals or groups.
<b>Negotiates and works to reconcile diverse views</b>	Communicates appropriately. Contributes ideas and personal views to individual and group discussion.	Communicates appropriately. <i>Listens to, and considers differing ideas,</i> contributes own view in individual and group discussions.	<b>Presents views credibly, thoughtfully and persuasively.</b> Listens, considers and <i>works to reconcile</i> differing ideas and views.	<b>Shows judgement, understanding and skill in negotiating and working to address conflict in work situations.</b> <i>Influences others</i> by presenting credible and persuasive views and a thoughtful understanding of issues. Listens, considers and works to reconcile differing ideas and views.	Shows judgement, understanding and skill in negotiating and working <i>to resolve</i> conflict in work situations. Influences others by presenting credible and persuasive views and a thoughtful understanding of issues. <i>Actively</i> listens, considers and works to reconcile differing ideas and views.

COMPARATIVE VIEW — EL 1 TO EL 2<sup>3</sup>

## Shapes Strategic Thinking

	EL1	EL2/CHIEF
<b>Inspires a sense of purpose and direction</b>	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.	<i>Translates the strategy into operational goals and creates a shared sense of purpose within the business unit. Engages others</i> in the strategic direction of the work area, <b>encourages their contribution</b> and communicates expected outcomes.
<b>Focuses strategically</b>	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 <i>links</i> between the <i>business unit, organisation and whole of government agenda</i> . Considers the ramifications of a <i>wide range</i> of issues, <b>anticipates priorities and develops long-term plans for own work area</b> .
<b>Harnesses information and opportunities</b>	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, <i>looks for recent developments that may impact on own business area</i> and finds out about best practice approaches.
<b>Shows judgment, intelligence and commonsense</b>	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. <i>Presents logical arguments and draws accurate conclusions</i> . <b>Anticipates and seeks to minimise risks</b> . Breaks through problems and weighs up the options to identify solutions. Explores possibilities and creative alternatives.

## Achieves Results

	EL1	EL2/CHIEF
<b>Builds organisational capability and responsiveness</b>	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.	<i>Evaluates ongoing project performance and identifies critical success factors. Instigates</i> continuous improvement activities. Responds flexibly to changing demands. <b>Builds teams with complementary skills</b> and <i>allocates resources in a manner that delivers results</i> .
<b>Marshals professional expertise</b>	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 <i>capitalises on the knowledge within the organisation as well as consulting externally as appropriate</i> . <b>Manages contracts judiciously</b> . Contributes own expertise to achieve outcomes for the business unit.
<b>Steers and implements change and deals with uncertainty</b>	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.
<b>Ensures closure and delivers on intended results</b>	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.	<i>Strives to achieve and encourages others to do the same</i> . 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.

## Cultivates Productive Working Relationships

	EL1	EL2/CHIEF
<b>Nurtures internal and external relationships</b>	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.	Builds and sustains relationships with a network of key people internally and externally. <b>Recognises shared agendas and works towards mutually beneficial outcomes.</b> Anticipates and is responsive to internal and external client needs.
<b>Facilitates cooperation and partnerships</b>	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.	Brings people together and encourages input from key stakeholders. Finds opportunities to share information and ensures that others are kept informed of issues. <b>Fosters teamwork and rewards cooperative and collaborative behaviour. Resolves conflict using appropriate strategies.</b>
<b>Values individual differences and diversity</b>	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.	Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views. Harnesses understanding of differences <b>to anticipate reactions</b> and enhance interactions. Recognises the different working styles of individuals, and tries to see things from different perspectives.
<b>Guides, mentors and develops people</b>	Identifies learning opportunities for others and empowers them by delegating tasks. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive, objective feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly.	<b>Encourages and motivates people to engage in continuous learning</b> , and empowers them by delegating tasks. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly.

## Exemplifies Personal Drive and Integrity

	EL1	EL2/CHIEF
<b>Demonstrates public service professionalism and probity</b>	Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally and impartially at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in public and internal forums.	Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally and impartially at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in public and internal forums.
<b>Engages with risk and shows personal courage</b>	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, and stands by own position and <i>supports others when required</i> . Acknowledges mistakes and learns from them, and seeks guidance and advice when required.
<b>Commits to action</b>	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.
<b>Displays resilience</b>	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. <i>Maintains momentum and sustains effort</i> despite criticism or setbacks.
<b>Demonstrates self awareness and a commitment to personal development</b>	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.	<i>Critically analyses own performance</i> 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 <i>embraces</i> challenging new opportunities.

## Communicates with Influence

	EL1	EL2/CHIEF
<b>Communicates clearly</b>	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.	Confidently presents messages in a clear, concise and articulate manner. <i>Translates information for others</i> , 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.
<b>Listens, understands and adapts to audience</b>	Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments and does not allow misunderstandings to linger.	Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. <b>Anticipates reactions and is prepared to respond</b> . Checks own understanding of others' comments and does not allow misunderstandings to linger.
<b>Negotiates persuasively</b>	Approaches negotiations with a strong grasp of the key issues, having prepared in advance. Understands the desired objective and associated strengths and weaknesses. Anticipates the position of the other party, and frames arguments accordingly. Encourages the support of relevant stakeholders. Strives to achieve an outcome that delivers benefits for both parties.	Approaches negotiations with a strong grasp of the key issues, having prepared well in advance. Understands the desired objective and associated strengths and weaknesses. Anticipates the position of the other party, and <i>adapts approach accordingly</i> . Encourages the support of relevant stakeholders. <b>Encourages debate and identifies common ground</b> to facilitate agreement and acceptance of mutually beneficial solutions.

## INDIVIDUAL PROFILES

## APS 1–2 Individual Profile

CONTRIBUTES TO STRATEGIC THINKING	ACHIEVES RESULTS	SUPPORTS PRODUCTIVE WORKING RELATIONSHIPS	DISPLAYS PERSONAL DRIVE AND INTEGRITY	COMMUNICATES WITH INFLUENCE
<p><b>Supports shared purpose and direction</b></p> <p>Participates in organisational mission. Follows direction provided by supervisors.</p>	<p><b>Takes responsibility for managing work projects to achieve results</b></p> <p>Commits to action and gets things done. Works to agreed outcomes. Performs under specific direction and works within agreed priorities. Accepts personal responsibility for accurate completion of work and seeks assistance when needed.</p>	<p><b>Develops and maintains effective internal and external relationships, partnerships and networks</b></p> <p>Develops positive relationships with team members. Actively participates in team work and activities. Responds under direction to changes in client and stakeholder needs and expectations.</p>	<p><b>Behaves professionally and ethically, and accepts responsibility for own actions</b></p> <p>Understands and applies APS and Defence values and codes of conduct. Displays high ethical and professional standards and practices in all aspects of work. Complies with legislative, policy and regulatory frameworks. Learns from, and accepts responsibility for, the consequences of own actions.</p>	<p><b>Communicates clearly and concisely</b></p> <p>Communicates messages clearly. Provides accurate information. Maintains good communication with supervisor and colleagues.</p>
<p><b>Thinks strategically and maximises work linkages, opportunities and solutions</b></p> <p>Gains knowledge of relationships with specific tasks. Suggests improvement to practices and processes.</p>	<p><b>Identifies and uses team and individual resources wisely</b></p> <p>Makes best use of individual capabilities. Seeks help from supervisor when identifying developmental needs. Supports a positive working environment, while working within agreed schedules.</p>	<p><b>Values difference and diversity</b></p> <p>Is flexible, tolerant and open. Understands, values and responds to different personal styles and ideas. Treats people with respect and courtesy.</p>	<p><b>Promotes and adopts a positive and balanced approach to work</b></p> <p>Works as directed while balancing personal and work responsibilities. Looks for and applies strategies to maintain personal health and well being.</p>	<p><b>Keeps self and others informed</b></p> <p>Keeps self informed. Keeps supervisor informed on work progress. Uses established guidelines and seeks supervisor guidance to determine dissemination of information.</p>
<p><b>Contributes to planning and decision making</b></p> <p>Implements decisions. Provides feedback on issues and impacts of designated tasks.</p>	<p><b>Adapts to, supports and manages change</b></p> <p>Commits to flexibility and adaptability to changing work requirements. Informs supervisor of impact of proposed change. Works within agreed priorities and seeks feedback on performance against assigned tasks.</p>	<p><b>Listens to, understands and recognises others</b></p> <p>Actively listens to colleagues and clients and responds to their needs. Actively contributes to team goals through cooperation and good team relationships. Shares ideas and information and seeks guidance from others. Contributes to maintaining an environment of trust.</p>	<p><b>Shows initiative and resilience in managing work outcomes, opportunities and challenges</b></p> <p>Is committed, active and focussed on work outcomes. Adapts to a changing environment.</p>	<p><b>Listens, understands and adapts to audience</b></p> <p>Listens to customers and colleagues. Contributes to group discussion.</p>
<p><b>Applies judgement, intelligence and commonsense</b></p> <p>Use information from appropriate known sources. Applies Directorate values when exercising judgement and adheres to work plans.</p>	<p><b>Applies and builds appropriate professional and technical expertise</b></p> <p>Seeks input on individual developmental requirements needed to complete assigned tasks.</p>	<p><b>Promotes and shares learning and supports and guides others</b></p> <p>Seeks and acts upon constructive feedback. Seeks opportunities for learning and applies new knowledge in the workplace. Supports the contribution of others. Seeks guidance on tensions and conflict in the workplace.</p>	<p><b>Seeks and applies ongoing improvement and learning</b></p> <p>Seeks development options for self, based on an understanding of personal strengths, capabilities and weaknesses. Recognises the need for ideas and effort to keep improving work practices.</p>	<p><b>Negotiates and works to reconcile diverse views</b></p> <p>Communicates appropriately. Contributes ideas and personal views to individual and group discussion.</p>

### APS 3 Individual Profile

CONTRIBUTES TO STRATEGIC THINKING	ACHIEVES RESULTS	SUPPORTS PRODUCTIVE WORKING RELATIONSHIPS	DISPLAYS PERSONAL DRIVE AND INTEGRITY	COMMUNICATES WITH INFLUENCE
<p><b>Supports shared purpose and direction</b></p> <p>Supports the Directorate's values, Branch mission and business objectives. Explains the reasons for own actions to others.</p>	<p><b>Takes responsibility for managing work projects to achieve results</b></p> <p>Commits to action and gets things done. Demonstrates a focus on outcomes and results. Performs under specific direction and works within agreed priorities. Accepts personal responsibility for accurate completion of work and seeks assistance when needed.</p>	<p><b>Develops and maintains effective internal and external relationships, partnerships and networks</b></p> <p>Develops and maintains positive relationships with team members. Actively participates in team work and activities. Responds under direction to changes in client and stakeholder needs and expectations.</p>	<p><b>Behaves professionally and ethically, and accepts responsibility for own actions</b></p> <p>Understands and applies APS and Defence values and codes of conduct. Displays high ethical and professional standards and practices in all aspects of work. Complies with legislative, policy and regulatory frameworks. Learns from, and accepts responsibility for, the consequences of own actions.</p>	<p><b>Communicates clearly and concisely</b></p> <p>Communicates in 'plain English' and delivers messages and information clearly, concisely and accurately. Maintains good communication with supervisor and colleagues.</p>
<p><b>Thinks strategically and maximises work linkages, opportunities and solutions</b></p> <p>Thinks ahead and plans accordingly. Recognises linkages across work tasks. Suggests solutions to problems and improvements to work practices.</p>	<p><b>Identifies and uses team and individual resources wisely</b></p> <p>Makes best use of individual and work group capabilities. Seeks help from supervisor when identifying developmental needs. Supports a positive working environment and balanced workload while working within agreed schedules.</p>	<p><b>Values difference and diversity</b></p> <p>Is flexible, tolerant and open. Understands, values and responds to different personal styles and ideas. Treats people with respect and courtesy.</p>	<p><b>Promotes and adopts a positive and balanced approach to work</b></p> <p>Manages assigned workload, to balance personal and work responsibilities. Looks for and applies strategies to maintain personal health and well being.</p>	<p><b>Keeps self and others informed</b></p> <p>Keeps self and others well informed on work progress and issues. Uses established guidelines and supervisor guidance to determine dissemination of information.</p>
<p><b>Contributes to planning and decision making</b></p> <p>Provides input to the development of work plans and team goals. Identifies issues, impacts, options and consequences of designated tasks.</p>	<p><b>Adapts to, supports and manages change</b></p> <p>Demonstrates flexibility, adaptability and focus through day to day work changes and shifting priorities during periods of uncertainty. Informs supervisor of impact of proposed change. Works within agreed priorities and seeks feedback on performance against assigned tasks.</p>	<p><b>Listens to, understands and recognises others</b></p> <p>Actively listens to colleagues and clients. Is honest, empathetic and responsive to their needs and views. Cooperates within teams, shares ideas and information, seeks guidance and input from others. Contributes to maintaining an environment of trust.</p>	<p><b>Shows initiative and resilience in managing work outcomes, opportunities and challenges</b></p> <p>Is committed, active and focussed on work outcomes. Adapts to a changing environment.</p>	<p><b>Listens, understands and adapts to audience</b></p> <p>Listens, speaks, writes and questions according to the needs of individuals or the audience. Conveys ideas, viewpoints and arguments successfully to individuals or groups.</p>
<p><b>Applies judgement, intelligence and commonsense</b></p> <p>Uses common sense to recognise importance of available information. Applies Directorate values when exercising judgement, intelligence, and discretion in conducting work tasks.</p>	<p><b>Applies and builds appropriate professional and technical expertise</b></p> <p>Applies and develops skills of a level and standard appropriate to work demands.</p>	<p><b>Promotes and shares learning and supports and guides others</b></p> <p>Seeks, values and acts upon constructive feedback. Seeks opportunities for learning, applies new knowledge and ideas. Recognises, and informs supervisor of, tensions and conflict in the workplace.</p>	<p><b>Seeks and applies ongoing improvement and learning</b></p> <p>Seeks development opportunities based upon an understanding of personal strengths, capabilities and weaknesses. Contributes ideas to improve work practices.</p>	<p><b>Negotiates and works to reconcile diverse views</b></p> <p>Communicates appropriately. Listens to, and considers differing ideas, contributes own view in individual and group discussions.</p>

## APS 4 Individual Profile

CONTRIBUTES TO STRATEGIC THINKING	ACHIEVES RESULTS	SUPPORTS PRODUCTIVE WORKING RELATIONSHIPS	DISPLAYS PERSONAL DRIVE AND INTEGRITY	COMMUNICATES WITH INFLUENCE
<p><b>Supports shared purpose and direction</b></p> <p>Supports the Directorate's values, Divisional mission and business objectives. Clearly communicates a sense of direction to colleagues, clients and stakeholders. Provides the reasons for decisions and recommendations to others.</p>	<p><b>Takes responsibility for managing work projects to achieve results</b></p> <p>Commits to action and gets things done. Demonstrates a focus on outcomes and results. Performs under specific direction and works within agreed priorities. Accepts personal responsibility for accurate completion of work and seeks guidance when needed.</p>	<p><b>Develops and maintains effective internal and external relationships, partnerships and networks</b></p> <p>Develops and maintains positive relationships with team members, stakeholders and clients. Responds to changes in client and stakeholder needs and expectations.</p>	<p><b>Behaves professionally and ethically, and accepts responsibility for own actions</b></p> <p>Applies and promotes APS and Defence values and codes of conduct. Displays high ethical and professional standards and practices in all aspects of work. Complies with legislative, policy and regulatory frameworks. Learns from, and accepts responsibility for, the consequences of own actions and is aware of their impact on workgroup outcomes.</p>	<p><b>Communicates clearly and concisely</b></p> <p>Communicates in 'plain English' and delivers messages clearly and concisely. Provides accurate and timely information on behalf of a workgroup/team. Maintains good communication within own and other workgroup/teams.</p>
<p><b>Thinks strategically and maximises work linkages, opportunities and solutions</b></p> <p>Thinks ahead and plans accordingly, understands the work environment, identifies issues and problems, and works to resolve these. Recognises and uses linkages between tasks and other work groups. Is innovative and identifies better ways to do things.</p>	<p><b>Identifies and uses team and individual resources wisely</b></p> <p>Makes best use of individual and work group capabilities. Identifies opportunities for effective resource use. Supports a positive working environment and balanced workload while working within agreed schedules.</p>	<p><b>Values difference and diversity</b></p> <p>Is flexible, tolerant and open. Understands, values and responds to different personal styles and ideas. Treats people with respect and courtesy.</p>	<p><b>Promotes and adopts a positive and balanced approach to work</b></p> <p>Manages assigned workload, to balance personal and work responsibilities. Looks for and applies strategies to maintain personal health and well being.</p>	<p><b>Keeps self and others informed</b></p> <p>Keeps self and others well informed on work progress and issues. Uses established guidelines and supervisor direction to determine what information is important and should be conveyed to others.</p>
<p><b>Contributes to planning and decision making</b></p> <p>Provides input to the development of work plans, team goals and participates in the decision-making process. Analyses issues, impacts, options and consequences for the delivery of timely, considered advice and action.</p>	<p><b>Adapts to, supports and manages change</b></p> <p>Demonstrates flexibility, adaptability and focus through day to day work changes, and shifting priorities during periods of uncertainty. Reschedules and re-organises work to reflect changes in priority as directed. Evaluates progress and outcomes in a realistic and comprehensive way, and acts on results.</p>	<p><b>Listens to, understands and recognises others</b></p> <p>Actively listens to colleagues, clients and stakeholders. Is honest, empathetic and responsive to their needs and views. Cooperates within and across the DSD team, shares ideas and information, seeks guidance and input from others. Recognises the value others bring to the team. Contributes to maintaining an environment of trust.</p>	<p><b>Shows initiative and resilience in managing work outcomes, opportunities and challenges</b></p> <p>Is committed, active and focussed on work outcomes. Shows initiative and adapts to a changing environment. Uses experience and knowledge to identify strengths, weaknesses, opportunities, and threats.</p>	<p><b>Listens, understands and adapts to audience</b></p> <p>Listens, speaks, writes and questions according to the needs of individuals or the audience. Conveys ideas, concepts, viewpoints and arguments successfully to individuals or groups.</p>
<p><b>Applies judgement, intelligence and commonsense</b></p> <p>Draws on information from multiple sources and uses experience and common sense to analyse what is important and how it should be used. Exercises judgement, intelligence, and discretion in conducting work tasks.</p>	<p><b>Applies and builds appropriate professional and technical expertise</b></p> <p>Applies and develops skills of a level and standard appropriate to work demands.</p>	<p><b>Promotes and shares learning and supports and guides others</b></p> <p>Seeks, values and acts upon constructive feedback. Seeks opportunities for learning, applies new knowledge and ideas and shares these with others. Recognises, and informs supervisor of, tensions and conflict in the workplace.</p>	<p><b>Seeks and applies ongoing improvement and learning</b></p> <p>Seeks development opportunities based upon an understanding of personal and team strengths, capabilities and weaknesses. Contributes ideas to improve work practices.</p>	<p><b>Negotiates and works to reconcile diverse views</b></p> <p>Presents views credibly, thoughtfully and persuasively. Listens, considers and works to reconcile differing ideas and views.</p>

## APS 5 Individual Profile

CONTRIBUTES TO STRATEGIC THINKING	ACHIEVES RESULTS	SUPPORTS PRODUCTIVE WORKING RELATIONSHIPS	DISPLAYS PERSONAL DRIVE AND INTEGRITY	COMMUNICATES WITH INFLUENCE
<p><b>Supports shared purpose and direction</b></p> <p>Supports the Directorate's values, vision, mission and business objectives. Clearly communicates a sense of direction to colleagues, clients and stakeholders. Understands and explains the reasons for decisions and recommendations to others.</p>	<p><b>Takes responsibility for managing work projects to achieve results</b></p> <p>Commits to action and gets things done. Demonstrates a focus and ability to achieve outcomes and results despite constraints and variable resources. Performs under general direction and works within agreed priorities. Accepts personal responsibility for accurate completion of work and seeks guidance when needed.</p>	<p><b>Develops and maintains effective internal and external relationships, partnerships and networks</b></p> <p>Develops and maintains positive relationships with team members, stakeholders and clients. Actively pursues professional networks and represents the Directorate effectively. Cultivates collaborative and productive working relationships and partnerships. Responds to changes in client and stakeholder needs and expectations.</p>	<p><b>Behaves professionally and ethically, and accepts responsibility for own actions</b></p> <p>Applies and promotes APS and Defence values and codes of conduct. Displays high ethical and professional standards and practices in all aspects of work. Complies with legislative, policy and regulatory frameworks and fosters this in others. Learns from, and accepts responsibility for, the consequences of own actions and is aware of their impact on work group outcomes and team relationships.</p>	<p><b>Communicates clearly and concisely</b></p> <p>Communicates in 'plain English' and delivers messages clearly and concisely. Ensures information given on behalf of their workgroup/team is accurate, timely and unambiguous. Facilitates communication across organisational boundaries.</p>
<p><b>Thinks strategically and maximises work linkages, opportunities and solutions</b></p> <p>Thinks ahead and plans accordingly, is proactive, anticipates issues and problems, and works to resolve these. Understands the work environment and identifies broader factors, trends and influences that may impact upon work objectives. Recognises and uses linkages and inter-relationships between tasks and other work groups. Thinks laterally, is innovative and promotes better work practices.</p>	<p><b>Identifies and uses team and individual resources wisely</b></p> <p>Makes best use of individual and work group capabilities. Negotiates responsibilities for work outcomes. Promotes a positive working environment and balanced workload while working within agreed schedules. Recognises underperformance and flags where appropriate.</p>	<p><b>Values difference and diversity</b></p> <p>Is flexible, tolerant and open. Understands, values and responds to different personal styles and ideas. Treats people with respect and courtesy. Promotes a fair, equitable and inclusive workplace.</p>	<p><b>Promotes and adopts a positive and balanced approach to work</b></p> <p>Employs strategies to manage own workload, and encourages others, to balance personal and work responsibilities. Looks for and applies strategies to maintain personal health and well being.</p>	<p><b>Keeps self and others informed</b></p> <p>Keeps self and others well informed on work progress and issues. Uses common sense to determine what information is important and should be conveyed to others. Works within agreed guidelines in making decisions about the use and dissemination of information.</p>
<p><b>Contributes to planning and decision making</b></p> <p>Provides input to the development of strategies, team goals and work plans. Participates in the decision-making process. Analyses issues, impacts, options and consequences for the delivery of timely, considered advice and action. Identifies risks and uncertainties in processes and tasks.</p>	<p><b>Adapts to, supports and manages change</b></p> <p>Demonstrates flexibility, adaptability and focus through day to day work changes, and shifting priorities during periods of uncertainty. Accepts change, assesses the impact and encourages collaboration and cooperation in coping with change. Reschedules and re-organises own work to reflect changes in priority. Evaluates progress and outcomes in a realistic and comprehensive way, and acts on results.</p>	<p><b>Listens to, understands and recognises others</b></p> <p>Actively listens to colleagues, clients and stakeholders. Is honest, empathetic and responsive to their needs and views. Builds rapport and cooperation within and across the DSD team to produce effective outcomes. Shares ideas and information and seeks guidance and input from others. Recognises and supports others to contribute to the development of an environment of trust and challenge.</p>	<p><b>Shows initiative and resilience in managing work outcomes, opportunities and challenges</b></p> <p>Is committed, active and focussed on work outcomes, even in uncertain or difficult circumstances. Shows initiative and innovation in response to a changing environment. Uses experience and knowledge to identify strengths, weaknesses, opportunities, and threats.</p>	<p><b>Listens, understands and adapts to audience</b></p> <p>Listens, speaks, writes and questions according to the needs of individuals or the audience. Encourages discussion to share ideas, clarify and confirm understanding and appreciate diverse viewpoints. Conveys ideas, concepts and arguments successfully to individuals or groups.</p>

## APS 5 Individual Profile

CONTRIBUTES TO STRATEGIC THINKING	ACHIEVES RESULTS	SUPPORTS PRODUCTIVE WORKING RELATIONSHIPS	DISPLAYS PERSONAL DRIVE AND INTEGRITY	COMMUNICATES WITH INFLUENCE
<p><b>Supports judgement, intelligence and commonsense</b></p> <p>Draws on information from diverse sources and uses experience and common sense to analyse what is important and how it should be used. Exercises judgement, intelligence and discretion in conducting work tasks and making decisions.</p>	<p><b>Applies and builds appropriate professional and technical expertise</b></p> <p>Identifies professional development opportunities. Applies and develops skills of a level and standard appropriate to work demands.</p>	<p><b>Promotes and shares learning and supports and guides others</b></p> <p>Provides, seeks, values and acts upon constructive feedback. Seeks opportunities for learning, applies new knowledge and ideas and shares these with others. Addresses tensions and conflict in the workplace, looks for common ground and communicates this with others.</p>	<p><b>Seeks and applies ongoing improvement and learning</b></p> <p>Seeks and recommends development opportunities based upon an understanding of personal and team strengths, capabilities and weaknesses. Contributes to the development of sound policy proposals and business processes. Contributes ideas and takes action to improve work practices.</p>	<p><b>Negotiates and works to reconcile diverse views</b></p> <p>Shows judgement, understanding and skill in negotiating and working to address conflict in work situations. Influences others by presenting credible and persuasive views and a thoughtful understanding of issues. Listens, considers and works to reconcile differing ideas and views.</p>

## APS 6 Individual Profile

CONTRIBUTES TO STRATEGIC THINKING	ACHIEVES RESULTS	SUPPORTS PRODUCTIVE WORKING RELATIONSHIPS	DISPLAYS PERSONAL DRIVE AND INTEGRITY	COMMUNICATES WITH INFLUENCE
<p><b>Supports shared purpose and direction</b></p> <p>Supports and promotes the Directorate's values, vision, mission and business objectives. Identifies the relationship between organisational goals and operational tasks. Clearly communicates goals and objectives to staff, colleagues, clients and stakeholders. Supports and communicates the reasons for decisions and recommendations.</p>	<p><b>Takes responsibility for managing work projects to achieve results</b></p> <p>Commits to action and takes personal responsibility for getting things done. Demonstrates a focus and ability to achieve outcomes and results despite constraints and variable resources. Sets direction, plans, prioritises, reviews work group performance and identifies opportunities for improvement. Demonstrates flexibility and responds positively to changes in requirements.</p>	<p><b>Develops and maintains effective internal and external relationships, partnerships and networks</b></p> <p>Develops and maintains positive relationships with team members, stakeholders and clients. Actively pursues professional networks and represents the Directorate effectively. Cultivates collaborative and productive working relationships and partnerships, and encourages others to do the same. Anticipates and caters to changes in client and stakeholder needs and expectations.</p>	<p><b>Behaves professionally and ethically, and accepts responsibility for own actions</b></p> <p>Promotes and ensures adherence to APS and Defence values and codes of conduct. Displays and, fosters high ethical and professional standards and practices in all aspects of work. Ensures workgroup compliance with legislative, policy and regulatory frameworks. Learns from, and accepts responsibility for, the consequences of own actions and understands their impact on work group outcomes and team relationships.</p>	<p><b>Communicates clearly and concisely</b></p> <p>Communicates in 'plain English' and delivers messages clearly and concisely to individuals and groups. Ensures information given on behalf of the work group/team/section is accurate, timely and unambiguous. Facilitates and promotes communication and feedback across organisational boundaries.</p>
<p><b>Thinks strategically and maximises work linkages, opportunities and solutions</b></p> <p>Thinks ahead and plans accordingly, is proactive, anticipates issues and problems and works to resolve these. Understands the work environment and identifies broader factors, trends and influences that may impact upon work objectives. Recognises, uses and nurtures linkages and inter-relationships between tasks and other work areas. Thinks laterally, is innovative, and promotes better work practices. Considers possible consequences of own decisions.</p>	<p><b>Identifies and uses team and individual resources wisely</b></p> <p>Makes best use of individual and work group capabilities. Negotiates responsibilities for work outcomes. Manages the acquisition and allocation of resources. Ensures a positive working environment and balanced workload while working within agreed schedules. Identifies causes and acts promptly and constructively to resolve underperformance.</p>	<p><b>Values difference and diversity</b></p> <p>Is flexible, tolerant and open. Understands, values and responds to different personal styles and ideas. Treats people with respect and courtesy. Encourages the inclusion of different perspectives in the workplace. Ensures a fair, equitable and inclusive workplace.</p>	<p><b>Promotes and adopts a positive and balanced approach to work</b></p> <p>Employs strategies to manage team workloads to ensure balance in personal and work responsibilities. Looks for, and applies strategies to maintain personal health and well being and promotes strategies to others.</p>	<p><b>Keeps self and others informed</b></p> <p>Keeps self and others well informed on work progress and issues. Uses common sense to determine what information is important and should be conveyed to others. Sets workgroup guidelines for making decisions about the use and dissemination of information.</p>

## APS 6 Individual Profile

CONTRIBUTES TO STRATEGIC THINKING	ACHIEVES RESULTS	SUPPORTS PRODUCTIVE WORKING RELATIONSHIPS	DISPLAYS PERSONAL DRIVE AND INTEGRITY	COMMUNICATES WITH INFLUENCE
<p><b>Contributes to planning and decision making</b></p> <p>Develops and determines strategies, team goals and work plans. Contributes to corporate planning and decision making processes. Analyses issues, impacts, options and consequences for the delivery of timely, considered advice and action. Identifies risks and uncertainties and accounts for these in planning and priority setting.</p>	<p><b>Adapts to, supports and manages change</b></p> <p>Demonstrates flexibility, adaptability and focus through day to day work changes, and shifting priorities during periods of uncertainty. Communicates and supports the reasons for change. Assesses the impact and encourages collaboration and cooperation in coping with change. Assists others in adapting to change. Determines work group priorities, reschedules and re-organises work to reflect those changes. Evaluates progress and outcomes in a realistic and comprehensive way, acts on results and initiates change when needed.</p>	<p><b>Listens to, understands and recognises others</b></p> <p>Actively listens to staff, colleagues, clients and stakeholders. Is honest, empathetic and responsive to their needs and views. Demonstrates leadership characteristics by ensuring rapport and cooperation within and across the DSD team to produce effective outcomes. Consults and shares information. Recognises and supports others, and engenders an environment of trust, challenge and reward.</p>	<p><b>Shows initiative and resilience in managing work outcomes, opportunities and challenges</b></p> <p>Is committed, active and focussed on work outcomes, even in uncertain or difficult circumstances. Shows initiative and innovation in response to a changing environment and assists other to understand and cope with change. Uses experience and knowledge to identify and exploit strengths and opportunities while managing the impact of threats and weaknesses.</p>	<p><b>Listens, understands and adapts to audience</b></p> <p>Listens, speaks, writes and questions according to the needs of individuals or the audience. Leads and encourages discussion to share ideas, clarify and confirm understanding and appreciate diverse viewpoints. Conveys ideas, concepts and arguments successfully to individuals or groups.</p>
<p><b>Applies judgement, intelligence and commonsense</b></p> <p>Draws on information from diverse sources and uses experience and common sense to analyse what is important and how it should be used. Exercises judgement, intelligence, discretion and appropriate independence in applying delegations, determining policy, and implementing strategies/service delivery methods. Develops and/or uses evaluation strategies to monitor and improve policy and service delivery. Explores alternative solutions.</p>	<p><b>Applies and builds appropriate professional and technical expertise</b></p> <p>Identifies and promotes professional development opportunities. Seeks and/or provides development opportunities for individuals and teams that recognise and expand their capabilities.</p>	<p><b>Promotes and shares learning and supports and guides others</b></p> <p>Provides, seeks, values and acts upon constructive and regular feedback. Guides and supports the development and contribution of others by identifying and providing learning opportunities. Addresses tensions and conflict in the workplace, identifies common ground and communicates this with others.</p>	<p><b>Seeks and applies ongoing improvement and learning</b></p> <p>Seeks and recommends development opportunities based upon an understanding of personal, team and Directorate strengths, capabilities and weaknesses. Anticipates team requirements and develops appropriate strategies. Reviews, develops and advocates sound policy proposals, business programmes and the improvement of work practices.</p>	<p><b>Negotiates and works to reconcile diverse views</b></p> <p>Shows judgement, understanding and skill in negotiating and working to resolve conflict in work situations. Influences others by presenting credible and persuasive views and a thoughtful understanding of issues. Actively listens, considers and works to reconcile differing ideas and views.</p>

## EL1 Individual Profile

SHAPES STRATEGIC THINKING	ACHIEVES RESULTS	CULTIVATES PRODUCTIVE WORKING RELATIONSHIPS	EXEMPLIFIES PERSONAL DRIVE AND INTEGRITY	COMMUNICATES WITH INFLUENCE
<p><b>Inspires a sense of purpose and direction</b></p> <p>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.</p>	<p><b>Builds organisational capability and responsiveness</b></p> <p>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.</p>	<p><b>Nurtures internal and external relationships</b></p> <p>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.</p>	<p><b>Demonstrates public service professionalism and probity</b></p> <p>Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally 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.</p>	<p><b>Communicates clearly</b></p> <p>Confidently presents messages in a clear, concise and articulate manner. Focuses on key points and uses appropriate, unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.</p>
<p><b>Focuses strategically</b></p> <p>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.</p>	<p><b>Marshals professional expertise</b></p> <p>Values specialist expertise and capitalises on the expert knowledge and skills of others. Contributes own expertise to achieve outcomes for the business unit.</p>	<p><b>Facilitates cooperation and partnerships</b></p> <p>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.</p>	<p><b>Engages with risk and shows personal courage</b></p> <p>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.</p>	<p><b>Listens, understands and adapts to audience</b></p> <p>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments and does not allow misunderstandings to linger.</p>
<p><b>Harnesses information and opportunities</b></p> <p>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.</p>	<p><b>Steers and implements change and deals with uncertainty</b></p> <p>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.</p>	<p><b>Values individual differences and diversity</b></p> <p>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.</p>	<p><b>Commits to action</b></p> <p>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.</p>	<p><b>Negotiates persuasively</b></p> <p>Approaches negotiations with a strong grasp of the key issues, having prepared in advance. Understands the desired objective and associated strengths and weaknesses. Anticipates the position of the other party, and frames arguments accordingly. Encourages the support of relevant stakeholders. Strives to achieve an outcome that delivers benefits for both parties.</p>
<p><b>Shows judgment, intelligence and commonsense</b></p> <p>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.</p>	<p><b>Ensures closure and delivers on intended results</b></p> <p>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.</p>	<p><b>Guides, mentors and develops people</b></p> <p>Identifies learning opportunities for others and empowers them by delegating tasks. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive, objective feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly.</p>	<p><b>Displays resilience</b></p> <p>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.</p>	

## EL1 Individual Profile

SHAPES STRATEGIC THINKING	ACHIEVES RESULTS	CULTIVATES PRODUCTIVE WORKING RELATIONSHIPS	EXEMPLIFIES PERSONAL DRIVE AND INTEGRITY	COMMUNICATES WITH INFLUENCE
			<p><b>Demonstrates self awareness and a commitment to personal development</b></p> <p>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.</p>	

## EL2/CHIEF Individual Profile

SHAPES STRATEGIC THINKING	ACHIEVES RESULTS	CULTIVATES PRODUCTIVE WORKING RELATIONSHIPS	EXEMPLIFIES PERSONAL DRIVE AND INTEGRITY	COMMUNICATES WITH INFLUENCE
<p><b>Inspires a sense of purpose and direction</b></p> <p>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.</p>	<p><b>Builds organisational capability and responsiveness</b></p> <p>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.</p>	<p><b>Nurtures internal and external relationships</b></p> <p>Builds and sustains relationships with a network of key people internally and externally. Recognises shared agendas and works towards mutually beneficial outcomes. Anticipates and is responsive to internal and external client needs.</p>	<p><b>Demonstrates public service professionalism and probity</b></p> <p>Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally 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.</p>	<p><b>Communicates clearly</b></p> <p>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.</p>
<p><b>Focuses strategically</b></p> <p>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.</p>	<p><b>Marshals professional expertise</b></p> <p>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.</p>	<p><b>Facilitates cooperation and partnerships</b></p> <p>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.</p>	<p><b>Engages with risk and shows personal courage</b></p> <p>Provides impartial and forthright advice. Challenges important issues constructively, and stands by own position and supports others when required. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p>	<p><b>Listens, understands and adapts to audience</b></p> <p>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Anticipates reactions and is prepared to respond. Checks own understanding of others' comments and does not allow misunderstandings to linger.</p>

## EL2/CHIEF Individual Profile

SHAPES STRATEGIC THINKING	ACHIEVES RESULTS	CULTIVATES PRODUCTIVE WORKING RELATIONSHIPS	EXEMPLIFIES PERSONAL DRIVE AND INTEGRITY	COMMUNICATES WITH INFLUENCE
<p><b>Harnesses information and opportunities</b></p> <p>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.</p>	<p><b>Steers and implements change and deals with uncertainty</b></p> <p>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.</p>	<p><b>Values individual differences and diversity</b></p> <p>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.</p>	<p><b>Commits to action</b></p> <p>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.</p>	<p><b>Negotiates persuasively</b></p> <p>Approaches negotiations with a strong grasp of the key issues, having prepared well in advance. Understands the desired objective and associated strengths and weaknesses. Anticipates the position of the other party, and adapts approach accordingly. Encourages the support of relevant stakeholders. Encourages debate and identifies common ground to facilitate agreement and acceptance of mutually beneficial solutions.</p>
<p><b>Shows judgment, intelligence and commonsense</b></p> <p>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.</p>	<p><b>Ensures closure and delivers on intended results</b></p> <p>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.</p>	<p><b>Guides, mentors and develops people</b></p> <p>Encourages and motivates people to engage in continuous learning, and empowers them by delegating tasks. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly.</p>	<p><b>Displays resilience</b></p> <p>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.</p>	
			<p><b>Demonstrates self awareness and a commitment to personal development</b></p> <p>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.</p>	



# SUPPORT TOOLS

## Support Tools

### **SELF ASSESSMENT TOOL—CORE CAPABILITIES**

The following templates have been designed to assist staff in self assessing their core capabilities. Staff can use the templates to assess their performance against each core capability and identify development and training opportunities. Self assessment templates for professional capabilities have also been developed. The templates are available to staff via the internal DSD website.

## Self Assessment Tool

CAPABILITY AND CAPABILITY DESCRIPTOR APS 1 – 6	A RECENT EXAMPLE	DEVELOPMENT REQUIRED?	DEVELOPMENT IDEAS
<b>Contributes to Strategic Thinking</b>			
Supports shared purpose and direction			
Thinks strategically and maximises work linkages, opportunities and solutions			
Contributes to planning and decision making			
Applies judgment, intelligence and commonsense			
<b>Achieves Results</b>			
Takes responsibility for managing work projects to achieve results			
Identifies and uses team and individual resources wisely			
Adapts to, supports and manages change			
Applies and builds appropriate professional and technical expertise			
<b>Supports Productive Working Relationships</b>			
Develops and maintains effective internal and external relationships, partnerships and networks			
Values difference and diversity			
Listens to, understands and recognises others			
Promotes and shares learning and supports and guides others			
<b>Displays Personal Drive and Integrity</b>			
Behaves professionally and ethically, and accepts responsibility for own actions			
Promotes and adopts a positive and balanced approach to work			
Shows initiative and resilience in managing work outcomes, opportunities and challenges			
Seeks and applies ongoing improvement and learning			
<b>Communicates with Influence</b>			
Communicates clearly and concisely			
Keeps self and others informed			
Listens, understands and adapts to audience			
Negotiates and works to reconcile diverse views			

## Self Assessment Tool

CAPABILITY AND CAPABILITY DESCRIPTOR EL1 – SES B1	A RECENT EXAMPLE	DEVELOPMENT REQUIRED?	DEVELOPMENT IDEAS
<b>Shapes Strategic Thinking</b>			
Inspires a sense of purpose and direction			
Focuses strategically			
Harnesses information and opportunities			
Shows judgement, intelligence and commonsense			
<b>Achieves Results</b>			
Builds organisational capability and responsiveness			
Marshals professional expertise			
Steers and implements change and deals with uncertainty			
Ensures closure and delivers on intended results			
<b>Cultivates Productive Working Relationships</b>			
Nurtures internal and external relationships			
Facilitates cooperation and partnerships			
Values individual differences and diversity			
Guides, mentors and develops people			
<b>Exemplifies Personal Drive and Integrity</b>			
Demonstrates public service professionalism and probity			
Engages with risk and shows personal courage			
Commits to action			
Displays resilience			
Demonstrates self awareness and a commitment to personal development			
<b>Communicates with Influence</b>			
Communicates clearly			
Listens, understands and adapts to audience			
Negotiates persuasively			

## Frequently Asked Questions

### ***Where can I get a copy of the DSD People Capability Framework?***

The DSD People Capability Framework is available on the DSD external and internal websites. DSD staff can obtain a hard copy by contacting the Strategic HR team in the People Matters section.

### ***Where can I get more information about streams and stream leaders?***

Information about streams and stream leaders is available on the DSD internal website by selecting the streams portal on the A-Z directory. This information is classified and is only available to DSD staff.

### ***What if I can't identify with a stream?***

All staff should be able to see how their area of expertise fits within a stream. Some staff may even have specific expertise that fits with more than one stream. To identify your stream, first consider the main responsibilities and skills required in your job, think about the specific expertise you hold, review each stream and consider which stream best fits with those technical skills that are core to your role. For further guidance, talk to your manager/supervisor.

### ***How do I access the PCP?***

All staff members require their own logon ID and password to access the PCP. A logon and password can be obtained from the Strategic HR team in the People Matters section.

### ***Where do I get help to fill in the PCP?***

If you have a query about the PCP or need clarification on the type of information to include in the PCP, please contact the Strategic HR team in the People Matters section.

### ***Who can see my information on the PCP?***

Information in the PCP is only available to the following:

- You, the user
- DSD's Corporate Management Committee
- Your EL 2 manager
- Your stream leader
- A PCP Administrator in the People Matters section

Information from the PCP is used to do aggregate reporting to DSD's Corporate Management Committee and Senior Leadership team on the skills and qualifications of DSD's workforce.

### ***How often should I update my PCP?***

You can update your profile as frequently as you like. It is recommended, however, that everyone updates their profile in the following instances:

- Prior to Performance Agreement discussions
- When you change jobs or responsibilities
- When you complete a course or receive a new qualification
- When you acquire a new skill

### ***How do I use PCP information when applying for a position?***

The PCP provides a summary of your skills, qualifications and experience. This summary can assist you in responding to selection criteria or in discussing the strengths that you bring to a role. Selection committees do NOT have access to an individual's PCP and the PCP database is not used as a basis for selecting people for positions in place of the merit selection process.

At times, however, the Directorate has a need to deploy people quickly to areas for short term projects or to assist with a critical need. In these instances, the PCP will be used to quickly identify and deploy people with these critical skill sets as required by the Directorate.

