Integrated Leadership System (ILS) APS 1-6 comparative

Table 1 - Supports strategic direction

|  | **APS 1** | **APS 2** | **APS 3** | **APS 4** | **APS 5** | **APS 6** |
| --- | --- | --- | --- | --- | --- | --- |
| Supports shared purpose and direction | 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 *section* 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  *organisational goals.* 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 *communicates* the reasons for decisions and recommendations to others. | Understands, supports and *promotes* the organisation's vision, mission, and business objectives. Identifies the relationship between organisational goals and operational tasks. *Clearly* communicates *goals and objectives* to others. Understands, *supports* and communicates the reasons for decisions and recommendations. |
| Thinks strategically | 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 *contributes to the development of work plans and team goals*. 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 *implications of issues that may impact on own work objectives*. | Understands the work environment and contributes to the development of plans, *strategies* 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. *Identifies broader influences that may impact on the team's work objectives.* Demonstrates an awareness of the implications of issues for own work *and work area.* | Understands the work environment and *initiates and develops* team goals, strategies and work plans. Identifies broader *factors, trends* and influences that may impact on the team's work objectives. *Considers the ramifications of issues and longer-term impact of own work and work area.* |
| Harnesses information and opportunities | 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 *diverse* sources and 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 issues that may affect work progress. | *Gathers and investigates* 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**. |
| Shows judgement, intelligence and common sense | Researches information relevant to work tasks and responsibilities. Participates in discussions around issues and refers problems to supervisor. Recognises the need for | 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 | **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***.* *Thinks laterally, identifies and implements* | 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 |

Table 2 - Achieves results

|  | **APS 1** | **APS 2** | **APS 3** | **APS 4** | **APS 5** | **APS 6** |
| --- | --- | --- | --- | --- | --- | --- |
| Identifies and uses resources wisely | 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 *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. | 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. |
| Applies and builds professional expertise | 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. |
| Responds positively to change | 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 *adapts to a changing environment*. | Establishes task plans and *simple project plans with measurable milestones* to deliver objectives. Responds in a positive and flexible manner to change. Shares information with others and adapts to a changing environment. | Establishes *clear plans and timeframes for project implementation*. Responds in a positive and flexible manner to change and *uncertainty*. 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.** |
| Takes responsibility for managing work projects to achieve results | 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 | Sees tasks through to completion. Works within agreed priorities, works independently on routine tasks and *accepts more challenging 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. **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 *guidance* when required. | Sees *projects* 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. |

Table 3 - Supports productive working relationships

|  | **APS 1** | **APS 2** | **APS 3** | **APS 4** | **APS 5** | **APS 6** |
| --- | --- | --- | --- | --- | --- | --- |
| Nurtures internal and external relationships | 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*. Is responsive to changes in client needs and expectations.* | Builds and sustains positive relationships with team members, *stakeholders* and clients. Is responsive to changes in client and *stakeholder* 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. |
| Listens to, understands and recognises the needs of others | 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 *collaboratively* 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 *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. | 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. |
| Values individual differences and diversity | 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 *people* 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. |
| Shares learning and supports others | 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 *regular* feedback. **Deals with under-performance promptly***.* |

Table 4 - Displays personal drive and integrity

|  | **APS 1** | **APS 2** | **APS 3** | **APS 4** | **APS 5** | **APS 6** |
| --- | --- | --- | --- | --- | --- | --- |
| Demonstrates public service professionalism and probity | 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 *organisation* 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. |
| Engages with risk and shows personal courage | 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. | *Provides accurate advice on issues*. 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. |
| Commits to action | 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 *guidance* when required. **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. | 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. |
| Promotes and adopts a positive and balanced approach to work | 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. |
| Demonstrates self awareness and a commitment to personal development | 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 *acknowledges development needs*. 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. |

Table 5 - Communicates with influence

|  | **APS 1** | **APS 2** | **APS 3** | **APS 4** | **APS 5** | **APS 6** |
| --- | --- | --- | --- | --- | --- | --- |
| Communicates clearly | 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 *ensure clarity*. | 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, *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 and uses appropriate, unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity. |
| Listens, understands and adapts to audience | 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. |
| Negotiates confidently | 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 *credibly and thoughtfully.*  **Identifies relevant stakeholders.** | Listens to, and considers different ideas and discusses issues credibly and thoughtfully.  **Identifies other people's** | **Approaches negotiations with a clear understanding of key issues**. **Understands the desired outcomes**. Identifies relevant stakeholders' expectations and concerns. Discusses issues credibly and thoughtfully. **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 credibly and thoughtfully and **presents persuasive counter-arguments.** Encourages the support of relevant stakeholders. |