

Cover

Supports strategic direction

Supports shared purpose and direction						
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Description	Understands and supports the organisation's vision, mission and business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of team goals. Understands the reasons for decisions and recommendations.	Understands and supports the organisation's vision, mission and business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of team and <i>section</i> goals. Understands the reasons for decisions and recommendations.	Understands and supports the organisation's vision, mission and business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of <i>organisational goals</i> . Understands the reasons for decisions and recommendations.	Understands and supports the organisation's vision, mission and business objectives. Communicates and follows direction provided by supervisor. Recognises how own work contributes to the achievement of organisational goals. Understands the reasons for decisions and recommendations.	Understands and supports the organisation's vision, mission and business objectives. Identifies the relationship between organisational goals and operational tasks. Communicates with others regarding the purpose of their work. Understands and <i>communicates</i> the reasons for decisions and recommendations to others.	Understands, supports and <i>promotes</i> the organisation's vision, mission, and business objectives. Identifies the relationship between organisational goals and operational tasks. <i>Clearly communicates goals and objectives</i> to others. Understands, <i>supports</i> and communicates the reasons for decisions and recommendations.
Behavioural indicators	Follows direction provided by supervisor and asks for clarification if needed; is aware of the relationship between team priorities and specific tasks; understands how own work contributes to the team goals.	Follows direction provided by supervisor and asks for clarification if needed; understands the relationship between team priorities and specific tasks; understands how own work contributes to team and section goals.	Follows direction provided by supervisor; understands the relationship between business priorities and specific tasks.	Follows direction provided by supervisor and communicates it to others; understands the relationship between business priorities and specific tasks.	Communicates with others regarding the purpose of their work; identifies the relationship between organisational goals and operational tasks.	Communicates with others regarding the purpose of their work; identifies the relationship between organisational goals and operational tasks and clarifies this for their team.
	Understands and supports the organisation's vision, mission and business objectives; takes time to learn about other areas of the organisation.	Understands and supports the organisation's vision, mission and business objectives; takes time to learn about other areas of the organisation.	Understands and supports the organisation's vision, mission and business objectives.	Understands and supports the organisation's vision, mission and business objectives.	Understands and supports the organisation's vision, mission and business objectives.	Understands, supports and promotes the organisation's vision, mission and business objectives; sets appropriate direction for the team in line with broader objectives.
	Asks questions to ensure an accurate understanding of decisions and recommendations; is able to explain how decisions and recommendations are relevant to their work.	Asks questions to ensure an accurate understanding of decisions and recommendations; is able to explain how decisions and recommendations are relevant to their work.	Understands the reasons for decisions and recommendations and is able to explain how they are relevant to their work.	Understands the reasons for decisions and recommendations and is able to explain how they are relevant to their work.	Understands and communicates the reasons for decisions and recommendations to others.	Supports and communicates the reasons for decisions and recommendations to others; clarifies expectations regarding key deliverables.

Shapes strategic thinking

Inspires a sense of purpose and direction					
	EL1	EL2	SES B1	SES B2	SES B3
Description	<p><i>Provides direction to others</i> regarding the purpose and importance of their work. Illustrates the relationship between operational tasks and organisational goals. Sets work tasks that align with the strategic objectives and communicates expected outcomes.</p>	<p><i>Translates the strategy into operational goals and creates a shared sense of purpose within the business unit. Engages others</i> in the strategic direction of the work area, encourages their contribution and communicates expected outcomes.</p>	<p><i>Develops the strategic direction for the business unit</i> and creates a shared sense of purpose by demonstrating <i>how elements of the strategy fit together and contribute to higher-level goals</i>. Encourages others' input and communicates required actions and expected outcomes.</p>	<p><i>Champions the organisation's vision and goals and promotes a shared commitment to the strategic direction. Helps create organisational strategies that are aligned with government objectives and likely future requirements</i>. Encourages others' input and communicates expected outcomes from organisational strategies.</p>	<p>Champions the organisation's vision and goals and <i>unifies</i> business units with the strategic direction. Helps create organisational strategies that are aligned with government objectives and likely future requirements. Encourages others' input and communicates expected outcomes from organisational strategies.</p>
		Encourages others to provide input and comment on the strategic direction of the business unit.	Engages others in the organisation's vision and encourages comment; articulates the need for action.	Champions the vision and communicates the way forward; encourages others' input to strategic plans.	Champions the vision and communicates the way forward; encourages others' input to strategic plans.
	Communicates with others regarding the purpose of their work and the relationship between operational activities and organisational goals.	Communicates with others regarding the purpose of their work and the relationship between work unit objectives and organisational goals.	Establishes the strategic goals for the business unit; communicates links between government policy, organisational goals and the work of the unit.	Contributes to the development of organisational strategies that are linked with government objectives and are focused on the future; shares this vision with others.	Contributes to the development of organisational strategies that are linked with government objectives and are focused on the future; cascades this vision through the organisation.
	Translates high-level goals and outcomes into appropriate tasks for others.	Builds a shared sense of purpose and direction; translates the vision into shorter-term goals and objectives.	Builds a shared sense of purpose and direction by demonstrating how elements of the strategy fit together.	Builds a shared sense of purpose and direction by explaining the vision—why it has been developed and how elements of the strategy fit together.	Builds a sense of shared purpose and direction by actively promoting the vision and creating alignment between organisational units and strategy.
Behavioural indicators	Conveys expectations regarding outcomes and the timely achievement of objectives.	Frames objectives in a meaningful way and communicates expectations of their achievement.	Promotes the vision and strategy by communicating expectations and describing likely outcomes and benefits.	Steers the vision through the organisation; communicates the parameters and expectations surrounding the strategy.	Steers the vision through the organisation; communicates the parameters and expectations surrounding the strategy.

Supports strategic direction

Thinks strategically						
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Description	Understands the work environment and participates in team goal setting. Demonstrates an awareness of issues that may impact on designated work tasks.	Understands the work environment and <i>contributes to the development of work plans and team goals.</i> Demonstrates an awareness of issues that may impact on designated work tasks.	Understands the work environment and contributes to the development of work plans and team goals. Demonstrates an awareness of the <i>implications of issues that may impact on own work objectives.</i>	Understands the work environment and contributes to the development of plans, <i>strategies</i> and team goals. Identifies issues and problems that may impact on own work objectives. Demonstrates an awareness of the implications of issues for own work.	Understands the work environment and contributes to the development of plans, strategies and team goals. <i>Identifies broader influences that may impact on the team's work objectives.</i> Demonstrates an awareness of the implications of issues for own work <i>and work area.</i>	Understands the work environment and <i>initiates and develops</i> team goals, strategies and work plans. Identifies broader <i>factors, trends</i> and influences that may impact on the team's work objectives. <i>Considers the ramifications of issues and longer-term impact of own work and work area.</i>
	Behavioural indicators	Demonstrates an awareness of issues that may impact on designated work tasks.	Demonstrates an awareness of issues that may impact on designated work tasks.	Demonstrates an awareness of the implications of issues for own work.	Demonstrates an awareness of the implications of issues for own work.	Demonstrates an awareness of the implications of issues for own work and work area.
Thinks and plans ahead.		Thinks and plans ahead.	Thinks and plans ahead.	Thinks and plans ahead.	Thinks about the future and considers implications of own work.	Thinks about the future and considers the longer-term implications of own work.
Understands the work environment; informs supervisor of potential issues that may impact on designated work tasks; participates in team goal setting.		Understands the work environment; informs supervisor of potential issues that may impact on designated work tasks; contributes to the development of work plans and team goals.	Understands the work environment; informs supervisor of potential issues that may impact on work objectives; contributes to the development of work plans and team goals.	Understands the work environment; identifies issues and problems that may impact on achievement of own work objectives; contributes to the development of plans, strategies and team goals.	Understands the strategic objectives of the organisation; identifies broader influences that may impact on achievement of work objectives; contributes to the development of plans, strategies and team goals.	Understands the strategic objectives of the organisation; identifies broader factors, trends and influences that may impact on achievement of work objectives; initiates and develops team goals, strategies and work plans.

Supports strategic direction

Harnesses information and opportunities						
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Description	Knows where to find information, and asks questions to ensure a better understanding of issues. Seeks guidance to determine what information should be conveyed to others. Keeps supervisor informed on work progress.	Knows where to find information, and asks questions to ensure a better understanding of issues. Uses established guidelines to determine what information should be conveyed to others. Keeps supervisor informed on work progress.	Knows where to find information, and asks questions to ensure a full understanding of an issue. Uses common sense to recognise the importance of available information. Keeps self and others well informed on work progress.	Draws on information from multiple sources and uses agreed guidelines to analyse what information is important and how it should be used. Keeps self and others well informed on work progress.	Draws on information from <i>diverse</i> sources and uses <i>experience</i> to analyse what information is important and how it should be used. Maintains an awareness of the organisation and keeps self and others well informed on issues that may affect work progress.	<i>Gathers and investigates</i> information from diverse sources and explores new ideas and different viewpoints. Uses experience to analyse what information is important and how it should be used. Maintains an awareness of the organisation and keeps self and others well informed on work issues and finds out about best practice approaches.
						Sources information on best practice approaches adopted in both the public and private sectors.
		Is aware of the corporate goals and understands the team priorities; keeps supervisor informed on work progress.	Is aware of the corporate goals and understands the team priorities; keeps supervisor informed on work progress.	Is aware of the corporate goals and understands the team priorities; keeps self and others well informed on work progress.	Understands the corporate priorities and the business context of the organisation; keeps self and others well informed on work progress.	Monitors the corporate priorities and the business context of the organisation; keeps self and others well informed on issues that may affect work progress.
Behavioural indicators	Knows where to find relevant information; asks questions to gain better understanding of an issue; seeks supervisor guidance to determine what information should be conveyed to others.	Knows where to find relevant information; asks questions to gain a full understanding of an issue; uses established guidelines to determine what information should be conveyed to others.	Knows where to find relevant information; asks questions to gain a full understanding of an issue; uses commonsense and established guidelines to determine what information should be conveyed to others.	Draws on information from appropriate sources; uses common sense to analyse what information is important; works within agreed guidelines to make decisions about the use and dissemination of information.	Draws on information from a variety of sources; uses experience and judgement to analyse what information is important; works within agreed guidelines to make decisions about the use and dissemination of information.	Gathers and investigates information from a variety of sources; uses experience and judgement to analyse what information is important; works within agreed guidelines to make decisions about the use and dissemination of information; explores new ideas with an open mind.

Shapes strategic thinking

Harnesses information and opportunities					
	EL1	EL2	SES B1	SES B2	SES B3
Description	Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints. Probes information and identifies any critical gaps. Maintains an awareness of the organisation, <i>monitors the context in which the organisation operates and finds out about best practice approaches.</i>	Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints. Probes information and identifies any critical gaps. Maintains an awareness of the organisation, <i>looks for recent developments that may impact on own business area</i> and finds out about best practice approaches.	<i>Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. Seizes opportunities and adjusts approach to respond to threats. Addresses any critical information gaps. Uses knowledge of the organisation to provide a context for others.</i>	Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. <i>Positions the organisation to seize opportunities and minimise threats.</i> Addresses any critical information gaps. Uses knowledge of the organisation to tailor approaches to different issues.	Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. Positions the organisation to seize opportunities and minimise threats. Addresses any critical information gaps. Uses knowledge of the organisation to tailor approaches to different issues. Recognises the opportunities offered through whole of government approaches and seeks to realise them.
					Recognises the opportunities available through whole of government and seeks to realise them.
Behavioural indicators			Understands the cultural, social, historical and political factors affecting the organisation; uses this information to provide a context for other people.	Understands the cultural, social, historical and political factors affecting the organisation; uses this knowledge to tailor different approaches to issues.	Understands the cultural, social, historical and political factors affecting the organisation; uses this knowledge to tailor different approaches to issues.
	Identifies critical information gaps and asks a range of questions to uncover valuable information.	Identifies critical information gaps and asks a range of questions to uncover valuable information.	Identifies critical information gaps, and ensures required information is obtained.	Identifies critical information gaps, and ensures required information is obtained.	Identifies critical information gaps, and ensures required information is obtained.
	Sources information on best practice approaches adopted in both the public and private sectors.	Sources information on best practice approaches adopted in both the public and private sectors.	Investigates and applies contemporary best practice approaches from both public and private organisations, nationally and internationally.	Investigates and applies contemporary best practice approaches in both public and private organisations, nationally and internationally.	Investigates and applies contemporary best practice approaches in both public and private organisations, nationally and internationally.
	Scans the organisational environment; monitors the corporate priorities, business context and organisational culture.	Scans the internal and external environment for new trends and recent developments that are likely to affect own business area.	Scans the internal and external environments; uses resulting information to adjust approach, identify threats and seize emerging opportunities for the organisation.	Recognises, and is sensitive to, changes in the internal and external environments; uses resulting information to position the organisation to capitalise on emerging opportunities and minimise threats.	Recognises, and is sensitive to, changes in the internal and external environments; uses resulting information to position the organisation to capitalise on emerging opportunities and minimise threats.
	Gathers and investigates information and alternate viewpoints from a variety of sources through formal and informal means; explores new ideas with an open mind.	Gathers and investigates information and alternate viewpoints from a variety of sources through formal and informal means; explores new ideas with an open mind.	Draws on information and alternative viewpoints from a variety of sources; monitors information channels such as the media, the Internet and Hansard to understand new issues of importance to the government. Explores new ideas with an open mind.	Draws on information and alternative viewpoints from a variety of sources; monitors information channels such as the media, the Internet and Hansard to understand new issues of importance to the government. Explores new ideas with an open mind.	Draws on information and alternative viewpoints from a variety of sources; monitors information channels such as the media, the Internet and Hansard to understand new issues of importance to the government. Explores new ideas with an open mind.

Supports strategic direction

Shows judgement, intelligence and commonsense						
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Description	Researches information relevant to work tasks and responsibilities. Participates in discussions around issues and refers problems to supervisor. Recognises the need for improved work practices.	Researches and analyses information relevant to work tasks and responsibilities. Identifies issues that may impact on designated tasks and alerts supervisor. Suggests improvements to work tasks.	Researches and analyses information and makes recommendations based on evidence. Identifies issues that may impact on tasks. Suggests improvements to work tasks and <i>business practices.</i>	Undertakes analysis and draws accurate conclusions based on evidence. Thinks laterally, identifies and implements improved work practices.	Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Identifies problems and works to resolve them. <i>Thinks laterally, identifies and implements improved work practices.</i>	Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Identifies problems and works to resolve them. Thinks laterally, identifies, implements and promotes improved work practices.
	Researches information relevant to work tasks and responsibilities.	Researches and analyses information relevant to work tasks and responsibilities.	Researches and analyses information and makes recommendations based on evidence.	Researches and analyses information and draws accurate conclusions based on evidence; analyses and interprets information to inform decision makers.	Researches and analyses information and draws accurate conclusions based on evidence; analyses and interprets information to inform decision makers.	Researches and analyses information to identify relationships between factors; draws accurate conclusions based on evidence; analyses and interprets information to inform decision makers.
Behavioural indicators	Participates in discussions around issues; refers problems to supervisor.	Identifies issues which could impact on designated tasks and alerts supervisor; refers difficult problems to supervisor.	Identifies issues which could impact on designated tasks; identifies uncertainties of processes and designated tasks.	Anticipates issues and problems which could impact on designated tasks; identifies risks and uncertainties of processes and tasks.	Identifies issues and problems and works to resolve them; identifies risks and uncertainties and takes account of these in planning and priority setting.	Identifies issues and problems and works to resolve them; identifies risks and uncertainties and takes account of these in planning, decision-making and priority setting.
	Participates in decision-making; organises information to help others make quick, informed decisions.	Participates in decision-making; organises information to help others make quick, informed decisions.	Participates in decision-making.	Actively participates in decision-making.	Actively participates in decision-making and incorporates outcomes of decision-making into work plans.	Actively participates in decision-making and incorporates outcomes of decision-making into work plans; encourages participation in decision-making.
	Recognises the need to improve work practices.	Suggests improvements to work practices to work tasks.	Suggests improvements to work practices to work tasks and business practices.	Thinks laterally; is innovative; identifies and implements improved work practices.	Thinks laterally; is innovative; identifies and implements improved work practices.	Thinks laterally; is innovative; identifies, implements and promotes improved work practices.
				Identifies potential solutions for key problems.	Selects the best option from a range of potential solutions for key problems.	Selects the best option from a range of potential solutions for key problems.

Shapes strategic thinking

Shows judgement, intelligence and commonsense						
		EL1	EL2	SES B1	SES B2	SES B3
Behavioural indicators	Description	Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Breaks through problems and weighs up the options to identify solutions. Explores possibilities and <i>innovative alternatives.</i>	Undertakes objective, critical analysis and distils the core issues. <i>Presents logical arguments and draws accurate conclusions.</i> Anticipates and seeks to minimise risks. Breaks through problems and weighs up the options to identify solutions. Explores possibilities and creative alternatives.	Applies intellect and knowledge to weigh up complex information and identify critical factors and issues. Works effectively when all of the information is not available. Explores the options in full and makes sound decisions under pressure. <i>Considers opportunities and anticipates risk. Applies lateral thinking and identifies innovative solutions.</i>	Applies intellect and knowledge to weigh up information and identify critical factors and issues. <i>Demonstrates effective judgement to weigh up options and develop realistic solutions.</i> Anticipates risks, <i>addresses them quickly and helps others to recognise them.</i> <i>Capitalises</i> on innovative alternatives to resolve complex problems.	Engages in high-level critical thinking to identify links and discern the critical issues. <i>Identifies the implications for the organisation and applies effective judgement to develop solutions.</i> <i>Anticipates long-term and strategic risks,</i> addresses them quickly and helps others to recognise them. <i>Capitalises</i> on innovative alternatives to resolve complex problems.
		Systematically analyses information to identify relationships between factors.	Distils the core issues from complex information and identifies relationships between factors.	Quickly identifies relationships between issues, synthesises complex information and discerns the key implications for the organisation in the context of government priorities.	Quickly identifies relationships between issues, synthesises complex information and discerns the key implications for the organisation in the context of government priorities.	Engages in high-level critical thinking to identify the links and connections between complex issues; discerns the key implications for the organisation.
Behavioural indicators		Identifies problems and assesses their significance; takes appropriate action to resolve them.	Anticipates problems and takes steps to minimise or prevent them; identifies and articulates potential risks.	Anticipates problems and takes steps to minimise or prevent them; identifies and manages risk.	Anticipates problems and addresses them quickly; develops strategies and thinks through contingencies to manage risk.	Anticipates problems and addresses them quickly; develops strategies and thinks through contingencies to manage long-term and strategic risks.
		Checks and clarifies information and avoids unwarranted assumptions; draws accurate conclusions and presents logical arguments.	Draws accurate conclusions and presents logical arguments that address key issues.	Makes clear, well-reasoned and timely decisions; balances intuition and intellect to form effective judgements.	Weighs up options and applies sound judgement to develop realistic solutions for the organisation.	Weighs up options and applies sound judgement to develop realistic solutions for the organisation.
		Explores various possibilities and generates innovative alternatives.	Explores various possibilities and generates innovative alternatives.	Applies lateral and creative thinking to generate ideas and solutions.	Generates and capitalises on innovative solutions to effectively resolve complex problems.	Generates innovative solutions to effectively resolve complex problems that may not have been experienced previously.
		Selects the best option from a range of potential solutions; demonstrates how recommendations solve the key problems identified.	Selects the best option from a range of potential solutions; demonstrates how recommendations solve the key problems identified.	Works effectively in situations of ambiguity and with issues that cannot be immediately resolved.	Works effectively in situations of ambiguity and with issues that cannot be immediately resolved.	Works effectively in situations of ambiguity and with issues that cannot be immediately resolved.

Achieves results

Identifies and uses resources wisely						
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Description	Monitors task progress against performance expectations. Alerts supervisor early if work is behind schedule. Makes effective use of own capabilities.	Monitors task progress against performance expectations. Alerts supervisor early when work is behind schedule and makes alternative arrangements . Makes effective use of own capabilities.	Reviews task performance and communicates outcomes to supervisor. Understands individual and team capabilities and makes effective use of own capabilities.	Reviews task performance and communicates outcomes to supervisor. Makes effective use of individual and team capabilities. Is responsive to changes in requirements.	Reviews <i>project</i> performance and identifies opportunities for improvement . Makes effective use of individual and team capabilities and negotiates responsibility for work outcomes . Is responsive to changes in requirements.	Reviews project performance and identifies opportunities for improvement . Makes effective use of individual and team capabilities and negotiates responsibility for work outcomes. Is responsive to changes in requirements.
Behavioural Indicators	Makes effective use of own capabilities.	Identifies key individuals who need to be involved; makes effective use of own capabilities.	Identifies key individuals who need to be involved; understands team and individual capabilities and makes effective use of own capabilities.	Identifies key individuals who need to be involved; makes effective use of team and individual capabilities.	Identifies key individuals who need to be involved; makes effective use of team and individual capabilities and negotiates responsibilities for work outcomes.	Identifies key individuals who need to be involved; makes effective use of team and individual capabilities and negotiates responsibilities for work outcomes.
	Monitors task progress against performance expectations; alerts supervisor early if work is behind schedule or can't be done.	Monitors task progress against performance expectations to ensure deadlines are met; alerts supervisor early if work is behind schedule or can't be done, and where appropriate, makes alternative arrangements.	Monitors task progress against performance expectations to ensure deadlines are met; communicates outcomes to supervisor.	Monitors task progress against performance expectations to ensure deadlines are met; communicates outcomes to supervisor.	Evaluates project performance, identifies need for change and initiates change when required.	Evaluates project performance, identifies need for change and initiates change when required.
	Reschedules and reorganises work to reflect changes in priority; adjusts own schedule to suit colleagues and business needs.	Reschedules and reorganises work to reflect changes in priority; adjusts own schedule to suit colleagues and business needs.	Reschedules and reorganises work to reflect changes in priority.	Reschedules and reorganises work to reflect changes in priority.	Reschedules and reorganises work to reflect changes in priority.	Reschedules and reorganises work to reflect changes in priority.

Achieves results

Builds organisational capability and responsiveness						
		EL1	EL2	SES B1	SES B2	SES B3
Behavioural indicators	Description	Reviews project performance and <i>focuses on identifying opportunities for continuous improvement. Identifies key talent to support performance.</i> Remains flexible and responsive to changes in requirements.	<i>Evaluates ongoing project performance and identifies critical success factors. Instigates</i> continuous improvement activities. Responds flexibly to changing demands. Builds teams with complementary skills and <i>allocates resources in a manner that delivers results.</i>	<i>Investigates ways to improve effectiveness by harnessing technology</i> and implementing continuous improvement activities. Builds teams with complementary skills and engages in succession planning. Responds flexibly to changing circumstances, <i>deploys resources astutely and identifies optimum resourcing combinations.</i> Creates a flexible environment that enables others to meet changing demands.	Focuses on activities that support organisational sustainability. <i>Nurtures talent and engages in succession planning. Facilitates information accessibility and sharing.</i> Investigates ways to improve effectiveness by harnessing technology and implementing continuous improvement activities. <i>Monitors and manages resourcing pressures for optimum outcomes.</i> Creates a flexible environment that enables others to meet changing demands.	Focuses on activities that support organisational sustainability. Nurtures talent and engages in succession planning. Facilitates information accessibility and sharing. <i>Seeks operational efficiency, and streamlines and adapts processes.</i> Investigates ways to improve effectiveness by harnessing technology and implementing continuous improvement activities. <i>Engages in flexible resource management and looks beyond the organisation's boundaries to achieve the optimum resourcing combination.</i>
				Creates a flexible environment within the business unit that enables people to move between projects to meet changing demands.	Creates a flexible organisational environment that enables people to move between projects to meet changing demands.	Implements strategies to achieve operational efficiencies; integrates and streamlines processes to maximise effectiveness.
			Builds effective teams with complementary skills.	Builds effective teams with complementary skills; attracts and recruits talent and engages in succession planning.	Attracts and recruits talent; engages in succession planning to nurture talent and contribute to organisational sustainability.	Attracts and recruits talent; engages in succession planning to nurture talent and contribute to organisational sustainability.
		Identifies and utilises key individuals who will contribute to deliver the best results.	Allocates resources in a flexible manner across work area to deliver the best results for the organisation.	Deploys resources astutely; considers resource requirements, resource gaps and the capability of individuals to ensure the best result.	Monitors resourcing pressures and implements strategies to ensure the best results are obtained for the organisation.	Engages in flexible resource management; looks beyond the organisation's boundaries to identify optimum resourcing combinations.
		Evaluates projects to understand critical factors for success, and engages in activities to achieve continuous improvement.	Evaluates projects and business processes to understand critical factors for success; engages in and encourages others to contribute to continuous improvement.	Challenges the status quo by looking for ways to improve effectiveness; harnesses the potential of technology and implements continuous improvement activities.	Challenges the status quo by looking for ways to improve effectiveness; harnesses the potential of technology and implements continuous improvement activities.	Challenges the status quo by looking for ways to improve effectiveness; harnesses the potential of technology and implements continuous improvement activities.
Responds flexibly to changing demands whilst maintaining sight of the end goal.	Responds flexibly to changing demands whilst maintaining sight of the end goal.	Responds flexibly and manages resources to meet changing demands in the environment.	Facilitates information accessibility and sharing to create knowledge management strategies.	Facilitates information accessibility and sharing to create knowledge management strategies.		

Achieves results

Applies and builds professional expertise						
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Description	Contributes own expertise to achieve outcomes for the business unit.	Contributes own expertise to achieve outcomes for the business unit.	Contributes own expertise to achieve outcomes for the business unit.	Contributes own expertise to achieve outcomes for the business unit.	Values specialist expertise and capitalises on the knowledge and skills of others within the organisation. Contributes own expertise to achieve outcomes for the business unit.	Values specialist expertise and capitalises on the knowledge and skills of others within the organisation. Contributes own expertise to achieve outcomes for the business unit.
Behavioural indicators						
					Consults internal experts; taps into their technical and professional knowledge and experience to improve work outcomes for the business unit.	Consults internal experts; taps into their technical and professional knowledge and experience to improve work outcomes for the business unit.
	Applies and develops capabilities to meet performance expectations; demonstrates knowledge of the features of new programmes, products or services relevant to the position; contributes own expertise for the benefit of the business unit.	Applies and develops capabilities to meet performance expectations; demonstrates knowledge of the features of new programmes, products or services relevant to the position; contributes own expertise for the benefit of the business unit.	Applies and develops capabilities to meet performance expectations; demonstrates knowledge of the features of new programmes, products or services relevant to the position; contributes own expertise for the benefit of the business unit.	Applies and develops capabilities to meet performance expectations; demonstrates knowledge of the features of new programmes, products or services relevant to the position; contributes own expertise for the benefit of the business unit.	Applies and develops capabilities to meet performance expectations; contributes own expertise for the benefit of the business unit.	Applies and develops capabilities to meet performance expectations; contributes own expertise for the benefit of the business unit; encourages others to draw upon this knowledge.

Achieves results

Marshals professional expertise					
EL1		EL2	SES B1	SES B2	SES B3
Description	Values specialist expertise and capitalises on the <i>expert</i> knowledge and skills of others. Contributes own expertise to achieve outcomes for the business unit.	Values specialist expertise and <i>capitalises on the knowledge within the organisation as well as consulting externally as appropriate. Manages contracts judiciously.</i> Contributes own expertise to achieve outcomes for the business unit.	<i>Integrates professional expertise into the organisation to improve overall performance and delivery of business unit outcomes.</i> Manages contracts judiciously. Actively ensures relevant professional input from others is obtained and shares own experience.	Integrates professional expertise into the organisation to improve overall performance and delivery of <i>organisational</i> outcomes. Manages contracts judiciously. Actively ensures relevant professional input from others is obtained and shares own experience.	Integrates professional expertise into the organisation to improve overall performance and delivery of organisational outcomes. Manages contracts judiciously. Actively ensures relevant professional input from others is obtained and shares own experience.
			Strikes a balance between using external expertise and internal knowledge and experience.	Strikes a balance between using external expertise and internal knowledge and experience.	Strikes a balance between using external expertise and internal knowledge and experience.
Behavioural indicators		Supplements internal knowledge with technical expertise from external providers and other government organisations. Manages contracts judiciously.	Supplements internal knowledge with technical expertise from external providers and other government organisations. Manages contracts judiciously.	Supplements internal knowledge with technical expertise from external providers and other government organisations. Manages contracts judiciously.	Supplements internal knowledge with technical expertise from external providers and other government organisations. Manages contracts judiciously.
	Consults internal and external experts; taps into their technical and professional knowledge and experience to improve work outcomes.	Consults internal and external experts; taps into their technical and professional knowledge and experience to improve work outcomes.	Consults internal and external experts; taps into their technical and professional knowledge and experience to improve organisational outcomes.	Consults internal and external experts; taps into their technical and professional knowledge and experience to improve organisational outcomes.	Consults internal and external experts; taps into their technical and professional knowledge and experience to improve organisational outcomes.
	Contributes own expertise for the benefit of the business unit; encourages others to draw upon this knowledge.	Contributes own expertise for the benefit of the business unit; encourages others to draw upon this knowledge.	Contributes own expertise for the benefit of the organisation; encourages others to draw upon this knowledge.	Contributes own expertise for the benefit of the organisation; encourages others to draw upon this knowledge.	Contributes own expertise for the benefit of the organisation; encourages others to draw upon this knowledge.

Achieves results

Responds positively to change						
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Description	Creates and maintains schedules. Responds in a positive manner to change. Shares information with others. Is adaptable and flexible to accommodate the changing needs of the team.	Creates and maintains schedules. Responds in a positive manner to change. Shares information with others. Is adaptable in approach and willing to be flexible to accommodate the changing needs of the team.	Establishes task plans to deliver objectives. Responds in a positive and flexible manner to change. Shares information with others and <i>adapts to a changing environment.</i>	Establishes task plans and <i>simple project plans with measurable milestones</i> to deliver objectives. Responds in a positive and flexible manner to change. Shares information with others and adapts to a changing environment.	Establishes <i>clear plans and timeframes for project implementation.</i> Responds in a positive and flexible manner to change and <i>uncertainty.</i> Shares information with others and encourages cooperation in coping with change.	Establishes clear plans and timeframes for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.
	Behavioural indicators	Creates and maintains schedules; links day-to-day tasks to performance expectations and team outcomes.	Creates and maintains schedules for self and where relevant, others; links day-to-day tasks to performance expectations and team outcomes.	Constructs task plans to deliver objectives.	Constructs task plans and simple project plans with measurable milestones to deliver objectives.	Constructs project plans that have clear and appropriate milestones, goals, timeframes and budgets.
Demonstrates flexibility and adaptability to meet changing work requirements; informs supervisor of potential impact of proposed change.		Demonstrates flexibility and adaptability to changing work requirements; informs supervisor of potential impact of proposed change.	Demonstrates flexibility and copes effectively with day-to-day work changes and shifting priorities.	Demonstrates flexibility and copes effectively with day-to-day work changes, shifting priorities and periods of uncertainty.	Demonstrates flexibility and copes effectively with day-to-day work changes, shifting priorities and periods of uncertainty.	Deals positively with uncertainty and copes effectively in an environment characterised by change; determines a course of action despite a lack of clarity.
Shares appropriate information with colleagues during times of change; responds to change under guidance from supervisor.		Shares appropriate information with colleagues during times of change; responds to change under guidance from supervisor.	Shares appropriate information with colleagues during times of change; responds to change under guidance from supervisor.	Shares appropriate information with colleagues during times of change; responds to change under guidance from supervisor.	Shares appropriate information with colleagues during times of change; assesses impact of change and encourages cooperation in coping with change.	Shares appropriate information with colleagues during times of change; helps others adapt to ensure a smooth transition.

Achieves results

Steers and implements change and deals with uncertainty					
	EL1	EL2	SES B1	SES B2	SES B3
Description	Establishes clear plans and timeframes for project implementation and <i>outlines specific activities</i> . Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.	Establishes clear plans and timeframes for project implementation and outlines specific activities. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.	<i>Adopts a planned approach to the management of programs. Defines high-level objectives and supports translation into implementation strategies. Operates effectively in an environment of ongoing change and uncertainty and maintains flexibility. Actively ensures stakeholders are kept informed during times of change.</i>	<i>Oversees the implementation of multiple change initiatives with a focus on the desired outcomes.</i> Defines high-level objectives and ensures translation into practical implementation strategies. Operates effectively in an environment of ongoing change and uncertainty and maintains flexibility. Actively ensures stakeholders are kept informed during times of change.	<i>Drives the change agenda, defines high-level objectives and ensures translation into practical implementation strategies. Coordinates projects across multiple agencies. Recognises the constant nature of change and maintains flexibility. Secures stakeholder commitment to change and maintains open communication channels during the change process.</i>
Behavioural indicators					Coordinates projects across multiple organisations.
				Drives multiple change initiatives; oversees implementation and ensures that focus on end goals is maintained.	Drives the change agenda and creates an organisation that can shift focus quickly.
	Constructs project plans that have clear and appropriate goals, timeframes and budgets; anticipates change and builds contingencies into plans.	Constructs project plans that have clear and appropriate goals, timeframes and budgets; anticipates change and builds contingencies into plans.	Adopts a planned approach to the management of programs; develops high-level plans that define required outcomes.	Adopts a planned approach to the management of programs; develops organisational plans that define required outcomes.	Adopts a planned approach to the management of programs; develops organisational plans that define required outcomes.
	Deals positively with uncertainty and copes effectively in an environment characterised by change; determines a course of action despite lack of clarity.	Deals positively with uncertainty and copes effectively in an environment characterised by change; determines a course of action despite lack of clarity.	Operates effectively in an environment of ongoing change; maintains a flexible approach to achieve objectives.	Operates effectively in an environment of ongoing change; maintains a flexible approach to achieve organisational objectives.	Accepts and embraces the ongoing nature of change; maintains a flexible approach to achieve organisational objectives.
	Shares appropriate information with staff and colleagues during times of change; helps others adapt to ensure a smooth transition.	Shares appropriate information with staff and colleagues during times of change; helps others adapt to ensure a smooth transition.	Shares appropriate information with stakeholders during times of change; anticipates likely objections and addresses them in a timely manner.	Shares appropriate information with stakeholders during times of change; anticipates likely objections and addresses them in a timely manner.	Identifies key stakeholders and seeks their commitment to change; shares relevant information to facilitate an effective change process.

Achieves results

Takes responsibility for managing work projects to achieve results						
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Description	Sees tasks through to completion. Works within agreed priorities, and works independently on routine tasks. Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.	Sees tasks through to completion. Works within agreed priorities, works independently on routine tasks and <i>accepts more challenging tasks</i> . Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.	Sees tasks through to completion. Works within agreed priorities. Commits to achieving quality outcomes . Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.	Sees tasks through to completion. Works within agreed priorities. Commits to achieving quality outcomes and adheres to documentation procedures . Seeks feedback from supervisor to gauge satisfaction and seeks <i>guidance</i> when required.	Sees <i>projects</i> through to completion. Monitors project progress and manages priorities . Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction.	Sees projects through to completion. Monitors project progress and adjusts plans as required . Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction.
Behavioural indicators	Seeks feedback from supervisor on the performance of assigned tasks and incorporates this feedback into the performance of new tasks.	Seeks feedback from supervisor on the performance of assigned tasks and incorporates this feedback into the performance of new tasks.	Regularly seeks feedback from supervisor to gauge their satisfaction and incorporates this feedback into the performance of new tasks.	Regularly seeks feedback from supervisor to gauge their satisfaction and incorporates this feedback into the performance of new tasks.	Regularly seeks feedback from supervisor to gauge their satisfaction.	Regularly seeks feedback from supervisor to gauge their satisfaction; ensures work is delivered to a high standard.
	Maintains accurate records and files; sees tasks through to completion.	Maintains accurate records and files; sees tasks through to completion.	Maintains accurate records and files; uses appropriate information management systems to keep information up to date; sees tasks through to completion.	Adheres to documentation procedures; uses, and encourages others to use appropriate information management systems to keep information up to date; sees tasks through to completion.	Maintains focus on quality to achieve outcomes; adheres to documentation procedures; uses, and encourages others to use appropriate information management systems to keep information up to date; sees projects through to completion.	Maintains focus on quality to achieve outcomes; adheres to documentation procedures; uses, and encourages others to use appropriate information management systems to keep information up to date; sees projects through to completion.
	Performs under direction from supervisor and works to agreed priorities and outcomes; completes routine tasks; takes on additional duties when required; is responsive to changes in requirements.	Performs under direction from supervisor and works to agreed priorities and outcomes; completes routine tasks and accepts more challenging tasks; takes on additional duties when required; is responsive to changes in requirements.	Works to agreed priorities, outcomes, and time constraints; is responsive to changes in requirements.	Works to agreed priorities, outcomes, time constraints and assigned resources; assists with monitoring projects against plans and is responsive to changes in requirements.	Monitors projects against plans; manages priorities and is responsive to changes in requirements.	Monitors projects against plans; manages priorities and agrees adjustments to milestones as required.

Achieves results

Ensures closure and delivers on intended results						
	EL1	EL2	SES B1	SES B2	SES B3	
Description	Sees projects through to completion. Monitors project progress and adjusts plans as required. Commits to achieving quality outcomes and <i>ensures documentation procedures are maintained</i> . Seeks feedback from stakeholders to gauge satisfaction.	<i>Strives to achieve and encourages others to do the same</i> . Monitors progress and identifies risks that may impact on outcomes . Adjusts plans as required. Commits to achieving quality outcomes and ensures documentation procedures are maintained. Seeks feedback from stakeholders to gauge satisfaction.	<i>Drives a culture of achievement. Ensures that ideas and intended actions become reality and that planned projects result in expected outputs. Strives for quality, and ensures compliance with regulatory requirements. Puts systems in place to establish and measure accountabilities. Manages risks that may impede on project outcomes and ensures that key stakeholders are across all relevant issues.</i>	Drives a culture of achievement, <i>and fosters a quality focus in the organisation</i> . Ensures that ideas and intended actions become reality and that planned projects result in expected outputs. Enables the achievement of outcomes by identifying and removing potential barriers to success . Keeps stakeholders informed of progress and any issues that arise.	Drives a culture of achievement and fosters a quality focus in the organisation. Ensures that ideas and intended actions become reality and that planned projects result in expected outputs. Enables the achievement of outcomes by identifying and removing potential barriers to success. Keeps stakeholders informed of progress and any issues that arise.	
		Commits to targets and strives to achieve results; encourages others to do the same.	Commits to targets and strives to achieve results; encourages others to do the same.	Commits to targets and strives to achieve results; encourages others to do the same.	Commits to targets and strives to achieve results; encourages others to do the same.	
		Identifies and addresses risks that may impede work completion; proactively escalates issues that have not been controlled to ensure work remains on track.	Identifies and addresses risks that may impede project completion; proactively escalates issues that have not been controlled to ensure work remains on track.	Identifies and seeks to remove barriers to achieving desired organisational outcomes.	Identifies and seeks to remove barriers to achieving desired organisational outcomes.	
		Regularly seeks feedback from stakeholders to gauge their satisfaction; ensures work is delivered to a high standard.	Regularly seeks feedback from stakeholders to gauge their satisfaction; acts to ensure work is delivered to a high standard.	Reports achievements to key stakeholders, engages them in program outcomes and seeks feedback; acts to ensure work is delivered to a high standard.	Adopts a 'no surprises' policy; ensures that key stakeholders are kept appropriately informed of progress.	Adopts a 'no surprises' policy; ensures that key stakeholders are kept appropriately informed of progress.
		Maintains focus on quality to achieve key outcomes; adheres to documentation procedures and sees tasks through to completion.	Maintains focus on quality to achieve key outcomes; adheres to documentation procedures and sees tasks through to completion.	Strives for high-quality outputs throughout the business unit and accepts accountability for achieving agreed outcomes.	Fosters a quality focus across the organisation and accepts accountability for achieving agreed outcomes.	Fosters a quality focus across the organisation and accepts accountability for achieving agreed outcomes.
Behavioural indicators	Monitors projects against plans; manages priorities and agrees adjustments to milestones as required.	Monitors projects against plans; manages priorities and agrees on adjustments to milestones as required.	Establishes systems to monitor progress against objectives and ensures that projects comply with regulatory requirements.	Reviews the progress of key programs and stays focused on achieving outcomes.	Reviews the progress of key programs and stays focused on achieving outcomes.	

Supports productive working relationships

Nurtures internal and external relationships						
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Description	Builds and sustains positive relationships with team members and clients. Actively participates in teamwork and activities. Responds under direction to changes in client needs and expectations.	Builds and sustains positive relationships with team members and clients. Actively participates in teamwork and activities. Responds under direction to changes in client needs and expectations.	Builds and sustains positive relationships with team members and clients. Actively participates in teamwork and activities. Responds under direction to changes in client needs and expectations.	Builds and sustains positive relationship with team members and clients. <i>Is responsive to changes in client needs and expectations.</i>	Builds and sustains positive relationships with team members, <i>stakeholders</i> and clients. Is responsive to changes in client and <i>stakeholder</i> needs and expectations.	Builds and sustains positive relationships with team members, stakeholders and clients. Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to client and stakeholder needs and expectations.
Behavioural indicators	Develops positive relationships with team members; actively participates in teamwork and group activities.	Develops positive relationships with team members; actively participates in teamwork and group activities.	Develops positive relationships with team members; actively participates in teamwork and group activities.	Develops and maintains positive relationships with team members.	Develops and maintains positive relationships with team members.	Develops and maintains a network with others internally and externally.
	Builds and sustains relationships; liaises with team members and clients.	Builds and sustains relationships; liaises with team members and clients.	Builds and sustains relationships; liaises with team members and clients.	Builds and sustains relationships; liaises with team members, other teams, colleagues and clients.	Builds and sustains relationships; liaises with a range of stakeholders including team members, other teams, colleagues and clients.	Builds and sustains relationships; liaises with a range of stakeholders including team members, other teams, colleagues and clients.
						Offers reciprocal assistance in achieving mutually beneficial outcomes.
	Responds under direction to changes in client needs and expectations; manages client expectations by clarifying expectations and deadlines; keeps clients informed on progress; provides courteous, prompt and professional service to clients.	Responds under direction to changes in client needs and expectations; manages client expectations by clarifying expectations and deadlines; keeps clients informed on progress; provides courteous, prompt and professional service to clients.	Responds under direction to changes in client needs and expectations; manages client expectations by clarifying expectations and deadlines; keeps clients informed on progress; provides courteous, prompt and professional service to clients.	Is responsive to changes in client needs; manages client expectations by clarifying expectations and deadlines; keeps clients informed on progress; provides courteous, prompt and professional service to clients.	Is responsive to changes in client and stakeholder needs; provides courteous, prompt and professional service to clients.	Anticipates and is responsive to changes in client and stakeholder needs; provides courteous, prompt and professional service to clients.

Cultivates productive working relationships

Nurtures internal and external relationships					
	EL1	EL2	SES B1	SES B2	SES B3
Description	Builds and sustains relationships with a <i>network of key people internally and externally</i> . 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. Recognises shared agendas and works toward mutually beneficial outcomes . Anticipates and is responsive to internal and external client needs.	<i>Builds and sustains relationships within the organisation, with the Minister's office, across the APS and with a diverse range of external stakeholders. Looks for shared agendas and uses these to bring people together. 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, across the APS and with a diverse range of external stakeholders. Encourages stakeholders to work together, and establishes cross-agency approaches to address issues . Shows a commitment to client service through own actions and those of the organisation.	<i>Builds and sustains relationships that provide a rich intelligence network. 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.
				Proactively builds cross-agency relationships; establishes cross-agency approaches to address issues.	Proactively builds cross-agency relationships; establishes cross-agency approaches to address issues.
Behavioural indicators	Develops and maintains a network with others internally and externally.	Develops and maintains a network with others internally and externally.	Invests time to sustain and broaden networks; follows up and maintains regular contact.	Invests time to sustain and broaden networks; engages the support and allegiance of informal networks in formal situations.	Establishes and sustains relationships that deliver an intelligence network.
	Builds and sustains relationships; liaises with a range of stakeholders including other teams, peers and colleagues across the organisation, and in other organisations.	Builds and sustains long-term relationships; liaises with a range of stakeholders including other teams, peers and colleagues across the organisation, and in other organisations.	Builds a diverse range of relationships with key people in other organisations, such as the Minister's office, the private sector, industry groups and other relevant stakeholder groups.	Builds and sustains a diverse range of relationships with key people in other organisations such as, the Minister's office, the private sector, industry groups and other relevant stakeholder groups.	Builds effective working relationships with Ministers; seeks to understand their needs and expectations.
	Offers reciprocal assistance in achieving mutually beneficial outcomes.	Recognises shared agendas and works toward mutually beneficial outcomes.	Finds shared agendas and uses these to bring people together to develop mutually beneficial outcomes.	Encourages key stakeholders to work together; recognises, and capitalises on, opportunities for mutual benefit.	Encourages key stakeholders to work together; recognises, and capitalises on, opportunities for mutual benefit.
	Anticipates the needs of clients and provides courteous, prompt and professional service to them.	Anticipates the needs of clients and provides courteous, prompt and professional service to them.	Takes steps to ensure the provision of prompt, efficient and responsive client service personally, and through the activities of the business unit.	Takes steps to ensure the provision of prompt, efficient and responsive client service personally, and through the activities of the organisation.	Takes steps to ensure the provision of prompt, efficient and responsive client service personally, and through the activities of the organisation.

Supports productive working relationships

Listens to, understands and recognises the needs of others						
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Description	Actively listens to colleagues and clients. Shares information and contributes to team discussions. Works closely with team members to achieve results and operates as an effective team member.	Actively listens to colleagues and clients. Shares information and contributes to team discussions. Works closely with team members to achieve results and operates as an effective team member.	Actively listens to colleagues and clients. Shares information and ensures others are kept informed of issues . Works <i>collaboratively</i> and operates as an effective team member.	Actively listens to colleagues and clients. Shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.	Actively listens to <i>staff</i> , colleagues, clients and <i>stakeholders</i> . Involves others and recognises their contributions . Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.	Actively listens to staff, colleagues, clients and stakeholders. Involves others and recognises their contributions. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.
Behavioural indicators						
	Operates as an effective member of the team; works closely with team members to achieve results.	Operates as an effective member of the team; works closely with team members to achieve results.	Operates as an effective member of the team; works collaboratively.	Operates as an effective member of the team; works collaboratively.	Operates as an effective member of the team; works collaboratively; draws on team strengths.	Operates as an effective member of the team; works collaboratively; draws on team strengths.
Actively listens to colleagues and clients and reports their needs to supervisor; supports team members in achieving goals, especially during busy or difficult working periods.	Actively listens to colleagues and clients and reports their needs to supervisor; supports team members in achieving goals, especially during busy or difficult working periods.	Actively listens to colleagues and clients; supports team members; is aware of the contributions made by other people.	Actively listens to colleagues and clients; supports team members; is aware of the contributions made by other people.	Actively listens to colleagues, clients and stakeholders; involves others and recognises the contributions made by other people.	Actively listens to staff, colleagues, clients and stakeholders; involves others and recognises the contributions made by other people.	
Shares information with own team and contributes to team discussions; informs supervisor of work progress.	Shares information with own team and contributes to team discussions; informs supervisor of work progress.	Shares information with own team and seeks input from others; contributes to team discussions and planning; ensures people are kept informed of progress and issues.	Shares information with own team and seeks input from others; contributes to team discussions and planning; ensures people are kept informed of progress and issues.	Consults and shares information with own team and seeks input from others; ensures people are kept informed of progress and issues.	Consults and shares information with own team and seeks input from others; consults other team members prior to making decisions that affect them; ensures people are kept informed of progress and issues.	

Cultivates productive working relationships

Facilitates cooperation and partnerships					
	EL1	EL2	SES B1	SES B2	SES B3
Description	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> Resolves conflict using appropriate strategies.	Brings people together and encourages input from key stakeholders. Facilitates cooperation within and between organisations. <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. Draws on the knowledge of key stakeholders within and outside the organisation and facilitates cooperation by sharing information. Promotes information exchange by maintaining open communication channels. Personally manifests strong interpersonal relations and rewards cooperative and collaborative behaviour. Anticipates and resolves conflict.</i>	Consults broadly to obtain buy-in, recognises when input is required. <i>Communicates the importance of consultation with stakeholders to others. Overcomes organisational silos by facilitating cooperation between organisations.</i> Engages the Minister's office on key issues. Personally manifests strong interpersonal relations and rewards cooperative and collaborative behaviour. Anticipates and resolves conflict.
Behavioural indicators					Communicates the importance of consulting with key stakeholders; recognises when input is required.
			Facilitates cooperation between organisations by sharing information; maintains a cross-government focus.	Facilitates cooperation between organisations by sharing information; maintains a cross-government focus.	Overcomes organisational silos; facilitates cooperation between organisations by sharing information.
		Uses appropriate strategies to resolve conflicts and address concerns quickly.	Resolves conflict using appropriate strategies; finds solutions that manage the sensitivities involved.	Anticipates conflict and uses appropriate strategies to resolve conflict when it arises.	Anticipates conflict and uses appropriate strategies to resolve conflict when it arises; bridges differences in understanding between key stakeholders.
	Operates as an effective member of the team; works collaboratively and cooperatively; draws on team strengths.	Fosters teamwork by working collaboratively and cooperatively; encourages and rewards those behaviours in others.	Fosters teamwork by working collaboratively and cooperatively; encourages and rewards those behaviours in others.	Models effective team working behaviours; works collaboratively and cooperatively and rewards those behaviours in others.	Models effective team working behaviours; works collaboratively and cooperatively and rewards those behaviours in others.
	Involves others and encourages their input; recognises the contributions made by other people.	Brings people together and ensures the key stakeholders are involved in discussions; encourages people's input and seeks contribution.	Brings people together and ensures the key stakeholders are involved in discussions; seeks input and facilitates joint ownership.	Draws on the knowledge of key stakeholders within and outside the organisation; seeks input from the portfolio Secretary or CEO on contentious issues.	Engages the Minister's Office on key issues; facilitates others' relationships with the Minister.
	Consults and shares information with own team and upwards; ensures people are kept informed of progress and issues.	Consults and promotes open discussion; shares information with key stakeholders internally and externally; ensures that people in own team and upwards are kept informed of progress and issues.	Consults and promotes open discussion; shares information with key stakeholders internally and externally; facilitates reciprocal sharing of information to build knowledge.	Consults broadly to obtain buy-in; shares information and facilitates the exchange of information by maintaining open communication channels.	Consults broadly to obtain buy-in; shares information and facilitates the exchange of information by maintaining open communication channels.

Supports productive working relationships

Values individual differences and diversity						
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Description	Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy.	Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy.	Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy.	Recognises the positive benefits that can be gained from diversity. Recognises the different working styles of individuals, and factors this into the management of tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.	Recognises the positive benefits that can be gained from diversity, and explores diverse views. Recognises the different working styles of individuals, and factors this into the management of <i>people</i> and tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.	Recognises the positive benefits that can be gained from diversity. Encourages the exploration of diverse views and harnesses the benefits of such views. Recognises the different working styles of individuals, and factors this into the management of people and tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.
Behavioural indicators	Recognises the value of individual differences and understands that others may work in different ways.	Recognises the value of individual differences and understands that others may work in different ways.	Recognises the value of individual differences; understands that others may work in different ways.	Recognises the differing working styles of individuals and factors this into the management of tasks.	Recognises the differing working styles of individuals and factors this into the management of people and tasks.	Recognises the differing working styles of individuals and factors this into the management of people and tasks.
	Recognises that others have different views and experiences.	Recognises that others have different views and experiences.	Recognises that others have different views and experiences.	Recognises that others have different views and experiences.	Recognises that others have different views and experiences and explores their contributions.	Recognises that others have different views and experiences; explores their contributions and encourages the exploration of diverse views.
	Tries to see things from the other person's perspective.	Tries to see things from the other person's perspective.	Tries to see things from the other person's perspective.	Tries to see things from the other person's perspective.	Tries to see things from the other person's perspective.	Tries to see things from the other person's perspective.
	Maintains an awareness of the personalities, motivations and other diverse qualities of people; treats people with respect and courtesy.	Maintains an awareness of the personalities, motivations and other diverse qualities of people; treats people with respect and courtesy.	Maintains an awareness of the personalities, motivations and other diverse qualities of people; treats people with respect and courtesy.	Maintains an awareness of the personalities, motivations and other diverse qualities of people; treats people with respect and courtesy.	Maintains an awareness of the personalities, motivations and other diverse qualities of people; treats people with respect and courtesy.	Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions; treats people with respect and courtesy.

Cultivates productive working relationships

Values individual differences and diversity					
	EL1	EL2	SES B1	SES B2	SES B3
Description	Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views. <i>Harnesses understanding of differences to enhance interactions.</i> 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 anticipate reactions 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 <i>and 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. 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.	Communicates the value of harnessing diversity for the organisation. 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.
					Acts as a positive role model by proactively communicating the value and importance of capitalising on diversity for the organisation.
	Discerns the differing and preferred working styles of individuals and factors this into the management of people and tasks.	Discerns the differing and preferred working styles of individuals and factors this into the management of people and tasks.	Discerns the differing and preferred working styles of individuals and uses this information to enhance the operation of the business unit.	Discerns the differing and preferred working styles of individuals and uses this information to enhance the operation of the organisation.	Discerns the differing and preferred working styles of individuals and uses this information to enhance the operation of the organisation.
	Recognises that others have different views and experiences, explores their contributions and capitalises on the differing perspectives.	Recognises that others have different views and experiences, explores their contributions and capitalises on the differing perspectives.	Recognises that others have different views and experience; encourages input, listens and takes action to harness the varied input for the benefit of the business unit.	Capitalises on the diversity present in the organisation; harnesses different viewpoints.	Capitalises on the diversity present in the organisation; harnesses different viewpoints.
	Tries to see things from the other person's perspective.	Tries to see things from the other person's perspective, anticipates their reactions and adopts strategies to address them.	Tries to see things from the other person's perspective, anticipates their reactions and adopts strategies to address them.	Anticipates when different stakeholders may clash due to differing views, cultural perspectives or drivers; adopts strategies to address these.	Anticipates when different stakeholders may clash due to differing views, cultural perspectives or drivers; adopts strategies to address these.
Behavioural indicators	Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions.	Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions.	Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions.	Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions.	Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions.

Supports productive working relationships

Shares learning and supports others						
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Description	Identifies learning opportunities. Supports the contribution of others. Understands and acts on constructive feedback.	Identifies learning opportunities. Supports the contribution of others. Understands and acts on constructive feedback.	Identifies learning opportunities. Makes time for people and supports the contribution of others. Understands and acts on constructive feedback.	Identifies learning opportunities. Makes time for people and supports the contribution of others. Understands and acts on constructive feedback.	Identifies learning opportunities for others and delegates tasks effectively. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Provides constructive feedback. Recognises and notes under-performance where appropriate.	Identifies learning opportunities for others and delegates tasks effectively. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Provides constructive and <i>regular</i> feedback. Deals with under-performance promptly.
Behavioural indicators	Supports the contribution of others.	Supports the contribution of others.	Makes time for people and supports the contribution of others.	Makes time for people and supports the contribution of others.	Makes time for people despite competing priorities; provides guidance and offers full support when required.	Makes time for people despite competing priorities; provides guidance and offers full support when required.
	Identifies development opportunities for self and shares learning with others.	Identifies development opportunities for self and shares learning with others.	Identifies development opportunities for self and shares learning with others.	Actively requests coaching from supervisor or peers; identifies development opportunities for self and shares learning with others.	Works with staff to identify areas for development; encourages staff to engage in development opportunities; actively requests coaching from supervisor or peers; identifies development opportunities for self and shares learning with others.	Works with staff to identify areas for development; encourages staff to engage in development opportunities; actively requests coaching from supervisor or peers; identifies development opportunities for self and shares learning with others.
					Delegates tasks effectively.	Delegates tasks effectively; balances workloads amongst team members and provides appropriate guidance to team.
	Congratulates people on achievements.	Congratulates people on achievements.	Congratulates people on achievements.	Congratulates people on achievements.	Congratulates people on achievements and gives timely recognition for good performance.	Congratulates people on achievements and gives timely recognition for good performance.
	Understands and acts on constructive feedback.	Understands and acts on constructive feedback.	Understands and acts on constructive feedback.	Understands and acts on constructive feedback.	Provides clear constructive and regular feedback.	Provides clear constructive and regular feedback.
					Agrees on performance standards with staff and conducts regular reviews; identifies and notes under-performance where appropriate.	Agrees on performance standards with staff and conducts regular reviews; addresses under-performance promptly, identifies causes and agrees on improvement targets.

Displays personal drive and integrity

Demonstrates public service professionalism and probity						
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Description	Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints.	Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints.	Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the work area in internal forums.	Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the work area in internal forums.	Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the <i>organisation</i> in internal forums.	Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in internal forums.
Behavioural indicators						
	Understands and applies the APS Values and Code of Conduct, and consistently behaves in an honest, ethical and professional way.	Understands and applies the APS Values and Code of Conduct, and consistently behaves in an honest, ethical and professional way.	Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional way.	Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional way.	Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional way.	Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional way.
	Treats people fairly and equitably and is transparent in dealings with them.	Treats people fairly and equitably and is transparent in dealings with them.	Treats people fairly and equitably and is transparent in dealings with them.	Treats people fairly and equitably and is transparent in dealings with them.	Treats people fairly and equitably and is transparent in dealings with them.	Treats people fairly and equitably and is transparent in dealings with them.
	Makes decisions without favouritism or bias; places the aims of the organisation above personal ambitions.	Makes decisions without favouritism or bias; places the aims of the organisation above personal ambitions.	Makes decisions for the corporate good without favouritism or bias; places the aims of the organisation above personal ambitions.	Makes decisions for the corporate good without favouritism or bias; places the aims of the organisation above personal ambitions.	Makes decisions for the corporate good without favouritism or bias; places the aims of the organisation above personal ambitions.	Makes decisions for the corporate good without favouritism or bias; places the aims of the organisation above personal ambitions.
	Takes time to learn policies, regulations and standard operating procedures, and understands why they exist; complies with procedures, legislative, policy and regulatory frameworks; maintains strict confidentiality of information seen.	Takes time to learn policies, regulations and standard operating procedures, and understands why they exist; complies with procedures, legislative, policy and regulatory frameworks; maintains strict confidentiality of information seen.	Understands and complies with legislative, policy and regulatory frameworks.	Understands and complies with legislative, policy and regulatory frameworks.	Understands and complies with legislative, policy and regulatory frameworks.	Understands and complies with legislative, policy and regulatory frameworks.
			Operates in a professional manner when representing the work area in internal forums.	Operates in a professional manner when representing the work area in internal forums.	Operates in a professional manner when representing the organisation in internal forums.	Operates in a professional manner when representing the organisation in internal forums.

Exemplifies personal drive and integrity

Demonstrates public service professionalism and probity						
		EL1	EL2	SES B1	SES B2	SES B3
Description		Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally and impartially at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in <i>public</i> and internal forums.	Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally and impartially at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in public and internal forums.	<i>Adheres to and promotes the APS Values and Code of Conduct and acts with utmost integrity and professionalism. Encourages these standards in others.</i> 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 the APS Values and Code of Conduct and <i>aligns business processes accordingly. Addresses breaches of protocol and probity.</i> 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 the APS 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.
					Aligns business processes with the APS Values.	Aligns business processes with the APS Values.
Behavioural indicators				Leads by example and maintains high standards of professionalism and impartiality; expects and encourages team and colleagues to apply the same high standards.	Leads by example and maintains high standards of professionalism and impartiality; expects and encourages team and colleagues to apply the same high standards.	Leads by example and maintains high standards of professionalism and impartiality; expects and encourages team and colleagues to apply the same high standards.
		Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional way.	Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional way.	Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional way.	Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional way; addresses breaches of protocol and probity in an appropriate manner.	Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional way; addresses breaches of protocol and probity in an appropriate manner.
		Treats people fairly and equitably and is transparent in dealings with them.	Treats people fairly and equitably and is transparent in dealings with them.	Treats people fairly and equitably and is transparent in dealings with them.	Treats people fairly and equitably and is transparent in dealings with them.	Treats people fairly and equitably and is transparent in dealings with them.
		Makes decisions for the corporate good without favouritism or bias; places the aims of the organisation above personal ambitions.	Makes decisions for the corporate good without favouritism or bias; places the aims of the organisation above personal ambitions.	Makes decisions for the corporate good without favouritism or bias; places the aims of the organisation above personal ambitions.	Makes decisions for the corporate good without favouritism or bias; places the aims of the organisation above personal ambitions.	Makes decisions for the corporate good without favouritism or bias; places the aims of the organisation above personal ambitions.
		Understands, and operates within, legal and public policy constraints and limitations.	Understands, and operates within, legal and public policy constraints and limitations.	Understands, and operates within, legal and public policy constraints and limitations.	Understands, and operates within, legal and public policy constraints and limitations.	Understands, and operates within, legal and public policy constraints and limitations.
		Operates in a professional manner when representing the organisation in public and internal forums.	Operates in a professional manner when representing the organisation in public and internal forums.	Professionally represents the organisation in public forums; appropriately supports and promotes the organisation's agenda.	Professionally represents the organisation in public forums; appropriately supports and promotes the organisation's agenda.	Professionally represents the organisation in public forums; appropriately supports and promotes the organisation's agenda.
				Presents a united leadership voice; supports other leaders.	Presents a united leadership voice; supports other leaders.	Presents a united leadership voice; supports other leaders.

Displays personal drive and integrity

Engages with risk and shows personal courage						
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Description	Provides accurate advice on less complex issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.	Provides accurate advice on less complex issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.	<i>Provides accurate advice on issues.</i> Acknowledges mistakes and learns from them, and seeks guidance and advice when required.	Provides accurate advice on issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.	Provides impartial and forthright advice. Justifies own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.	Provides impartial and forthright advice. Challenges issues constructively and justifies own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.
Behavioural indicators						
	Listens when own ideas are challenged.	Listens when own ideas are challenged.	Listens when own ideas are challenged.	Listens when own ideas are challenged.	Listens when own ideas are challenged, and can justify own position and actions.	Listens when own ideas are challenged, and can justify own position and actions.
						Constructively challenges issues; discusses alternatives to find a way forward.
	Provides accurate advice to colleagues and clients on less complex issues; makes sure that all work is checked and proofed.	Provides accurate advice to colleagues and clients on less complex issues; makes sure that all work is checked and proofed.	Provides accurate advice to colleagues and clients; checks and confirms the accuracy of information prior to release.	Provides accurate advice to colleagues and clients; checks and confirms the accuracy of information prior to release.	Provides accurate, impartial and forthright advice to colleagues, stakeholders and clients; checks and confirms the accuracy of information prior to release.	Provides accurate, impartial and forthright advice to colleagues, stakeholders and clients; checks and confirms the accuracy of information prior to release.
	Takes responsibility for mistakes and learns from them; acknowledges when in the wrong.	Takes responsibility for mistakes and learns from them; acknowledges when in the wrong.	Takes responsibility for mistakes and learns from them; acknowledges when in the wrong.	Takes responsibility for mistakes and learns from them; acknowledges when in the wrong.	Takes responsibility for mistakes and learns from them; acknowledges when in the wrong.	Takes responsibility for mistakes and learns from them; acknowledges when in the wrong.
	Seeks advice and assistance from colleagues and supervisor when uncertain.	Seeks advice and assistance from colleagues and supervisor when uncertain.	Seeks advice and assistance from colleagues and supervisor when uncertain.	Seeks advice and assistance from colleagues and supervisor when uncertain.	Seeks advice and assistance from colleagues and supervisor when uncertain.	Seeks advice and assistance from colleagues and supervisor when uncertain.

Exemplifies personal drive and integrity

Engages with risk and shows personal courage						
		EL1	EL2	SES B1	SES B2	SES B3
Description		Provides impartial and forthright advice. Challenges <i>important</i> 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. Is prepared to make tough corporate decisions to achieve desired outcomes . <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</i> and learns from them. Seeks guidance and advice when required.	Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. <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.
						Acts as a role model for leadership courage by adopting a principled stance on important issues.
Behavioural indicators				Makes tough corporate decisions that are in the best interests of the government (even when these may not be popular).	Makes tough corporate decisions that are in the best interests of the government (even when these may not be popular).	Makes tough corporate decisions that are in the best interests of the government (even when these may not be popular).
		Listens when own ideas are challenged; stands ground and defends own views when appropriate.	Listens when own ideas are challenged; stands own ground and supports others when appropriate.	Encourages and contributes to debate on own ideas and the ideas of others; stands own ground and supports others when appropriate.	Encourages and contributes to debate on own ideas and the ideas of others; stands own ground and supports others when appropriate.	Encourages and contributes to debate on own ideas and the ideas of others; stands own ground and supports others when appropriate.
		Challenges issues and raises objections constructively; discusses alternatives to find a way forward.	Challenges issues and raises objections constructively; discusses alternatives to find a way forward.	Confronts difficult or controversial issues directly; is willing to make an unpopular stand and clearly voice own position.	Confronts difficult or controversial issues directly with others; is willing to make an unpopular stand and clearly voice own position.	Confronts difficult issues and challenges the position of others, including the Minister when appropriate; engages in constructive debate to address the issues.
		Provides impartial and forthright advice.	Provides impartial and forthright advice.	Provides forthright and impartial advice in a constructive manner that facilitates the achievement of government outcomes.	Provides forthright and impartial advice in a constructive manner that facilitates the achievement of government outcomes.	Provides forthright and impartial advice in a constructive manner that facilitates the achievement of government outcomes.
		Takes responsibility for mistakes and learns from them; acknowledges when in the wrong.	Takes responsibility for mistakes and learns from them; acknowledges when in the wrong.	Takes ownership for decisions and accepts responsibility when things go wrong; learns from mistakes.	Takes ownership for decisions and accepts responsibility when things go wrong; learns from mistakes.	Takes ownership for decisions and accepts responsibility when things go wrong; learns from mistakes.
		Seeks advice and assistance from colleagues and senior managers when uncertain.	Seeks advice and assistance from colleagues and managers when uncertain.	Seeks advice and guidance; admits to not always knowing the answer to a question.	Seeks advice and guidance; admits to not always knowing the answer to a question.	Seeks advice and guidance; admits to not always knowing the answer to a question.

Displays personal drive and integrity

Commits to action							
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6	
Description	Takes personal responsibility for accurate completion of work and seeks assistance when required. Commits energy and drive to see that goals are achieved.	Takes personal responsibility for accurate completion of work and seeks assistance when required. Commits energy and drive to see that goals are achieved.	Takes personal responsibility for accurate completion of work and seeks assistance when required. Commits energy and drive to see that goals are achieved.	Takes personal responsibility for accurate completion of work and seeks <i>guidance</i> when required. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.	Takes personal responsibility for <i>meeting objectives and progressing work.</i> Shows initiative 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 does what is required. Commits energy and drive to see that goals are achieved.	
Behavioural indicators							
	Takes personal responsibility for accurate completion of work; knows who can provide assistance with the achievement of goals and seeks help when required.	Takes personal responsibility for accurate completion of work; knows who can provide assistance with the achievement of goals and seeks help when required.	Takes personal responsibility for accurate completion of work and seeks help when required.	Takes personal responsibility for accurate completion of work and seeks guidance when required; takes the initiative to progress work when required.	Takes personal responsibility for accurate completion of work within timeframes and quality requirements; takes the initiative to progress work when required.	Takes personal responsibility for accurate completion of work within timeframes and quality requirements; takes the initiative to progress work when required.	
	Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives; follows up to ensure that issues are finalised.	Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives; follows up to ensure that issues are finalised.	Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives; follows up to ensure that issues are finalised.	Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives; follows up to ensure that issues are finalised.	Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives; follows up to ensure that issues are finalised.	Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives; follows up to ensure that issues are finalised.	Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives; follows up to ensure that issues are finalised.
	Informs supervisor of issues impacting on the achievement of designated tasks.	Informs supervisor of issues impacting on the achievement of designated tasks.	Recognises the issues impacting on the achievement of desired outcomes.	Recognises the issues impacting on the achievement of desired outcomes.	Recognises and understands the issues impacting on the achievement of desired outcomes.	Recognises and understands the issues impacting on the achievement of desired outcomes.	

Exemplifies personal drive and integrity

Commits to action		EL1	EL2	SES B1	SES B2	SES B3
Description		Takes personal responsibility for meeting objectives and progressing work. Shows initiative and <i>proactively steps in</i> 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. Galvanises others to act. Acts decisively and <i>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</i> and initiates urgent action to resolve issues when required.
	Behavioural indicators	Takes the initiative, progresses work, and engages in additional tasks as required.	Takes the initiative, progresses work, and engages in additional tasks as required.	Takes the initiative and acts decisively to move things forward.	Takes the initiative and acts decisively to move things forward.	Strives to achieve targets and maintains focus on long-term outcomes: does not give up and modifies approach to achieve targets for the organisation. Is prepared to commit to a decision without all of the information: takes responsibility for issues that are escalated. Shows drive, energy and initiative; gets involved and galvanises others to act to deliver key results for the organisation.
	Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives.	Works to get results; shows energy and drive; commits to meeting objectives.	Shows drive, energy and initiative; gets involved and galvanises others to act to deliver key results for the organisation.	Shows drive, energy and initiative; gets involved and galvanises others to act to deliver key results for the organisation.	Shows drive, energy and initiative; gets involved and galvanises others to act to deliver key results for the organisation.	Shows drive, energy and initiative; gets involved and galvanises others to act to deliver key results for the organisation.
	Recognises and seeks to resolve issues impacting on the achievement of desired outcomes.	Recognises and seeks to resolve issues impacting on the achievement of desired outcomes.	Initiates urgent action and is responsive when there are issues impacting on the achievement of outcomes.	Initiates urgent action and is responsive when there are significant issues to address.	Maintains control and initiates urgent action and is responsive when there are significant issues to address.	

Displays personal drive and integrity

Promotes and adopts a positive and balanced approach to work						
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Description	Works as directed to achieve work objectives, even in difficult circumstances. Remains positive and responds to pressure in a calm manner.	Works as directed to achieve work objectives, even in difficult circumstances. Remains positive and responds to pressure in a calm manner.	Focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.	Focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.	Persists with , and focuses on achieving, objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.	Persists with, and focuses on achieving, objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.
	Stays focused and productive in difficult circumstances.	Stays focused; works effectively in difficult circumstances.	Maintains effective performance levels even in difficult circumstances.	Maintains effective performance levels even in challenging or difficult circumstances.	Maintains effective performance levels even in challenging, uncertain or difficult circumstances.	Maintains effective performance levels, even in challenging, uncertain or difficult circumstances.
Behavioural indicators	Works as directed to achieve objectives.	Works as directed to achieve objectives.	Works to achieve objectives.	Works to achieve objectives.	Demonstrates persistence and works to achieve objectives.	Demonstrates persistence and works to achieve objectives.
	Maintains an optimistic outlook and focuses on the positives in difficult situations; supports a positive working environment.	Maintains an optimistic outlook and focuses on the positives in difficult situations; supports a positive working environment.	Maintains an optimistic outlook and focuses on the positives in difficult situations; supports a positive working environment.	Maintains an optimistic outlook and focuses on the positives in difficult situations; supports a positive working environment.	Maintains an optimistic outlook and focuses on the positives in difficult situations; maintains a positive and balanced working environment while responding to service and implementation schedules.	Maintains an optimistic outlook and focuses on the positives in difficult situations; maintains a positive and balanced working environment while responding to service and implementation schedules.
	Stays calm in difficult situations and when dealing with difficult people; does not become defensive when faced with criticism.	Stays calm in difficult situations and when dealing with difficult people; does not become defensive when faced with criticism.	Stays calm under pressure; does not react personally to criticism.	Stays calm under pressure; does not react personally to criticism.	Stays calm under pressure; does not react personally to criticism.	Stays calm under pressure; does not react personally to criticism.

Exemplifies personal drive and integrity

Displays resilience						
		EL1	EL2	SES B1	SES B2	SES B3
Behavioural indicators	Description	Persists with, 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 with, 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. Monitors own emotional reactions and responds to pressure in a controlled manner. Displays a positive outlook and maintains momentum in difficult situations.	Persists with, 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 with, 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.
		Maintains effective performance levels in highly charged or high-pressure situations.	Sustains high levels of effort and energy following a setback, maintains momentum and continues to move forward.	Sustains high levels of effort and energy following a setback, maintains momentum and continues to move forward.	Quickly recovers from setbacks and maintains momentum and sustains high levels of effort toward the achievement of outcomes.	Quickly recovers from setbacks and maintains momentum and sustains high levels of effort toward the achievement of outcomes.
		Demonstrates persistence and works hard to achieve objectives.	Demonstrates persistence, adapts approach when required and works hard to achieve objectives.	Demonstrates tenacity and persists with initiatives that are of benefit to the organisation and/or government.	Demonstrates tenacity and persists with initiatives that are of benefit to the organisation and/or government.	Demonstrates tenacity and persists with initiatives, copes with extreme and changing demands from numerous stakeholders and maintains focus on objectives.
		Maintains an optimistic outlook and focuses on the positives in difficult situations.	Maintains an optimistic outlook and focuses on the positives in difficult situations.	Maintains an optimistic outlook and focuses on the positives in difficult situations.	Maintains an optimistic outlook and focuses on the positives in difficult situations.	Maintains an optimistic outlook and focuses on the positives in difficult situations.
		Stays controlled when under pressure; does not react personally to criticism.	Withstands criticism from stakeholders and maintains composure when under pressure.	Monitors own emotional reactions, remains calm and maintains focus when faced with criticism or pressure.	Monitors own emotional reactions, remains calm and maintains focus when faced with criticism or pressure.	Stays in control of emotions and does not react negatively to stress or pressure, remains relaxed, composed and focused during a crisis.

Displays personal drive and integrity

Demonstrates self awareness and a commitment to personal development						
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Description	Seeks feedback from others. Understands areas of strengths and works with supervisor to identify development needs. Is aware of the impact of own behaviour on others. Seeks self-development opportunities.	Seeks feedback from others. Understands areas of strengths and works with supervisor to identify development needs. Is aware of the impact of own behaviour on others. Seeks self-development opportunities.	Seeks feedback from others. Communicates areas of strengths and works with supervisor to identify development needs. Reflects on own behaviour and recognises the impact on others. Seeks self-development opportunities.	Seeks feedback from others. Communicates areas of strengths and works with supervisor to identify development needs. Reflects on own behaviour and recognises the impact on others. Seeks self-development opportunities.	Seeks feedback from others. Communicates areas of strengths and <i>acknowledges development needs.</i> Reflects on own behaviour and recognises the impact on others. Shows commitment to learning and self-development.	Self-evaluates performance and seeks feedback from others. Communicates areas of strengths and acknowledges development needs. Reflects on own behaviour and recognises the impact on others. Shows commitment to learning and self-development.
	Is aware of the impact of own behaviour on others.	Is aware of the impact of own behaviour on others.	Reflects on own behaviours and work style and is aware of how they impact on others.	Reflects on own behaviours and work style and is aware of how they impact on others.	Reflects on own behaviours and work style and understands how they impact on others and on job performance.	Reflects on own behaviours and work style and understands how they impact on others and on job performance.
Behavioural indicators	Seeks self-development opportunities; is willing to learn new approaches and acquire new capabilities; applies new knowledge in the workplace.	Seeks self-development opportunities; is willing to learn new approaches and acquire new capabilities; applies new knowledge in the workplace.	Seeks self-development opportunities; is willing to learn new approaches and acquire new capabilities; applies new knowledge in the workplace.	Seeks self-development opportunities; is willing to learn new approaches and acquire new capabilities; applies new knowledge in the workplace.	Demonstrates commitment to self-development and seeks opportunities to extend skills and knowledge, including management, leadership and supervisory skills.	Demonstrates commitment to self-development and seeks opportunities to extend skills and knowledge, including management, leadership and supervisory skills.
	Develops an understanding of personal strengths and capabilities; works with supervisor to identify individual developmental requirements needed to complete assigned tasks.	Develops an understanding of personal strengths and capabilities; works with supervisor to identify individual developmental requirements needed to complete assigned tasks.	Communicates areas of strength, works with supervisor to identify individual developmental requirements needed to complete assigned tasks.	Communicates areas of strength, works with supervisor to identify individual developmental requirements needed to complete assigned tasks.	Communicates areas of strength, acknowledges development needs.	Communicates areas of strength, acknowledges development needs.
	Agrees own performance standards with supervisor; seeks feedback on behaviour and work performance from supervisor, and is responsive to guidance.	Agrees own performance standards with supervisor; seeks feedback on behaviour and work performance from supervisor, and is responsive to guidance.	Agrees own performance standards with supervisor; seeks feedback on behaviour and work performance from supervisor, and is responsive to guidance.	Agrees own performance standards with supervisor; seeks feedback on behaviour and work performance from supervisor, and is responsive to guidance.	Agrees own performance standards with supervisor; seeks feedback on behaviour and work performance from supervisor, peers and subordinates, and is responsive to guidance.	Agrees own performance standards with supervisor; seeks feedback on behaviour and work performance from supervisor, peers and subordinates, and is responsive to guidance.
	Seeks input from supervisor when assessing performance; identifies strengths as well as developmental requirements needed to complete assigned tasks.	Seeks input from supervisor when assessing performance; identifies strengths as well as developmental requirements needed to complete assigned tasks.	Reviews performance; identifies strengths as well as developmental requirements needed to complete assigned tasks.	Reviews performance and identifies strengths as well as development needs.	Reviews performance and identifies strengths as well as development needs.	Spends time critically analysing own performance and identifies strengths as well as development needs.

Exemplifies personal drive and integrity

Demonstrates self awareness and a commitment to personal development					
	EL1	EL2	SES B1	SES B2	SES B3
Description	Self-evaluates performance and seeks feedback from others. Communicates and <i>acts on strengths and development needs</i> . Reflects on own behaviour and recognises the impact on others. Shows <i>strong</i> 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.	Critically 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.	Demonstrates 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 behaviour on others and <i>is 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> . Uses self-insight to identify areas in which own capabilities complement other people's . Is open to feedback and is responsive in adjusting behaviour. <i>Strives for continual learning</i> .
	Behavioural indicators	Reflects on own behaviours and work style and considers how they impact on others and on job performance.	Reflects on own behaviours and work style and considers how they impact on others and on job performance.	Regularly examines own behaviour and the impact on others; identifies learning opportunities.	Regularly reflects on the impact of own behaviour on others to identify opportunities to increase effectiveness; adjusts behaviour accordingly.
Demonstrates commitment to self-development and capitalises on opportunities to extend skills and knowledge; accepts challenging new opportunities.		Demonstrates commitment to self-development; steps out of own comfort zone and embraces challenging opportunities for growth.	Demonstrates commitment to self-development; proactively identifies development opportunities and seeks to extend skills and experience.	Focuses on own development; identifies new challenges to extend experience.	Strives for continual learning; identifies new challenges to extend experience.
Communicates areas of strength, and acknowledges development needs.		Confidently communicates areas of strength, and acknowledges development needs.	Confidently promotes areas of strength, and acknowledges development needs.	Confidently promotes areas of strength, and acknowledges development needs.	Acts as a role model to create an environment where individuals openly discuss their strengths and development needs.
Seeks feedback on behaviour and work performance and is responsive to guidance.		Seeks feedback regarding performance; acts on feedback to achieve continual improvement.	Regularly seeks feedback on performance; translates negative feedback into actions for improvement.	Regularly seeks feedback on performance; translates negative feedback into actions for improvement.	Regularly seeks feedback on performance; translates negative feedback into actions for improvement.
Spends time critically analysing own performance and identifies strengths as well as development needs.		Spends time critically analysing own performance and identifies strengths as well as development needs.	Examines own behaviour with reference to performance; identifies areas of strength and limitation.	Examines own behaviour and performance; identifies strengths and development needs.	Displays self-insight and is highly aware of own strengths and limitations.

Communicates with influence

Communicates clearly						
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Description	Communicates messages clearly and concisely. Focuses on key points and uses appropriate language. Structures written and oral communication so it is easy to follow.	Communicates messages clearly and concisely. Focuses on key points and uses appropriate language. Structures written and oral communication so it is easy to follow.	Confidently presents messages in a clear, concise manner. Focuses on key points and uses appropriate language. Structures written and oral communication to <i>ensure clarity</i> .	Confidently presents messages in a clear, concise manner. Focuses on key points and uses appropriate language. Structures written and oral communication to ensure clarity.	Confidently presents messages in a clear, concise and articulate manner. Focuses on key points and uses appropriate, <i>unambiguous</i> language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.	Confidently presents messages in a clear, concise and articulate manner. Focuses on key points and uses appropriate, unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.
Behavioural indicators	Focuses on clear communication of key points.	Focuses on clear communication of key points.	Focuses on clear communication of key points.	Focuses on clear communication of key points.	Focuses on clear communication of key points.	Focuses on clear communication of key points.
	Limits the use of jargon and abbreviations; explains information using language appropriate for the audience.	Limits the use of jargon and abbreviations; explains information using language appropriate for the audience.	Limits the use of jargon and abbreviations; explains information using language appropriate for the audience.	Limits the use of jargon and abbreviations; explains information using language appropriate for the audience.	Limits the use of jargon and abbreviations; explains complex information using language appropriate for the audience.	Limits the use of jargon and abbreviations; explains complex information using language appropriate for the audience.
	Presents messages clearly; speaks at an appropriate volume and pace.	Presents messages clearly; speaks at an appropriate volume and pace.	Presents messages confidently.	Presents messages confidently.	Presents messages confidently and selects the appropriate medium for conveying information.	Presents messages confidently and selects the appropriate medium for conveying information.
	Succinctly conveys information, structures written communication so it is easy to follow; uses correct spelling and grammar.	Succinctly conveys information, structures written communication so it is easy to follow; uses correct spelling and grammar.	Structures messages clearly and succinctly, both orally and in writing.	Structures messages clearly and succinctly, both orally and in writing.	Structures messages clearly and succinctly, both orally and in writing.	Structures messages clearly and succinctly, both orally and in writing.

Communicates with influence

Communicates clearly						
		EL1	EL2	SES B1	SES B2	SES B3
Description		Confidently presents messages in a clear, concise and articulate manner. Focuses on key points and uses appropriate, unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.	Confidently presents messages in a clear, concise and articulate manner. <i>Translates information for others</i> , focusing on key points and using appropriate, unambiguous language. Selects the most appropriate medium for conveying information, and structures written and oral communication to ensure clarity.	Confidently presents messages in a clear, concise and articulate manner. 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> . Selects the most appropriate medium for conveying information, and structures written and oral communication to ensure clarity.	Confidently presents messages in a clear, concise and articulate manner. Focuses on key points for the audience and states the facts. <i>Structures message for brevity and presents message with precision and confidence</i> , harnessing the most appropriate methods of communication. Creates meaning for the audience by using analogies and stories to illustrate key points.	Confidently presents messages in a clear and articulate manner. Focuses on key points for the audience and selects the most appropriate medium for conveying information. <i>States the facts and uses straightforward language to aid transparency</i> . Creates meaning for the audience by using analogies and stories to illustrate key points.
					Engages the audience; uses anecdotes and analogies to illustrate key points and bring messages to life.	Engages the audience; uses anecdotes and analogies to illustrate key points and bring messages to life.
Behavioural indicators		Focuses on clearly communicating key points.	Translates information for others and focuses on clearly communicating key points.	Presents key information effectively; outlines the implications and ensures key conclusions are conveyed.	Presents key information effectively; outlines the implications and ensures key conclusions are conveyed.	States the facts clearly; outlines the implications and ensures key conclusions are conveyed.
		Limits the use of jargon and abbreviations; explains complex information using language appropriate for the audience.	Limits the use of jargon and abbreviations; explains complex information using language appropriate for the audience.	Limits the use of jargon and abbreviations; explains complex information using language appropriate for the audience.	Limits the use of jargon and abbreviations; explains complex information using language appropriate for the audience.	Limits the use of jargon and abbreviations; explains complex information using language appropriate for the audience.
		Presents messages confidently and selects the appropriate medium for maximum effect.	Presents messages confidently and selects the appropriate medium for maximum effect.	Presents messages confidently and selects the appropriate medium for maximum effect.	Presents messages with precision and confidence and selects the appropriate medium for maximum effect.	Presents messages with precision and confidence and selects the appropriate medium for maximum effect.
		Structures messages clearly and succinctly, both orally and in writing.	Structures messages clearly and succinctly, both orally and in writing.	Structures messages clearly and succinctly, both orally and in writing.	Structures messages clearly and succinctly, both orally and in writing.	Structures messages clearly and succinctly, both orally and in writing.

Communicates with influence

Listens, understands and adapts to audience						
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Description	Adapts communication style and approach to ensure they address the needs of different people or audiences. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.	Adapts communication style and approach to ensure they address the needs of different people or audiences. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.	Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.	Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.	Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments and does not allow misunderstandings to linger.	Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments and does not allow misunderstandings to linger.
			Adjusts presentation style on the basis of non-verbal cues.	Adjusts presentation style on the basis of non-verbal cues.	Adjusts presentation style on the basis of subtle non-verbal cues.	Adjusts presentation style on the basis of subtle non-verbal cues.
	Is aware of how own communication style affects others.	Is aware of how own communication style affects others.	Maximises personal communication strengths and takes into account shortcomings.	Maximises personal communication strengths and takes into account shortcomings.	Maximises personal communication strengths and takes into account shortcomings.	Maximises personal communication strengths and takes into account shortcomings.
	Pays close attention to others when they are speaking; checks own understanding of others' comments by asking clarifying questions; checks to ensure their own views have been understood.	Pays close attention to others when they are speaking; checks own understanding of others' comments by asking clarifying questions; checks to ensure their own views have been understood.	Focuses on gaining a clear understanding of others' comments by listening and asking clarifying questions; checks to ensure their own views have been understood.	Focuses on gaining a clear understanding of others' comments by listening and asking clarifying questions; checks to ensure their own views have been understood.	Focuses on gaining a clear understanding of others' comments by listening, asking clarifying questions and reflecting back; checks to ensure their own views have been understood.	Focuses on gaining a clear understanding of others' comments by listening, asking clarifying questions and reflecting back; checks to ensure their own views have been understood.
			Understands the key concerns of the audience.	Understands the key concerns of the audience.	Understands and addresses the key concerns of the audience.	Understands and addresses the key concerns of the audience.
Behavioural indicators	Adapts communication style and approach to ensure they address the needs of different people or audiences.	Adapts communication style and approach to ensure it addresses the needs of different people or audiences	Tailors communication style and language according to the needs of individuals or the audience.	Tailors communication style and language according to the needs of individuals or the audience.	Tailors communication style and language according to the audience's level of knowledge, skill and experience.	Tailors communication style and language according to the audience's level of knowledge, skill and experience.

Communicates with influence

Listens, understands and adapts to audience						
		EL1	EL2	SES B1	SES B2	SES B3
Behavioural indicators	Description	Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments and does not allow misunderstandings to linger.	Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Anticipates reactions and is prepared to respond. Checks own understanding of others' comments and does not allow misunderstandings to linger.	Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. <i>Anticipates reactions and prepares a response to address the audience's concerns.</i> Checks own understanding of others' comments and does not allow misunderstandings to linger.	Seeks to understand the audience and adapts communication style and message to meet their needs. Listens carefully to others and ensures their views have been understood. Anticipates reactions and prepares a response to address the audience's concerns. Checks own understanding of others' comments and does not allow misunderstandings to linger.	Seeks to understand the audience and reads their non-verbal cues. Adapts communication style and message to meet their needs. Listens carefully to others and ensures their views have been understood. Anticipates reactions and prepares a response to address the audience's concerns. Checks own understanding of others' comments and does not allow misunderstandings to linger.
	Adjusts presentation style on the basis of subtle non-verbal cues.	Adjusts presentation style on the basis of subtle non-verbal cues.	Adjusts presentation style on the basis of subtle non-verbal cues.	Adjusts presentation style on the basis of subtle non-verbal cues.	Adjusts presentation style on the basis of subtle non-verbal cues.	
	Maximises personal communication strengths and takes into account shortcomings.	Maximises personal communication strengths and takes into account shortcomings.	Maximises personal communication strengths and takes into account shortcomings.	Maximises personal communication strengths and takes into account shortcomings.	Maximises personal communication strengths and takes into account shortcomings.	
	Focuses on gaining a clear understanding of others' comments by listening, asking clarifying questions and reflecting back.	Focuses on gaining a clear understanding of others' comments by listening, asking clarifying questions and reflecting back.	Focuses on gaining a clear understanding of others' comments by listening, asking clarifying questions and reflecting back.	Focuses on gaining a clear understanding of others' comments by listening, asking clarifying questions and reflecting back.	Focuses on gaining a clear understanding of others' comments by listening, asking clarifying questions and reflecting back.	
	Understands and addresses the key concerns of the audience.	Anticipates others' reactions and is prepared to respond.	Anticipates the audience's response and is prepared to address their concerns and objections.	Anticipates the likely reaction of the audience to a message and adjusts approach to gain maximum impact.	Anticipates the likely reaction of the audience to a message and adjusts approach to gain maximum impact.	
Tailors communication style and language according to the audience's level of knowledge, skill and experience.	Tailors communication style and language according to the audience's level of knowledge, skill and experience.	Tailors communication style and language according to the audience's level of knowledge, skill and experience.	Tailors communication style and language according to the audience's level of knowledge, skill and experience.	Tailors communication style and language according to the audience's level of knowledge, skill and experience.		

Communicates with influence

Negotiates confidently						
	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6
Description	Listens to, and considers different ideas. Discusses issues without getting personal or aggressive.	Listens to, and considers different ideas. Discusses issues without getting personal or aggressive.	Listens to, and considers different ideas and discusses issues <i>credibly and thoughtfully</i> . Identifies relevant stakeholders.	Listens to, and considers different ideas and discusses issues <i>credibly and thoughtfully</i> . Identifies other people's expectations and concerns.	Approaches negotiations with a clear understanding of key issues. Understands the desired outcomes. Identifies relevant stakeholders' expectations and concerns. Discusses issues <i>credibly and thoughtfully</i> . Encourages the support of relevant stakeholders.	Approaches negotiations with a clear understanding of key issues. Understands the desired outcomes. Anticipates and identifies relevant stakeholders' expectations and concerns. Discusses issues <i>credibly and thoughtfully</i> and presents persuasive counter-arguments. Encourages the support of relevant stakeholders.
Behavioural indicators						
	Listens to, considers and acknowledges differing ideas.	Listens to, considers and acknowledges differing ideas.	Listens to, considers and acknowledges differing ideas.	Listens to differing ideas and views to develop a clear understanding of the issues.	Listens to differing ideas and views to develop a clear understanding of the issues.	Listens to differing ideas and views to develop a clear understanding of the issues; presents persuasive counter-arguments.
	Discusses issues without getting personal or aggressive.	Discusses issues without getting personal or aggressive.	Discusses issues <i>credibly and thoughtfully</i> without getting personal or aggressive.	Discusses issues <i>credibly and thoughtfully</i> without getting personal or aggressive.	Discusses issues <i>credibly and thoughtfully</i> without getting personal or aggressive.	Discusses issues <i>credibly and thoughtfully</i> without getting personal or aggressive.
			Identifies relevant stakeholders.	Identifies relevant stakeholders.	Encourages relevant stakeholders in supporting the position.	Encourages relevant stakeholders in supporting the position.
				Identifies other people's expectations and concerns.	Identifies other people's expectations and concerns.	Anticipates and identifies other people's expectations and concerns and develops own case accordingly.
				Commences negotiations with a clear understanding of the desired outcomes.	Commences negotiations with a clear understanding of the desired outcomes.	

Communicates with influence

Negotiates persuasively						
		EL1	EL2	SES B1	SES B2	SES B3
Behavioural indicators	Description	Approaches negotiations with a strong grasp of the key issues, having <i>prepared in advance</i> . Understands the desired objectives and <i>associated strengths and weaknesses</i> . <i>Anticipates the position of the other party, and frames arguments accordingly</i> . Encourages the support of relevant stakeholders. Strives to achieve an outcome that delivers benefits for both parties.	Approaches negotiations with a strong grasp of the key issues, having prepared well in advance. Understands the desired objectives and associated strengths and weaknesses. Anticipates the position of the other party, and <i>adapts approach accordingly</i> . Encourages the support of relevant stakeholders. Encourages debate and identifies common ground to facilitate agreement and acceptance of mutually beneficial solutions.	Approaches negotiations <i>with a strong grasp of the key issues</i> . <i>Presents a convincing and balanced rationale</i> . Anticipates the position of the other party, and is aware of the extent of potential for compromise. <i>Acknowledges and addresses disagreements</i> to facilitate mutually beneficial solutions. Encourages the support of relevant stakeholders. Focuses on the desired objectives and ensures negotiations remain on track.	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. <i>Identifies key stakeholders and engages their support</i> . Focuses on the desired objectives and ensures negotiations remain on track.	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.
					Pitches messages in a way that facilitates the desired outcomes; uses techniques to illustrate the argument persuasively.	Pitches messages in a way that facilitates the desired outcomes; uses techniques to illustrate the argument persuasively.
				Ensures that negotiations remain focused on the important issues.	Ensures that negotiations remain focused on the important issues.	Senses when negotiations are stalling, and takes proactive action to ensure effective resolution.
		Presents persuasive counter-arguments.	Encourages debate and seeks to develop a clear understanding about conflicting issues.	Acknowledges differences of opinion and addresses disagreements objectively.	Acknowledges differences of opinion and addresses disagreements objectively.	Acknowledges differences of opinion and addresses disagreements objectively.
		Puts forward a case firmly, without getting personal or aggressive.	Puts forward a case firmly, without getting personal or aggressive.	Offers a convincing rationale and makes a strong case, without getting personal or aggressive.	Offers a convincing rationale and makes a strong case, without getting personal or aggressive.	Offers a convincing rationale and makes a strong case, without getting personal or aggressive.
		Encourages relevant stakeholders in supporting the position.	Encourages relevant stakeholders in supporting the position.	Encourages relevant stakeholders in supporting the position.	Identifies key stakeholders and seeks their support early in the negotiation.	Identifies key stakeholders and seeks their support early in the negotiation.
		Anticipates the stance of other parties in advance and positions own case accordingly.	Anticipates the stance of other parties in advance and positions own case accordingly; identifies common ground.	Anticipates other people's likely expectations and concerns; determines the extent of potential compromise for all parties.	Analyses other people's agendas and identifies potential 'weak spots'; determines the extent of potential compromise for all parties.	Analyses other people's agendas and identifies potential 'weak spots'; determines the extent of potential compromise for all parties.
Commences negotiations with a clear understanding of the organisation's objectives and desired outcomes.	Develops a convincing argument, and presents the rationale with solid supporting evidence.	Positions case in a balanced manner, avoids overselling by acknowledging risks and potential disadvantages.	Positions case by clearly highlighting its merit, avoids overselling by acknowledging risks and potential disadvantages.	Positions case by clearly highlighting its merit, avoids overselling by acknowledging risks and potential disadvantages.		

