

# The Defence Leadership Framework

Growing Leaders at all Levels



Australian Government

Department of Defence

## Foreword

Effective leadership at all levels plays a key role in the delivery of the core functions of the Department. We provide advice, support and assistance to the people of Australia and the Government. We are particularly accountable for the delivery of outputs which contribute to the Defence Mission - 'The defence of Australia and its national interests'. We must be able to focus on the outputs of our own particular work areas, and the links these have to the broader Defence mission. This requires us to create a shared sense of purpose for our work and to enable and motivate all staff to achieve high performance. Our organisation is large and diverse and as such *leadership at all levels* is essential for us to continue to perform strongly and serve the nation well.



In the following pages you will be introduced to the Defence Leadership Framework which contains the Department's expectations of all Defence employees at all levels. The framework will establish and maintain a shared understanding of the critical success factors for the performance of leadership at all levels.

The leadership framework embodies the Defence Values and those that co-exist with them such as the APS, Service and Group Values. Our leaders will model and promote these values and this is essential to the achievement of high performance in Defence.

The framework has many practical applications for selection, development, performance management, succession planning, career management and broader organisational development initiatives.

This framework is based upon the requirements of Defence now, and into the future. The capabilities allow mobility for our workforce and have been developed through extensive research. The framework will be reviewed in early 2008 to ensure its currency and ongoing relevance to the Defence mission.

It was developed through consultation with many stakeholders, including all the Groups and Services, as well as external agencies. Defence acknowledges the assistance of the Australian Public Service Commission who provided guidance and research to assist in the development of the framework.

Please use the framework to advantage, to develop yourself and in developing and managing your people.

A handwritten signature in black ink, appearing to read 'M. Evans', with a long horizontal line extending to the right.

**M. Evans**  
**Major General, DSC AM**  
**Head Defence Personnel Executive**

## **Contents**

- 1 | The Leadership Development Imperative**
- 2 | Operationalising Defence Leadership**
- 3 | The Defence Leadership Framework (DLF)**
- 4 | A Comparative View of the DLF**
- 5 | A Profile View of the DLF**

# 1 | The Leadership Development Imperative

Defence requires leaders at every level, both military and civilian

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

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

## Leadership – A whole of Defence Challenge

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

## Skilling Defence

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

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

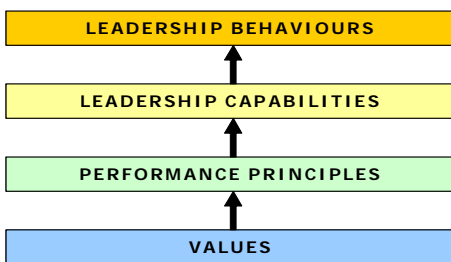
*The Report of the Review of the Defence Business Skilling System* dated 12 August 2003 made 23 recommendations focusing on implementing a system to improve business skilling in Defence for both military and civilian employees.

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

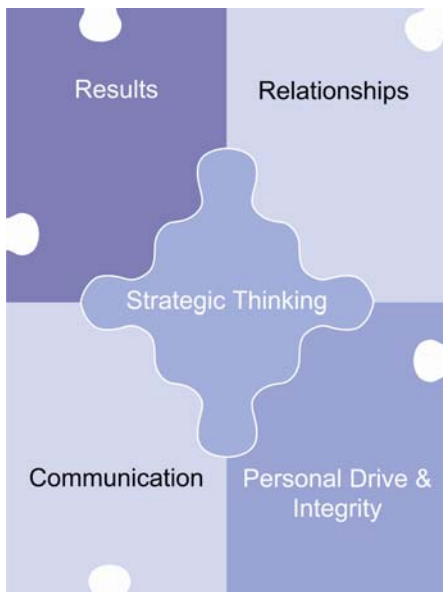
- ▶ the military leadership frameworks already in place,
- ▶ the Defence Leadership Model,
- ▶ the Senior Leadership programs, and
- ▶ other Group leadership development initiatives.

## 2 | Operationalising Defence Leadership

Defence espouses a philosophy of values-based behaviour



Defence Leadership Model



Defence Leadership Framework Capability Areas

### Values and Leadership

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

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

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

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

### The Defence Leadership Model

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

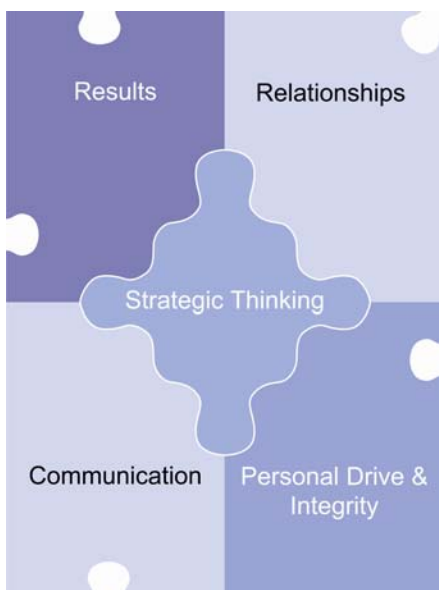
The desired leadership capabilities and behaviours are **articulated** through the **Defence Leadership Framework**.

### The Defence Leadership Framework

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

### 3 | The Defence Leadership Framework (DLF)

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



Foundational Framework

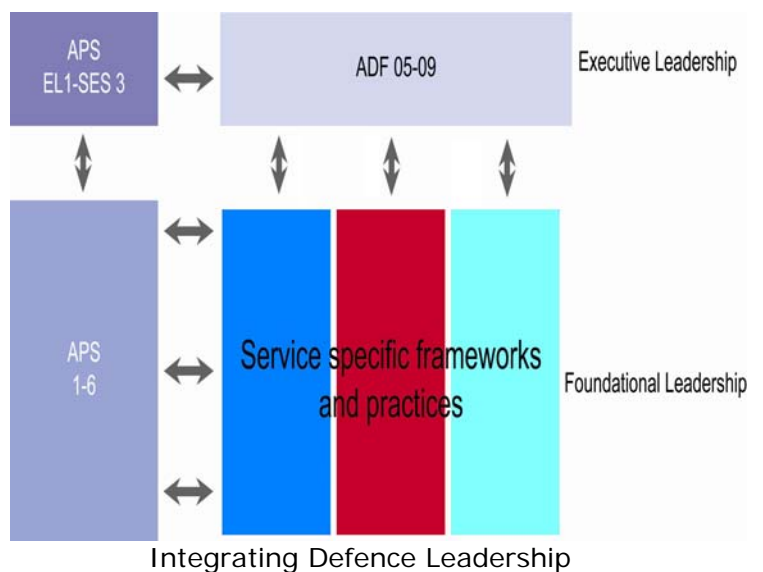


Executive Framework

#### Integrating Defence Leadership

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

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



Integrating Defence Leadership

#### Foundational and Executive Leadership Frameworks

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

The **Executive Leadership** framework provides guidance for **both military officers and civilian executives** from the **APS EL1 / military 05 levels and above**.

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

## Capabilities, Proficiencies and Behaviours

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

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

### Developing Leadership Proficiency

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

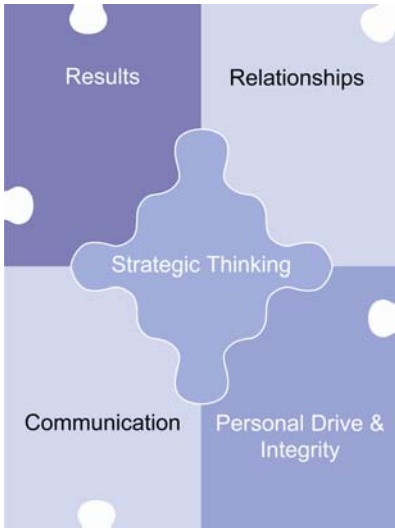
All proficiencies are not expected to be demonstrated at all times.

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

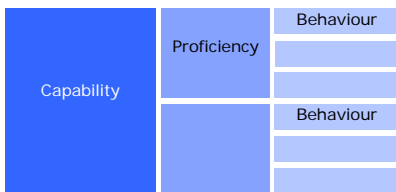
In some cases the proficiencies demonstrated may be at a higher level and this will change as a person progresses to different roles and gains more experience. It is expected, however that **once a person has been at level for a substantial period they would have the capacity to demonstrate the full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

### Development is Cumulative

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



Leadership Capability Areas



Capability Areas are divided into Proficiencies and Behaviours

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



## What does the DLF do for me?

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

### **The DLF is adaptable.** It:

- ▶ identifies the core leadership proficiencies and capabilities that people are expected to demonstrate.
- ▶ provides a generic set of proficiencies that may be enhanced with Group/Service requirements.
- ▶ is flexible and adaptable allowing Groups/Services to build upon and modify the framework to meet their specific requirements.
- ▶ provides a link to development and assessment opportunities to allow 'skilling'.
- ▶ provides guidance to supervisors and employees in relation to staff management and performance.
- ▶ And much more!

## 4 | A Comparative View of the DLF

### Capability

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



### Shapes Strategic Thinking

05/EL 1 06/EL 2 07/SES 1 08/SES 2 09/SES 3  
Inspires a Sense of Purpose and Direction



The **comparative view** of the DLF describes the **proficiencies and behaviours across each level.**

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

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

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

### Using the Comparative Views

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

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

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



# Strategic Thinking

New Behaviour, *Italics* = increased complexity

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

# Shapes Strategic Thinking

New Behaviour, *Italics* = increased complexity

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

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

# Achieves Results

New Behaviour, *Italics* = increased complexity

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



# Relationships

New Behaviour, *Italics* = increased complexity

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



# Cultivates Productive Working Relationships *New Behaviour*, *Italics* = increased complexity

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



# Personal Drive and Integrity

New Behaviour, *Italics* = increased complexity

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



# Exemplifies Personal Drive and Integrity

*New Behaviour*, *Italics* = increased complexity

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

# Communication

New Behaviour, *Italics* = increased complexity

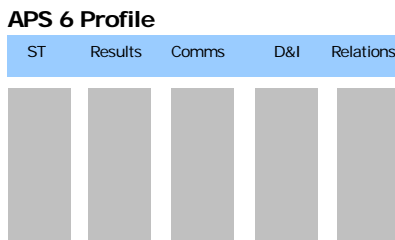
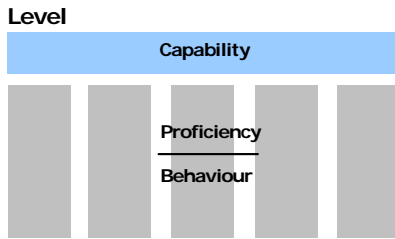
APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
<b>Communicates clearly and concisely</b>					
Communicates messages clearly Provides accurate information	Communicates messages clearly Provides accurate information	<i>Communicates in 'plain English' and delivers messages clearly and concisely</i>  Provides accurate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

# Communicates with Influence

New Behaviour, *Italics* = increased complexity

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

## 4 | A Profile View of the DLF



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

### Using the Individual Profile View

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

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

# APS 1 Proficiency and Behaviour Profile

**New Behaviour**, *Italics* = increased complexity

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

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

# APS 2 Proficiency and Behaviour Profile

New Behaviour, *Italics* = increased complexity

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

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

# APS 3 Proficiency and Behaviour Profile

New Behaviour, *Italics* = increased complexity

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

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

# APS 4 Proficiency and Behaviour Profile

**New Behaviour**, *Italics* = increased complexity

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

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

# APS 5 Proficiency and Behaviour Profile

New Behaviour, *Italics* = increased complexity

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

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

# APS 6 Proficiency and Behaviour Profile

New Behaviour, *Italics* = increased complexity

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

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

## 05 / Executive Level 1 Proficiency and Behaviour Profile

New Behaviour, *Italics* = increased complexity

Shapes Strategic Thinking	Achieves Results	Cultivates Productive Working Relationships	Exemplifies Personal Drive and Integrity	Communicates with Influence
<p><b>Inspires a sense of purpose and direction</b></p> <hr/> <p>Provides direction to others regarding the purpose and importance of their work</p> <p>Illustrates the relationship between operational tasks and organisational goals</p> <p>Sets work tasks that align with the strategic objectives and communicates expected outcomes</p> <p><b>Focuses strategically</b></p> <hr/> <p>Understands the organisation's objectives and aligns operational activities accordingly</p> <p>Considers the ramifications of issues and longer-term impact of own work and work area</p> <p><b>Harnesses information and opportunities</b></p> <hr/> <p>Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints</p> <p>Probes information and identifies any critical gaps</p> <p>Maintains an awareness of the organisation, monitors the context in which the organisation operates and finds out about best practice approaches</p>	<p><b>Builds organisational capability and responsiveness</b></p> <hr/> <p>Reviews project performance and focuses on identifying opportunities for continuous improvement</p> <p>Identifies key talent to support performance</p> <p>Remains flexible and responsive to changes in requirements</p> <p><b>Marshals professional expertise</b></p> <hr/> <p>Values specialist expertise and capitalises on the expert knowledge and skills of others</p> <p>Contributes own expertise to achieve outcomes for the business unit</p> <p><b>Steers and implements change and deals with uncertainty</b></p> <hr/> <p>Establishes clear plans and timeframes for project implementation and outlines specific activities</p> <p>Responds in a positive and flexible manner to change and uncertainty</p> <p>Shares information with others and assists them to adapt</p>	<p><b>Nurtures internal and external relationships</b></p> <hr/> <p>Builds and sustains relationships with a network of key people internally and externally</p> <p>Proactively offers assistance for a mutually beneficial relationship</p> <p>Anticipates and is responsive to internal and external client needs</p> <p><b>Facilitates cooperation and partnerships</b></p> <hr/> <p>Involves people, encourages them and recognises their contribution</p> <p>Consults and shares information and ensures others are kept informed of issues</p> <p>Works collaboratively and operates as an effective team member</p> <p><b>Values individual differences and diversity</b></p> <hr/> <p>Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views</p> <p>Harnesses understanding of differences to enhance interactions</p> <p>Recognises the different working styles of individuals, and tries to see things from different perspectives</p>	<p><b>Demonstrates professionalism and probity</b></p> <hr/> <p>Adopts a principled approach and adheres to organisational values and code of conduct</p> <p>Acts professionally and impartially at all times and operates within the boundaries of organisational processes and legal and public policy constraints</p> <p>Operates as an effective representative of the organisation in public and internal forums</p> <p><b>Engages with risk and shows personal courage</b></p> <hr/> <p>Provides impartial and forthright advice</p> <p>Challenges important issues constructively, and stands by own position when challenged</p> <p>Acknowledges mistakes and learns from them, and seeks guidance and advice when required</p> <p><b>Commits to action</b></p> <hr/> <p>Takes personal responsibility for meeting objectives and progressing work</p> <p>Shows initiative and proactively steps in and does what is required</p> <p>Commits energy and drive to see that goals are achieved</p>	<p><b>Communicates clearly and concisely</b></p> <hr/> <p>Confidently presents messages in a clear, concise and articulate manner</p> <p>Focuses on key points and uses appropriate, unambiguous language</p> <p>Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity</p> <p><b>Listens, understands and adapts to audience</b></p> <hr/> <p>Seeks to understand the audience and tailors communication style and message accordingly</p> <p>Listens carefully to others and checks to ensure their views have been understood</p> <p>Checks own understanding of others' comments and does not allow misunderstandings to linger</p>

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

## 06 / Executive Level 2 Proficiency and Behaviour Profile

**New Behaviour**, *Italics* = increased complexity

Shapes Strategic Thinking	Achieves Results	Cultivates Productive Working Relationships	Exemplifies Personal Drive and Integrity	Communicates with Influence
<p><b>Inspires a sense of purpose and direction</b></p> <hr/> <p><i>Translates the strategy into operational goals and creates a shared sense of purpose within the business unit</i></p> <p>Engages others in the strategic direction of the work area, <b>encourages their contribution</b> and communicates expected outcomes</p> <p><b>Focuses strategically</b></p> <hr/> <p>Understands the organisation's objectives and <i>links</i> between the <i>business unit, organisation and whole of government agenda</i></p> <p>Considers the ramifications of a <i>wide</i> range of issues, <b>anticipates priorities and develops long-term plans for own work area</b></p> <p><b>Harnesses information and opportunities</b></p> <hr/> <p>Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints</p> <p>Probes information and identifies any critical gaps</p> <p>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</p>	<p><b>Builds organisational capability and responsiveness</b></p> <hr/> <p><i>Evaluates ongoing project performance and identifies critical success factors</i></p> <p><i>Instigates</i> continuous improvement activities</p> <p>Responds flexibly to changing demands</p> <p><b>Builds teams with complementary skills</b> and <i>allocates resources in a manner that delivers results</i></p> <p><b>Marshals professional expertise</b></p> <hr/> <p>Values specialist expertise and <i>capitalises on the knowledge within the organisation as well as consulting externally as appropriate</i></p> <p><b>Manages contracts judiciously</b></p> <p>Contributes own expertise to achieve outcomes for the business unit</p> <p><b>Steers and implements change and deals with uncertainty</b></p> <hr/> <p>Establishes clear plans and timeframes for project implementation and outlines specific activities</p> <p>Responds in a positive and flexible manner to change and uncertainty</p> <p>Shares information with others and assists them to adapt</p>	<p><b>Nurtures internal and external relationships</b></p> <hr/> <p>Builds and sustains relationships with a network of key people internally and externally</p> <p><b>Recognises shared agendas and works toward mutually beneficial outcomes</b></p> <p>Anticipates and is responsive to internal and external client needs</p> <p><b>Facilitates cooperation and partnerships</b></p> <hr/> <p>Brings people together and encourages input from key stakeholders</p> <p>Finds opportunities to share information and ensures that others are kept informed of issues</p> <p><i>Fosters teamwork and rewards cooperative and collaborative behaviour</i></p> <p><b>Resolves conflict using appropriate strategies</b></p> <p><b>Values individual differences and diversity</b></p> <hr/> <p>Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views</p> <p>Harnesses understanding of differences to <b>anticipate reactions</b> and enhance interactions</p> <p>Recognises the different working styles of individuals, and tries to see things from different perspectives</p>	<p><b>Demonstrates professionalism and probity</b></p> <hr/> <p>Adopts a principled approach and adheres to organisational values and code of conduct</p> <p>Acts professionally and impartially at all times and operates within the boundaries of organisational processes and legal and public policy constraints</p> <p>Operates as an effective representative of the organisation in public and internal forums</p> <p><b>Engages with risk and shows personal courage</b></p> <hr/> <p>Provides impartial and forthright advice</p> <p>Challenges important issues constructively, stands by own position and <i>supports others when required</i></p> <p>Acknowledges mistakes and learns from them, and seeks guidance and advice when required</p> <p><b>Commits to action</b></p> <hr/> <p>Takes personal responsibility for meeting objectives and progressing work</p> <p>Shows initiative and proactively steps in and does what is required</p> <p>Commits energy and drive to see that goals are achieved</p>	<p><b>Communicates clearly and concisely</b></p> <hr/> <p>Confidently presents messages in a clear, concise and articulate manner</p> <p><i>Translates information for others</i>, focusing on key points and using appropriate, unambiguous language</p> <p>Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity</p> <p><b>Listens, understands and adapts to audience</b></p> <hr/> <p>Seeks to understand the audience and tailors communication style and message accordingly</p> <p>Listens carefully to others and checks to ensure their views have been understood</p> <p><b>Anticipates reactions and is prepared to respond</b></p> <p>Checks own understanding of others' comments and does not allow misunderstandings to linger</p>

Shapes Strategic Thinking	Achieves Results	Cultivates Productive Working Relationships	Exemplifies Personal Drive and Integrity	Communicates with Influence
<p><b>Shows judgement, intelligence and commonsense</b></p> <hr/> <p>Undertakes objective, critical analysis and distils the core issues  <i>Presents logical arguments and draws accurate conclusions</i></p> <p><b>Anticipates and seeks to minimise risks</b></p> <p>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> <hr/> <p><i>Strives to achieve and encourages others to do the same</i></p> <p>Monitors progress and identifies risks that may impact on outcomes          Adjusts plans as required</p> <p>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> <hr/> <p><i>Encourages and motivates people to engage in continuous learning, and empowers them by delegating tasks</i></p> <p>Agrees clear performance standards and gives timely praise and recognition          Makes time for people and offers full support when required</p> <p>Delivers constructive feedback in a manner that gains acceptance and achieves resolution          Deals with under-performance promptly</p> <p><b>Promotes and adopts a positive and balanced approach to work</b></p> <hr/> <p><i>Actively seeks and applies strategies to maintain personal health and well-being for the workforce</i></p>	<p><b>Displays resilience</b></p> <hr/> <p>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 despite criticism or setbacks</i></p> <p><b>Demonstrates self-awareness and a commitment to personal development</b></p> <hr/> <p><i>Critically analyses own performance and seeks feedback from others</i></p> <p>Confidently communicates strengths and acknowledges development needs          Acts on negative feedback to improve performance          Reflects on own behaviour and recognises the impact on others</p> <p>Shows strong commitment to learning and self-development, and <i>embraces</i> challenging new opportunities</p>	<p><b>Negotiates persuasively</b></p> <hr/> <p>Approaches negotiations with a strong grasp of the key issues, having prepared well in advance          Understands the desired objectives and associated strengths and weaknesses          Anticipates the position of the other party, <i>and adapts approach accordingly</i></p> <p>Encourages the support of relevant stakeholders</p> <p><b>Encourages debate and identifies common ground</b> to facilitate agreement and acceptance of mutually beneficial solutions</p>

## 07 / Senior Executive Service Level 1 Proficiency and Behaviour Profile

**New Behaviour**, *Italics* = increased complexity

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

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

## 08 / Senior Executive Service Level 2 Proficiency and Behaviour Profile

**New Behaviour**, *Italics* = increased complexity

Shapes Strategic Thinking	Achieves Results	Cultivates Productive Working Relationships	Exemplifies Personal Drive and Integrity	Communicates with Influence
<p><b>Inspires a sense of purpose and direction</b></p> <hr/> <p><i>Champions the organisation's vision and goals and promotes a shared commitment to the strategic direction</i></p> <p><i>Helps create organisational strategies that are aligned with government objectives and likely future requirements</i></p> <p>Encourages others' input and communicates expected outcomes from organisational strategies</p> <p><b>Focuses strategically</b></p> <hr/> <p>Understands the organisation's role within society and considers multiple perspectives when assessing the ramifications of key issues on the organisation and community</p> <p><b>Provides advice to government that reflects analysis of a broad range of issues and the whole of government agenda</b></p> <p>Considers <i>emerging trends</i>, <b>identifies long-term opportunities</b> and aligns organisational operations with strategic priorities</p>	<p><b>Builds organisational capability and responsiveness</b></p> <hr/> <p><b>Focuses on activities that support organisational sustainability</b></p> <p><i>Nurtures talent and engages in succession planning</i></p> <p><b>Facilitates information accessibility and sharing</b></p> <p>Looks for ways to improve effectiveness by harnessing technology and implementing continuous improvement activities</p> <p><i>Monitors and manages resourcing pressures for optimum outcomes</i></p> <p>Creates a flexible environment that enables others to meet changing demands</p> <p><b>Marshals professional expertise</b></p> <hr/> <p>Integrates professional expertise into the organisation to improve overall performance and delivery of organisational outcomes</p> <p>Manages contracts judiciously</p> <p>Actively ensures relevant professional input from others is obtained and shares own experience</p>	<p><b>Nurtures internal and external relationships</b></p> <hr/> <p>Builds and sustains relationships within the organisation, with the Minister's office and with a diverse range of external stakeholders</p> <p>Encourages stakeholders to work together, and <b>establishes cross-agency approaches to address issues</b></p> <p>Shows a commitment to client service through own actions and those of the organisation</p> <p><b>Facilitates cooperation and partnerships</b></p> <hr/> <p><i>Consults broadly to obtain buy-in</i></p> <p><i>Draws on the knowledge of key stakeholders within and outside the organisation and facilitates cooperation by sharing information</i></p> <p><i>Promotes information exchange by maintaining open communication channels</i></p> <p><i>Personally manifests strong interpersonal relations and rewards cooperative and collaborative behaviour</i></p> <p><i>Anticipates and resolves conflict</i></p>	<p><b>Demonstrates professionalism and probity</b></p> <hr/> <p>Adheres to and promotes organisational values and code of conduct and <i>aligns business processes accordingly</i></p> <p><b>Addresses breaches of protocol and probity</b></p> <p>Operates professionally and within the boundaries of organisational processes and legal and public policy constraints</p> <p>Represents the organisation effectively in public and internal forums, and advocates the corporate agenda</p> <p><b>Engages with risk and shows personal courage</b></p> <hr/> <p>Provides impartial and forthright advice</p> <p>Is prepared to make tough corporate decisions to achieve desired outcomes</p> <p><i>Clearly voices own opinion and challenges difficult or controversial issues</i></p> <p>Stands by own position and supports others when required</p> <p>Takes responsibility for mistakes and learns from them</p> <p>Seeks guidance and advice when required</p>	<p><b>Communicates clearly and concisely</b></p> <hr/> <p>Confidently presents messages in a clear, concise and articulate manner</p> <p>Focuses on key points for the audience and states the facts</p> <p><i>Structures message for brevity and presents message with precision and confidence</i>, harnessing the most appropriate methods of communication</p> <p><b>Creates meaning for the audience by using analogies and stories to illustrate key points</b></p> <p><b>Listens, understands and adapts to audience</b></p> <hr/> <p>Seeks to understand the audience and <i>reads their non-verbal cues</i></p> <p>Adapts communication style and message to meet their needs</p> <p>Listens carefully to others and ensures their views have been understood</p> <p>Anticipates reactions and prepares a response to address the audience's concerns</p> <p>Checks own understanding of others' comments and does not allow misunderstandings to linger</p>

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> <hr/> <p>Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government</p> <p>Monitors change in the environment</p> <p><i>Positions the organisation to seize opportunities and minimise threats</i></p> <p>Addresses any critical information gaps</p> <p>Uses knowledge of the organisation to tailor approaches to different issues</p> <p><b>Shows judgement, intelligence and commonsense</b></p> <hr/> <p>Applies intellect and knowledge to weigh up information and identify critical factors and issues</p> <p><i>Demonstrates effective judgement to weigh up options and develop realistic solutions</i></p> <p>Anticipates risks, <i>addresses them quickly and helps others to recognise them</i></p> <p><i>Capitalises</i> on innovative alternatives to resolve complex problems</p>	<p><b>Steers and implements change and deals with uncertainty</b></p> <hr/> <p><i>Oversees the implementation of multiple change initiatives with a focus on the desired outcomes</i></p> <p>Defines high-level objectives and ensures translation into practical implementation strategies</p> <p>Operates effectively in an environment of ongoing change and uncertainty and maintains flexibility</p> <p>Actively ensures stakeholders are kept informed during times of change</p> <p><b>Ensures closure and delivers on intended results</b></p> <hr/> <p>Drives a culture of achievement, <i>and fosters a quality focus in the organisation</i></p> <p>Ensures ideas and intended actions become reality and that planned projects result in expected outputs</p> <p><b>Enables the achievement of outcomes by identifying and removing potential barriers to success</b></p> <hr/> <p>Keeps stakeholders informed of progress and any issues that arise</p>	<p><b>Values individual differences and diversity</b></p> <hr/> <p><i>Capitalises on the positive benefits that can be gained from diversity and harnesses different viewpoints</i></p> <p><i>Uses understanding of differences to anticipate reactions and enhance the operation of the organisation</i></p> <p>Recognises the different working styles of individuals, anticipates reactions and tries to see things from different perspectives</p> <p><b>Guides, mentors and develops people</b></p> <hr/> <p><b>Identifies and develops talent</b></p> <p>Encourages and motivates people to engage in continuous learning, and empowers them by delegating responsibility for work</p> <p>Sets clear performance standards and gives timely praise and recognition</p> <p>Makes time for people and offers full support when required</p> <p>Delivers constructive feedback and manages under-performance</p> <p>Offers support in times of high pressure</p> <p><i>Celebrates success</i> and engages in activities to maintain morale</p> <p><b>Promotes and adopts a positive and balanced approach to work</b></p> <hr/> <p><i>Uses creativity</i> to pursue a corporate strategy to maintain personal health and well-being for the workforce</p>	<p><b>Commits to action</b></p> <hr/> <p>Commits to achieving key outcomes for the organisation and uses personal drive, focus and energy to enthuse others</p> <p>Galvanises others to act</p> <p>Acts decisively and initiates urgent action to overcome difficult problems</p> <p><b>Displays resilience</b></p> <hr/> <p>Persists and focuses on achieving organisational objectives even in difficult circumstances</p> <p>Monitors own emotional reactions and responds to pressure in a controlled manner</p> <p>Overcomes obstacles and <i>rapidly recovers from setbacks</i></p> <p>Displays a positive outlook in difficult situations</p> <p><b>Demonstrates self-awareness and a commitment to personal development</b></p> <hr/> <p>Has a high level of self-awareness and acknowledges areas of both strength and limitation</p> <p>Confidently promotes areas of strength and <i>proactively</i> identifies learning opportunities to extend skills and experience</p> <p>Reflects on the impact of own behaviour on others and <i>is responsive in adjusting behaviour</i></p>	<p><b>Negotiates persuasively</b></p> <hr/> <p>Approaches negotiations with a strong grasp of the key issues</p> <p>Presents a convincing and balanced rationale</p> <p><b>Focuses on the way in which the message is delivered, and uses techniques to illustrate the argument persuasively</b></p> <hr/> <p>Anticipates the position of the other party, and is aware of the extent of potential for compromise</p> <p>Acknowledges and addresses disagreements to facilitate mutually beneficial solutions</p> <p><i>Identifies key stakeholders and engages their support</i></p> <p>Focuses on the desired objectives and ensures negotiations remain on track</p>

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> <hr/> <p>Champions the organisation's vision and goals and <i>unifies</i> business units with the strategic direction</p> <p>Helps create organisational strategies that are aligned with government objectives and likely future requirements</p> <p>Encourages others' input and communicates expected outcomes from organisational strategies</p> <p><b>Focuses strategically</b></p> <hr/> <p>Understands the organisation's current and <i>potential future</i> role within society</p> <p>Considers multiple perspectives when assessing the ramifications of key issues and <b>develops solutions with long-term viability</b> for the organisation and society</p> <p>Provides advice to government that reflects analysis of a broad range of issues</p> <p>Considers emerging trends, identifies long-term opportunities and <b>balances organisational requirements with desired whole of government outcomes</b></p>	<p><b>Builds organisational capability and responsiveness</b></p> <hr/> <p>Focuses on activities that support organisational sustainability</p> <p>Nurtures talent and engages in succession planning</p> <p>Facilitates information accessibility and sharing</p> <p><i>Seeks operational efficiency and streamlines and adapts processes</i></p> <p>Investigates ways to improve effectiveness by harnessing technology and implementing continuous improvement activities</p> <p><i>Engages in flexible resource management and looks beyond the organisation's boundaries to achieve the optimum resourcing combination</i></p> <p><b>Marshals professional expertise</b></p> <hr/> <p>Integrates professional expertise into the organisation to improve overall performance and delivery of organisational outcomes</p> <p>Manages contracts judiciously</p> <p>Actively ensures relevant professional input from others is obtained and shares own experience</p>	<p><b>Nurtures internal and external relationships</b></p> <hr/> <p><i>Builds and sustains relationships that provide a rich intelligence network</i></p> <p><i>Establishes an effective working relationship with the Minister</i></p> <p>Encourages stakeholders to work together, and establishes cross-agency approaches to address issues</p> <p>Shows a commitment to client service through own actions and those of the organisation</p> <p><b>Facilitates cooperation and partnerships</b></p> <hr/> <p>Consults broadly to obtain buy-in, recognises when input is required</p> <p><i>Communicates the importance of consultation with stakeholders to others</i></p> <p><i>Overcomes organisational silos by facilitating cooperation between organisations</i></p> <p><b>Engages the Minister's office on key issues</b></p> <p>Personally manifests strong interpersonal relations and rewards cooperative and collaborative behaviour</p> <p>Anticipates and resolves conflict</p>	<p><b>Demonstrates professionalism and probity</b></p> <hr/> <p>Adheres to and promotes organisational values and code of conduct and aligns business processes accordingly</p> <p>Addresses breaches of protocol and probity</p> <p>Operates professionally and within the boundaries of organisational processes and legal and public policy constraints</p> <p>Represents the organisation effectively in public and internal forums, and advocates the corporate agenda</p> <p><b>Engages with risk and shows personal courage</b></p> <hr/> <p><i>Acts as a role model for leadership courage by consistently raising critical and difficult issues</i></p> <p>Provides impartial and forthright advice</p> <p>Is prepared to make tough corporate decisions to achieve desired outcomes</p> <p><i>Accepts accountability for mistakes made in the organisation and ensures corrective action is taken</i></p> <p>Seeks guidance and advice when required</p>	<p><b>Communicates clearly and concisely</b></p> <hr/> <p>Confidently presents messages in a clear and articulate manner</p> <p>Focuses on key points for the audience and selects the most appropriate medium for conveying information</p> <p><i>States the facts and uses straightforward language to aid transparency</i></p> <p>Creates meaning for the audience by using analogies and stories to illustrate key points</p> <p><b>Listens, understands and adapts to audience</b></p> <hr/> <p>Seeks to understand the audience and reads their non-verbal cues</p> <p>Adapts communication style and message to meet their needs</p> <p>Listens carefully to others and ensures their views have been understood</p> <p>Anticipates reactions and prepares a response to address the audience's concerns</p> <p>Checks own understanding of others' comments and does not allow misunderstandings to linger</p>

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