

EL1

1. Shapes strategic thinking	2. Achieves results	3. Cultivates productive working relationships	4. Exemplifies personal drive and integrity	5. Communicates with influence	6. Demonstrates professional or technical proficiency
<p>1.1 Inspires a sense of 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. Has a broad knowledge of government policies and programmes and an appreciation of their application to the department's operations. Provides input into the formulation of the department's strategic direction and promotes the department's priorities and business directions. Provides vision and meaningful direction and works with staff to translate strategic themes and priorities into business processes and outcomes and outputs.</p>	<p>2.1 Builds organisational capability and responsiveness</p> <p>Actively encourages a positive work culture that is committed to the efficient, effective and lawful use of the department resources and optimal business processes. Supports high levels of responsiveness to changing demands and high standards of performance in work area. Reviews performance of business functions and is alert to opportunities for continuous business process improvement. Works to create the environment for success by providing opportunities for the expansion of capability in others and effectively utilising key individuals.</p>	<p>3.1 Nurtures internal and external relationships</p> <p>Builds and maintains relationships within the department, across the APS, with Government, stakeholders and business partners. Develops and sustains productive internal and external networks relevant to business unit and seeks to develop mutually beneficial relationships. Anticipates and ensures responsiveness to stakeholder needs.</p> <p>3.2 Facilitates co-operation and partnerships</p> <p>Works collaboratively and widely to establish and develop co-operative relationships and mutually beneficial alliances. Fosters rapport and teamwork and liaises across business areas, rewarding co-operative efforts. Promotes an environment of teamwork and co-operation. Encourages, contributes towards and supports an environment where the contributions of others are recognised and achievements acknowledged.</p>	<p>4.1 Demonstrates public service professionalism and probity</p> <p>Models 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 OH&S requirements.</p>	<p>5.1 Communicates clearly</p> <p>Presents information with a high level of proficiency and for maximum effect both orally and in writing. Translates technical and complex information coherently and concisely for a range of audiences and ensures understanding. Structures oral and written communication appropriately to ensure understanding. Communicates in a manner that addresses task requirements. Communicates constantly and meaningfully with staff. Is a professional representative of work area and of organisation. Clearly articulates the work area's views and position.</p>	<p>6.1 Demonstrates technical, professional or specialist knowledge and expertise</p> <p>Applies high level technical, professional or specialist knowledge and expertise to all aspects of work responsibilities. Provides sound advice on complex technical/professional issues using appropriate professional/technical methodologies and practices. Makes significant contributions to particular area of professional/technical expertise and ensures work area output meets relevant policy/procedural quality requirements. Is recognised as a professional/technical expert or specialist. Demonstrates a high level of familiarity and compliance with legislative, policy and regulatory frameworks and works to build this in others.</p>

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<p>1.2 Focuses strategically</p> <p>Understands the internal and external factors influencing the department and aligns organisational operations accordingly. Gives consideration to the varying perspectives, interests and needs of stakeholders. Embraces organisational developments and plans accordingly to meet long- and short-term agenda.</p> <p>1.3 Harnesses information and opportunities</p> <p>Investigates and applies professional, technical and specialist knowledge to the development of improved policies, programmes and practices. Investigates information and options from various sources to increase understanding of issues. Ensures currency of knowledge in area of expertise as well as currency of knowledge in areas that affect own business area. Is committed to implementing best practice approaches. Supports innovation and is prepared to challenge conventional approaches.</p>	<p>2.2 Marshals professional expertise</p> <p>Ensures optimal use of relevant professional or specialist expertise, including consulting externally as appropriate, to achieve business objectives. Ensures own expertise contributes to achieving business unit outcomes and goals. Consults and works inclusively with others to ensure comprehensive professional input is used.</p> <p>2.3 Steers and implements change and deals with uncertainty</p> <p>Effectively implements change and translates change initiatives into practical strategies. Evaluates progress in change initiatives and makes necessary adjustments. Demonstrates initiative, flexibility and resourcefulness in dealing with uncertainty and change. Engages others in change process and provides clear guidance and support for those transitioning through change processes.</p>	<p>3.3 Values individual differences and diversity</p> <p>Encourages others to recognise and embrace the benefits of individual difference and diversity. Demonstrates trust, respect and understanding towards others. Accepts and supports differing perspectives on issues. Provides leadership in managing diversity in the workplace including promoting and implementing workplace diversity principles and plans.</p> <p>3.4 Guides, mentors and develops people</p> <p>Takes responsibility for developing capability in a team environment by coaching others and encouraging career development. Identifies opportunities for people to engage in continuous learning and development and provides effective feedback. Recognises and develops talent in people and manages underperformance where necessary. Undertakes performance management responsibilities in a timely and constructive manner and fosters active participation in performance management processes.</p>	<p>4.2 Engages with risk and shows personal courage</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. Incorporates a sound understanding of risk management frameworks and risk assessment strategies into business planning.</p> <p>4.3 Commits to action</p> <p>Assumes personal responsibility for achieving outcomes and objectives within area of responsibility. Is proactive in overcoming problems and achieving objectives. Demonstrates personal drive and enthusiasm to ensure goals are achieved and encourages this in others.</p>	<p>5.2 Listens, understands and adapts to audience</p> <p>Engages in active listening and seeks clarification of own and others' understanding. Recognises and interprets non-verbal cues appropriately. Effectively adapts communication style and technical complexity of message to meet specific audience levels of understanding. Uses a communication approach that ensures common understanding of issues. Leads and facilitates discussion, debate and feedback. Creates opportunities for others to be heard.</p>	

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<p>1.4 Shows judgment, intelligence and common sense</p> <p>Applies intellectual rigour and knowledge to understand, analyse and reason through complex and critical issues affecting business unit. Exercises astute judgment and decision making with a sensitivity to issues impacting on the work area and the department. Is able to apply legislation and policy to novel or complex situations. Has a broad and encompassing view of issues and context. Anticipates risks and identifies opportunities. Generates innovative and practical solutions to problems and understands the implications of decisions and actions for the department's business objectives and stakeholders.</p>	<p>2.4 Ensures closure and delivers on intended results</p> <p>Takes responsibility for managing work area including assigning and managing workloads, identifying resource needs and ensuring workplace goals are accomplished within deadlines. Supports a culture of achievement and excellence within area of responsibility. Provides sufficient support to enable others to deliver on objectives. Develop solutions that are outcomes focused and informed by a strategic perspective. Seeks feedback from stakeholders to gauge performance, is accountable 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>Incorporates the interests and needs of clients from culturally and linguistically diverse groups in business process design. Promotes a strong client service focus and a commitment among others to providing quality client service. Manages a high level of customer service delivery and ensures client/stakeholder satisfaction and expectations are given high priority.</p>	<p>4.4 Displays resilience</p> <p>Maintains focus and motivation even when faced with setbacks or difficult circumstances. Is resilient, optimistic and persistent 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 in high pressure environments and supports staff in times of crisis. Promotes an appropriate work-life balance amongst team members.</p>	<p>5.3 Negotiates persuasively</p> <p>Demonstrates a sound understanding of negotiation position and a clear grasp of key issues, likely arguments and areas for compromise. Understands organisational objectives and negotiates from a position of authority and credibility. Is able to influence others and frame arguments persuasively. Stays composed rather than confrontational or defensive. Shows commitment to positive outcomes and resolution of issues despite difficult relations when dealing 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>	

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			<p>4.5 Demonstrates self-awareness and a commitment to personal development</p> <hr/> <p>Takes personal responsibility for continual professional development and seeks out opportunities to challenge and develop capabilities. Critically assesses own performance to identify areas of development need. Demonstrates awareness of own capabilities. Routinely seeks feedback on own performance and takes appropriate action without prompting. Gives constructive and objective feedback to others.</p>		