

EL2

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>Provides significant input into the formulation of the department's strategic direction and has a detailed and comprehensive understanding of the department's strategic themes and priorities in the context of the Australian Public Service (APS) environment. Has a wide ranging knowledge of Government policies and programmes and an appreciation of their application to departmental operations. Provides vision and meaningful direction to staff, clarifies priorities and inspires staff to achieve them. Works with staff to translate strategic direction into operational goals and builds a shared understanding of the department's strategic themes and priorities, core business processes and outcomes and outputs.</p>	<p>2.1 Builds organisational capability and responsiveness</p> <p>Supports a flexible environment characterised by responsiveness to changing demands and commitment to optimal business processes. Investigates and instigates opportunities for continuous improvement activities across work areas to improve the department capability. Reinforces, reviews and refines levels of business function, performance, accountability and regulatory compliance. Allocates and deploys resources to meet business objectives. Is committed to creating the environment for success and takes responsibility for the expansion of capability in others.</p>	<p>3.1 Nurtures internal and external relationships</p> <p>Seeks opportunities to develop and maintain relationships within the department, across the APS, with Government and with stakeholders and business partners in pursuit of departmental outcomes. Develops and sustains productive internal and external networks relevant to business area and seeks to develop mutually beneficial relationships. Anticipates and ensures responsiveness to stakeholder needs.</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. Investigates behaviour that is inconsistent with What We Value and makes appropriate decisions on further action. 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, including senior management and Government. Structures oral and written communication appropriately to ensure understanding. Communicates in a manner that addresses task requirements. Communicates constantly and meaningfully with staff. Represents the work area professionally and with diplomacy. Clearly and tactfully articulates the views of the work area and the organisation.</p>	<p>6.1 Demonstrates technical, professional or specialist knowledge and expertise</p> <p>Personally applies and ensures consistent application of the highest level of technical, professional or specialist knowledge and expertise to all aspects of work responsibilities. Provides authoritative advice on highly complex technical/professional issues using appropriate professional/technical methodologies and practices. Ensures professional, technical and specialist expertise and knowledge applied in work area is consistent with or exceeds professional and industry standards and expectations both nationally and internationally.</p>

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<p>1.2 Focuses strategically</p> <p>Understands the department's operating environment and the changes occurring within the organisation and in a whole-of-government context. Gives consideration to the varying perspectives, interests and emerging needs of stakeholders and business areas. Embraces organisational developments, anticipates priorities and plans accordingly to address long- and short-term agenda. Aligns business processes with operational requirements and strategic themes and priorities.</p>	<p>2.2 Marshals professional expertise</p> <p>Seeks out and develops relevant professional or specialist expertise within and outside of the organisation to optimally support the achievement of business objectives. Ensures own expertise contributes to achieving business unit outcomes and goals. Monitors business performance and ensures comprehensive professional input is available and accessible.</p> <p>2.3 Steers and implements change and deals with uncertainty</p> <p>Effectively addresses emerging challenges and risks and embraces and implements change initiatives. Undertakes planning to transition through change initiatives and evaluates progress and outcomes. Demonstrates a high level of initiative, flexibility and resourcefulness when dealing with uncertainty and change. Engages others in change process and provides direction in times of uncertainty. Clarifies purpose and benefits of change for others.</p>	<p>3.2 Facilitates co-operation and partnerships</p> <p>Facilitates co-operative and collaborative working relationships across stakeholders and within the organisation and works to maintain and enhance them. Encourages input from key stakeholders. Fosters rapport and teamwork and liaises across business areas, rewarding co-operative efforts. Promotes an environment of teamwork and co-operation and provides leadership in implementing participative decision making. Encourages, contributes towards and supports an environment where the contributions of others are recognised and achievements acknowledged.</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 and supports others where needed. Applies a sound understanding of risk management frameworks and risk assessment in a strategic and business planning context.</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 uses a range of strategies to promote enthusiasm and commitment to achieving goals 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. Anticipates likely reactions and instils in others a comprehensive understanding of complex and technical ideas.</p>	<p>Is recognised by others as a specialist in area of professional/technical expertise. Assumes responsibility for quality control of technical/professional/specialist applications, methodologies, policies and practices. 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>1.3 Harnesses information and opportunities</p> <p>Seeks information from various viewpoints and monitors quality and flow of communication through various channels to understand important issues. Uses knowledge of the organisation to optimise business processes and respond to issues with best practice approaches. Ensures currency of knowledge in area of expertise as well as currency of knowledge relevant to the department's operations. Identifies and responds to areas of emerging risk and threat to the department and identifies opportunities for process improvements and innovation.</p>	<p>2.4 Ensures closure and delivers on intended results</p> <p>Takes responsibility for managing business unit including assigning workloads, monitoring resources, work flows and standards and ensuring workplace and the department's goals/objectives are delivered within deadlines. Promotes and supports a culture of achievement and excellence. Provides sufficient support to enable others to deliver on objectives. Identifies risks that may impede completion and escalates issues that are critical to the achievement of the department's goals and objectives. Seeks feedback from stakeholders on performance and progress of work area about objectives and accepts responsibility for results.</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 and promoting diversity in the workplace including implementing workplace diversity principles, plans and practices. Anticipates reactions from people with differing perspectives.</p>	<p>4.4 Displays resilience</p> <p>Maintains momentum and sustains energy when faced with setbacks or stakeholder criticism. 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 and 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 strong understanding of negotiation position and a firm 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. Identifies common ground and uses a diverse range of perspectives to generate mutually beneficial solutions in negotiations with internal and external stakeholders. Facilitates relations and achieves best results despite difficulties. 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>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 area. Exercises astute judgment and decision making skills with a sensitivity to issues impacting on the department and the portfolio. Is able to apply legislation and policy to situations that are novel, sensitive or controversial. Has a broad and encompassing view of issues and context. Anticipates risks and identifies opportunities. Generates innovative solutions to problems and understands the implications of decisions and actions for the department's business objectives and stakeholders.</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. Encourages and motivates and makes opportunities available for people to engage in continuous learning and development. Recognises and develops talent in people and manages both team and individual underperformance effectively. Undertakes performance management responsibilities in a timely and constructive manner and fosters active participation in performance management processes.</p>	<p>4.5 Demonstrates self-awareness and a commitment to personal development</p> <p>Takes personal responsibility for continual professional development and seeks out opportunities to challenge and develop capabilities to the highest level. 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. Is committed to and actively develops others.</p>		

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		<p>3.5 Strives for service excellence</p> <hr/> <p>Incorporates the interests and needs of clients from culturally and linguistically diverse groups in business process design. Actively manages client expectations and anticipates the impact of changing environments on client requirements. Promotes a strong client service focus and a commitment among others to providing quality client service. Manages a high level customer service delivery and ensures client/stakeholder satisfaction and expectations are given high priority.</p>			