

APS 6

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>1.1 Supports shared purpose and direction</p> <p>Promotes the department's strategic themes and priorities to others based on a sound understanding of the department's role in the Australian Public Service (APS) environment. Supports strategic decisions and implements these in work area processes and outputs. Communicates a sense of purpose and meaningful direction to colleagues, clients and stakeholders. Articulates the relationship between the department's strategic themes, business processes and outcomes and outputs and promotes understanding in others.</p>	<p>2.1 Identifies and uses resources wisely</p> <p>Implements and encourages work practices that support the efficient, effective and lawful use of the department resources, including technology. Contributes to the responsiveness of the work team by negotiating responsibilities for work outcomes and managing the acquisition and allocation of resources. Engages in planning to optimise standards of performance and delivery within the business unit. Works to create the environment for success by identifying and acting on opportunities for the expansion of capability in others.</p>	<p>3.1 Nurtures internal and external relationships</p> <p>Develops productive professional relationships with a wide range of clients and stakeholders. Establishes practical and effective professional networks internally and externally. Is responsive to stakeholder needs.</p> <p>3.2 Listens to, understands and recognises the needs of others</p> <p>Works collaboratively and maintains co-operative partnerships. Works, liaises and consults effectively across work areas and with other stakeholders to enrich relationships. Recognises and rewards the achievements of others. Establishes a culture of co-operation within team and fosters participative decision making.</p>	<p>4.1 Demonstrates public service professionalism and probity</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. Actively and appropriately addresses behaviour that is inconsistent with What We Value. 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 relevant OH&S requirements.</p>	<p>5.1 Communicates clearly</p> <p>Presents information in a clear, timely and effective manner both orally and in writing. Translates technical and complex information appropriately for intended audience. Produces written work that is well constructed and needs minimal editing. Communicates in a manner that addresses task requirements. Communicates constantly and meaningfully with staff. Is a professional representative of work area. Clearly articulates the work area's views and position.</p>	<p>6.1 Demonstrates technical, professional or specialist knowledge and expertise</p> <p>Demonstrates a high level of capability in applying technical, professional or specialist skills and knowledge. Provides sound advice in area of professional/technical specialisation and works effectively with relevant methodologies, policies and practices. Resolves problems effectively using established practices/policies/methodologies relevant to area of specialisation and provides quality assurance. Ensures knowledge, skills and expertise are current and appropriate to complete work objectives, including specialist tools, systems and technology. Demonstrates sound familiarity and compliance with legislative, policy and regulatory frameworks and works to build this in others.</p>

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<p>1.2 Thinks strategically Aligns work practices to meet the department's strategic objectives and considers the long-term consequences of actions and decisions. Is alert to changes in the broader work environment that may impact on work objectives. Understands the linkages between the department work areas and incorporates this into planning and decision making.</p> <p>1.3 Harnesses information and opportunities Investigates and applies professional, technical and specialist knowledge to the development of improved work practices. Ensures currency of knowledge in area of expertise and maintains an awareness of areas that affect own business area. Investigates information and options from various sources to increase understanding of issues. Explores new ideas and disseminates information appropriately.</p>	<p>2.2 Applies and builds professional expertise Ensures optimal use of own and team's expertise in supporting business objectives. Monitors the performance of others in business unit to ensure appropriate levels of expertise are available in meeting the department objectives. Encourages others to draw upon own specialist and technical expertise. Consults appropriately and includes others to ensure comprehensive professional input is used.</p> <p>2.3 Responds positively to change Actively supports change processes and participates in the implementation of change initiatives. Ensures current work plans and activities support change initiatives in the work area. Accommodates changing priorities and operating environments and responds with initiative, flexibility and resourcefulness to periods of uncertainty and ambiguity. Provides guidance and direction to others dealing with uncertainty and change.</p>	<p>3.3 Values individual differences and diversity Demonstrates trust, respect and understanding towards others. Encourages the inclusion of diverse perspectives in the workplace. Promotes an understanding of, and commitment to, workplace diversity principles and manages diversity in the workplace, working positively with colleagues and team members to contribute to business outcomes.</p> <p>3.4 Shares learning and supports others Coaches others and encourages career development. Provides effective and constructive feedback and encouragement to others. Demonstrates commitment towards and seeks opportunities for the ongoing learning and development of staff. Undertakes performance management responsibilities in a timely and constructive manner. Recognises and deals with underperformance effectively.</p>	<p>4.2 Engages with risk and shows personal courage 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 takes appropriate steps to mitigate those risks.</p> <p>4.3 Commits to action Shows commitment to achieving the objectives of work area. Shows initiative in addressing issues and achieving objectives. Demonstrates personal drive and enthusiasm in progressing work and encourages this in others.</p>	<p>5.2 Listens, understands and adapts to audience Engages in active listening and seeks clarification of own understanding. Tailors communication to audience and circumstances and ensures common understanding of issues. Delivers information in a manner that is accessible and relevant to the intended audience. Uses a communication approach that ensures common understanding of issues. Leads discussion and appreciates diverse viewpoint. Welcomes and responds to feedback and checks audience understanding.</p>	

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<p>1.4 Shows judgment, intelligence and common sense</p> <p>Applies sound research and analytical skills to complex policy, projects and issues in the workplace. Interprets and applies legislation to make decisions in situations involving subtlety or intricacy and requiring sound judgment. Shows sound understanding, critical analysis and reasoning skills in identifying and addressing complex and/or sensitive issues. Generates practical solutions to problems based on an understanding of the broader context of issues, and of the ramifications of decisions for the business area and stakeholders.</p>	<p>2.4 Takes responsibility for managing work projects to achieve results</p> <p>Takes responsibility for managing work in a team, including assigning work, setting priorities, and monitoring workflow and standards. Monitors performance of a specified work area, is accountable for results, establishes priorities and plans for work completion. Develops solutions that are outcomes focused and informed by a strategic perspective. Demonstrates a strong commitment to meeting agreed work targets and standards. Works independently and takes personal responsibility for own and team work outputs and/or services provided to clients.</p>	<p>3.5 Strives for service excellence</p> <p>Routinely seeks to understand and respond to the needs of clients from culturally and linguistically diverse groups across a range of areas. Monitors and manages a high level of client service delivery and promotes a culture of quality client service that is accurate, timely, consistent and appropriate. Monitors client satisfaction and takes action to address shortcomings.</p>	<p>4.4 Promotes and adopts a positive and balanced approach to work</p> <p>Maintains focus and motivation even when faced with setbacks or difficult circumstances. Is resilient and optimistic when resolving barriers to good outcomes. Responds appropriately to criticism and conflict situations and is able to minimise conflict. Maintains a balanced perspective on issues and in high pressure environments and supports staff in times of crisis. Adopts appropriate strategies to balance work and life and maintain a reasonable workload for self.</p> <p>4.5 Demonstrates self-awareness and a commitment to personal development</p> <p>Takes personal responsibility for continual professional development and actively seeks and participates in development opportunities. Assesses own performance to identify areas of development need. Demonstrates awareness of own capabilities. Participates in performance management processes including seeking, receiving, giving and acting on feedback.</p>	<p>5.3 negotiate to reconcile diverse views</p> <p>Researches information and develops a sound negotiating position. Recognises the need for communication and compromise and stays composed rather than confrontational or defensive. Negotiates from well-informed and credible position and is committed to positive outcomes and resolution of issues. Facilitates difficult relations effectively with internal and external stakeholders. Effectively liaises, negotiates and resolves conflict with colleagues and clients from a diverse range of backgrounds and cultures based on a sound appreciation of, and respect for, cultural differences.</p>	