

# APS 5

1. Contributes to strategic thinking	2. Achieves results	3. Supports productive working relationships	4. Displays personal drive and integrity	5. Communicates with influence	6. Demonstrates professional or technical proficiency
<p><b>1.1 Supports shared purpose and direction</b></p> <p>Articulates the department's role and function in the Australian Public Service (APS) environment to others. Demonstrates a general understanding of the department's priorities and business directions across the organisation. Educates others on the relationship between strategic decisions and work area processes and outputs.</p> <p><b>1.2 Thinks strategically</b></p> <p>Understands business processes and the broader factors influencing work plans and business objectives. Plans and aligns own and team work practices to business directions and goals.</p>	<p><b>2.1 Identifies and uses resources wisely</b></p> <p>Actively contributes to a positive work culture where department resources, including technology, are used effectively, efficiently and lawfully. Offers input into improved work practices to improve efficiency and support business processes. Contributes to planning the work of the area to create the environment for success and optimise standards of performance and delivery. Constructively evaluates own and team's performance and negotiates responsibilities for work outcomes.</p> <p><b>2.2 Applies and builds professional expertise</b></p> <p>Understands the technical and professional skills and expertise in the work area. Ensures effective use of own and team's expertise in supporting work area objectives. Consults appropriately and includes others to ensure comprehensive professional input is used.</p>	<p><b>3.1 Nurtures internal and external relationships</b></p> <p>Takes the initiative in building rapport and maintaining relationships with internal and external clients and stakeholders. Pursues professional networks and liaises effectively across a range of relevant internal and external networks.</p> <p><b>3.2 Listens to, understands and recognises the needs of others</b></p> <p>Works collaboratively with team members and with a range of internal and external clients. Works, liaises and consults effectively across work areas and with other stakeholders. Recognises contributions made by others and rewards achievements.</p>	<p><b>4.1 Demonstrates public service professionalism and probity</b></p> <p>Demonstrates the highest levels of professionalism, independence, integrity, honesty, accountability and ethical behaviour. Promotes and upholds What We Value, the APS values, the APS Code of Conduct and other relevant professional codes of ethics and practice and aligns business processes accordingly. Provides a high level of honest and impartial advice to Government, clients and stakeholders. Provides leadership in ethical behaviour and ensures that the department's goals, priorities and standards are met regardless of personal views or agenda. Promotes and upholds OH&amp;S requirements.</p>	<p><b>5.1 Communicates clearly</b></p> <p>Communicates proficiently both orally and in writing. Explains technical and complex information clearly. Prepares written work that is well constructed and needs minimal editing. Prepares a range of correspondence in a form that is easily understood. Explains ideas thoroughly and concisely. Acts as an effective representative of work area.</p> <p><b>5.2 Listens, understands and adapts to audience</b></p> <p>Engages in active listening and seeks clarification of own understanding. Tailors communication to audience and circumstances and ensures common understanding of issues. Encourages discussion, welcomes and responds to feedback and adapts approach to ensure audience understanding.</p>	<p><b>6.1 Demonstrates technical, professional or specialist knowledge and expertise</b></p> <p>Has specialised knowledge and understanding of policies, procedures and guidelines and/or specialised technical knowledge relevant to the work area. Provides appropriate advice in area of professional/technical specialisation and works effectively with relevant methodologies, policies, standards and practices including specialised tools, systems and technology. Resolves problems effectively using established practices and methodologies relevant to area of specialisation. Ensures knowledge, skills and expertise are current and appropriate to complete work objectives. Demonstrates familiarity and compliance with legislative, policy and regulatory frameworks and works to build this in others.</p>

## APS 5 - continued

1. Contributes to strategic thinking	2. Achieves results	3. Supports productive working relationships	4. Displays personal drive and integrity	5. Communicates with influence	6. Demonstrates professional or technical proficiency
<p><b>1.3 Harnesses information and opportunities</b></p> <p>Investigates and uses information from various sources to aid understanding of issues. Maintains an awareness of activities and changes within the business unit. Ensures own knowledge is current and applicable to work area. Seeks out opportunities for improvement and takes action to revise practices accordingly.</p> <p><b>1.4 Shows judgment, intelligence and common sense</b></p> <p>Has sound research and analytical skills and the ability to apply them to routine and more complex policy, projects and issues in the workplace. Interprets and applies legislation and guidelines for decision making in situations involving a degree of ambiguity or uncertainty. Applies an appropriate level of investigation, consideration and critical evaluation to issues. Takes a broad view of issues, context and business impacts and is able to reason objectively to develop practical solutions to work issues.</p>	<p><b>2.3 Responds positively to change</b></p> <p>Participates in the implementation of change initiatives. Accommodates changing priorities and operating environments and responds with initiative and flexibility to periods of uncertainty and ambiguity. Modifies own work practices to support changing circumstances and organisational focus. Actively helps and supports others in dealing with uncertainty and change.</p> <p><b>2.4 Takes responsibility for managing work projects to achieve results</b></p> <p>Co-ordinates own and team activities to ensure work deadlines and targets are met. Assigns work, sets priorities, and monitors workflow and standards for self and team. Measures performance and is accountable for results. Is able to work independently and manage specific tasks, processes or activities. Takes personal responsibility for work outputs and/or service provided to clients.</p>	<p><b>3.3 Values individual differences and diversity</b></p> <p>Demonstrates trust, respect and understanding towards others. Promotes an understanding of workplace diversity principles. Recognises individual differences and working styles. Manages diversity in the workplace, working positively with colleagues and team members to contribute to business outcomes.</p> <p><b>3.4 Shares learning and supports others</b></p> <p>Provides effective ongoing support, advice, guidance and coaching for others. Provides effective and constructive feedback to enable development. Provides encouragement to others and feedback on performance when needed. Undertakes performance management responsibilities in a timely and constructive manner and recognises underperformance.</p>	<p><b>4.2 Engages with risk and shows personal courage</b></p> <p>Accepts responsibility for and acknowledges mistakes and is willing to seek advice or help from others if needed. Displays the courage and commitment to maintain a difficult position. Is prepared to challenge and address difficult or controversial issues. Is able to identify risks, take them into account in planning own work and that of work unit and take appropriate steps to mitigate those risks.</p> <p><b>4.3 Commits to action</b></p> <p>Shows commitment to progressing work and achieving outcomes and objectives of team. Shows initiative in undertaking work tasks. Demonstrates personal drive and enthusiasm in progressing work.</p>	<p><b>5.3 Negotiates to reconcile diverse views</b></p> <p>Researches information and negotiates from an informed and credible position. Recognises need for communication and facilitates difficult relations effectively with internal and external stakeholders. Has skills in resolving conflicts and differences and responding effectively to diverse interactions. Demonstrates awareness of, and respect for, cultural differences when liaising with colleagues and clients from a diverse range of backgrounds and cultures.</p>	

## APS 5 - continued

1. Contributes to strategic thinking	2. Achieves results	3. Supports productive working relationships	4. Displays personal drive and integrity	5. Communicates with influence	6. Demonstrates professional or technical proficiency
		<p><b>3.5 Strives for service excellence</b></p> <hr/> <p>Ensures a high level of responsiveness and accessibility to clients and works to strengthen and maintain relations with clients from culturally and linguistically diverse groups. Monitors and manages client service delivery and ensures that it is accurate, timely, consistent and appropriate. Seeks feedback from clients on satisfaction and areas for potential improvement.</p>	<p><b>4.4 Promotes and adopts a positive and balanced approach to work</b></p> <hr/> <p>Shows resilience and optimism and persists to achieve good outcomes despite barriers or difficult circumstances. Responds appropriately to criticism and conflict situations. Maintains a balanced perspective on issues and supports others in times of crisis. Adopts appropriate strategies to balance work and life and maintain a reasonable workload.</p> <p><b>4.5 Demonstrates self-awareness and a commitment to personal development</b></p> <hr/> <p>Takes responsibility for ongoing personal and professional development and seeks opportunities to extend skills and knowledge. Participates in performance management processes including seeking, receiving, giving and acting on feedback. Demonstrates awareness of own capabilities and is appropriately responsive to feedback.</p>		