



# ILS support tools

Leadership pathway: Individual profile SES Band 3



Australian Government

Australian Public Service Commission

# SES Band 3 profile

Shapes strategic thinking	Achieves results	Cultivates productive working relationships	Exemplifies personal drive and integrity	Communicates with influence
<b>Inspires a sense of purpose and direction</b>	<b>Builds organisational capability and responsiveness</b>	<b>Nurtures internal and external relationships</b>	<b>Demonstrates public service professionalism and probity</b>	<b>Communicates clearly</b>
Champions the organisation's vision and goals and unifies business units with the strategic direction. Helps create organisational strategies that are aligned with government objectives and likely future requirements. Encourages others' input and communicates expected outcomes from organisational strategies.	Focuses on activities that support organisational sustainability. Nurtures talent and engages in succession planning. Facilitates information accessibility and sharing. Seeks operational efficiency and streamlines and adapts processes. Investigates ways to improve effectiveness by harnessing technology and implementing continuous improvement activities. Engages in flexible resource management and looks beyond the organisation's boundaries to achieve the optimum resourcing combination.	Builds and sustains relationships that provide a rich intelligence network. Establishes an effective working relationship with the Minister. Encourages stakeholders to work together, and establishes cross-agency approaches to address issues. Shows a commitment to client service through own actions and those of the organisation.	Adheres to and promotes the APS Values and Code of Conduct and aligns business processes accordingly. Addresses breaches of protocol and probity. Operates professionally and within the boundaries of organisational processes and legal and public policy constraints. Represents the organisation effectively in public and internal forums, and advocates the corporate agenda.	Confidently presents messages in a clear and articulate manner. Focuses on key points for the audience and selects the most appropriate medium for conveying information. States the facts and uses straightforward language to aid transparency. Creates meaning for the audience by using analogies and stories to illustrate key points.
<b>Focuses strategically</b>	<b>Facilitates cooperation and partnerships</b>	<b>Engages with risk and shows personal courage</b>	<b>Commits to action</b>	<b>Listens, understands and adapts to audience</b>
Understands the organisation's current and potential future role within society. Considers multiple perspectives when assessing the ramifications of key issues and develops solutions with long-term viability for the organisation and society. Provides advice to government that reflects analysis of a broad range of issues. Considers emerging trends, identifies long-term opportunities and balances organisational requirements with desired whole of government outcomes.	Integrates professional expertise into the organisation to improve overall performance and delivery of organisational outcomes. Manages contracts judiciously. Actively ensures relevant professional input from others is obtained and shares own experience.	Consults broadly to obtain buy-in, recognises when input is required. Communicates the importance of consultation with stakeholders to others. Overcomes organisational silos by facilitating cooperation between organisations. Engages the Minister's office on key issues. Personally manifests strong interpersonal relations and rewards cooperative and collaborative behaviour. Anticipates and resolves conflict.	Acts as a role model for leadership courage by consistently raising critical and difficult issues. Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. Accepts accountability for mistakes made in the organisation and ensures corrective action is taken. Seeks guidance and advice when required.	Seeks to understand the audience and reads their non-verbal cues. Adapts communication style and message to meet their needs. Listens carefully to others and ensures their views have been understood. Anticipates reactions and prepares a response to address the audience's concerns. Checks own understanding of others' comments and does not allow misunderstandings to linger.
<b>Harnesses information and opportunities</b>	<b>Values individual differences and diversity</b>	<b>Displays resilience</b>	<b>Negotiates persuasively</b>	
Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. Positions the organisation to seize opportunities and minimise threats. Addresses any critical information gaps. Uses knowledge of the organisation to tailor approaches to different issues. Recognises the opportunities offered through whole of government approaches and seeks to realise them.	Drives the change agenda, defines high-level objectives and ensures translation into practical implementation strategies. Coordinates projects across multiple agencies. Recognises the constant nature of change and maintains flexibility. Secures stakeholder commitment to change and maintains open communication channels during the change process.	Communicates the value of harnessing diversity for the organisation. Capitalises on the positive benefits that can be gained from diversity and harnesses different viewpoints. Uses understanding of differences to anticipate reactions and enhance the operation of the organisation. Recognises the different working styles of individuals, anticipates reactions and tries to see things from different perspectives.	Approaches negotiations with a strong grasp of the key issues. Presents a convincing and balanced rationale. Focuses on the way in which the message is delivered, and uses techniques to illustrate the argument persuasively. Anticipates the position of the other party, and is aware of the extent of potential for compromise. Acknowledges and addresses disagreements to facilitate mutually beneficial solutions. Identifies key stakeholders and engages their support. Focuses on the desired objectives and ensures negotiations remain on track.	
<b>Shows judgment, intelligence and commonsense</b>	<b>Ensures closure and delivers on intended results</b>	<b>Guides, mentors and develops people</b>	<b>Demonstrates self awareness and a commitment to personal development</b>	
Engages in high-level critical thinking to identify links and discern the critical issues. Identifies the implications for the organisation and applies effective judgement to develop solutions. Anticipates long-term and strategic risks, addresses them quickly and helps others to recognise them. Capitalises on innovative alternatives to resolve complex problems.	Drives a culture of achievement, and fosters a quality focus in the organisation. Ensures ideas and intended actions become reality and that planned projects result in expected outputs. Enables the achievement of outcomes by identifying and removing potential barriers to success. Keeps stakeholders informed of progress and any issues that arise.	Identifies and develops talent. Encourages and motivates people to engage in continuous learning, and empowers them by delegating responsibility for work. Sets clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback and manages under-performance. Offers support in time of high pressure. Celebrates success and engages in activities to maintain morale.	Demonstrates a high level of self-awareness and acts as a role model by openly communicating strengths and development needs. Uses self-insight to identify areas in which own capabilities complement other people's. Is open to feedback and is responsive in adjusting behaviour. Strives for continual learning.	

Note: shaded areas represent critical transition points.

## Capability descriptions and behavioural indicators

### Shapes strategic thinking

SES3

Capability	Inspires a sense of purpose and direction	Focuses strategically	Harnesses information and opportunities	Shows judgement, intelligence and commonsense
Description	<p>Champions the organisation's vision and goals and unifies business units with the strategic direction. Helps create organisational strategies that are aligned with government objectives and likely future requirements. Encourages others' input and communicates expected outcomes from organisational strategies.</p>	<p>Understands the organisation's current and potential future role within society. Considers multiple perspectives when assessing the ramifications of key issues and develops solutions with long-term viability for the organisation and society. Provides advice to government that reflects analysis of a broad range of issues. Considers emerging trends, identifies long-term opportunities and balances organisational requirements with desired whole of government outcomes.</p>	<p>Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. Positions the organisation to seize opportunities and minimise threats. Addresses any critical information gaps. Uses knowledge of the organisation to tailor approaches to different issues. Recognises the opportunities offered through whole of government approaches and seeks to realise them.</p>	<p>Engages in high-level critical thinking to identify links and discern the critical issues. Identifies the implications for the organisation and applies effective judgement to develop solutions. Anticipates long-term and strategic risks, addresses them quickly and helps others to recognise them. Capitalises on innovative alternatives to resolve complex problems.</p>
Behavioural indicators	<ul style="list-style-type: none"> <li>* Champions the vision and communicates the way forward; encourages others' input to strategic plans.</li> <li>* Contributions to the development of organisational strategies that are linked with government objectives and are focused on the future; cascades this vision through the organisation.</li> <li>* Builds a sense of shared purpose and direction by actively promoting the vision and creating alignment between organisational units and strategy.</li> <li>* Steers the vision through the organisation; communicates the parameters and expectations surrounding the strategy.</li> </ul>	<ul style="list-style-type: none"> <li>* Applies a broad view that balances organisational requirements with desired whole of government outcomes.</li> <li>* Positions advice to government in a broad context, with reference to stakeholder interests and the whole of government agenda.</li> <li>* Focuses on the future and seeks to improve the organisation's ongoing capacity to deliver outcomes for society.</li> <li>* Considers multiple perspectives when contemplating the impact of key issues and develops solutions with consideration of their long-term viability for the organisation and community.</li> <li>* Thinks conceptually about long-term opportunities and contemplates a wide range of strategic options in conjunction with emerging trends.</li> <li>* Conceptualises the role of the organisation in society and considers community expectations.</li> </ul>	<ul style="list-style-type: none"> <li>* Recognises the opportunities available through whole of government and seeks to realise them.</li> <li>* Understands the cultural, social, historical and political factors affecting the organisation; uses this knowledge to tailor different approaches to issues.</li> <li>* Identifies critical information gaps, and ensures required information is obtained.</li> <li>* Investigates and applies contemporary best practice approaches in both public and private organisations, nationally and internationally.</li> <li>* Recognises and is sensitive to changes in the internal and external environments; uses resulting information to position the organisation to capitalise on emerging opportunities and minimise threats.</li> <li>* Draws on information and alternative viewpoints from a variety of sources; monitors information channels such as the media, the Internet and Hansard to understand new issues of importance to the government. Explores new ideas with an open mind.</li> </ul>	<ul style="list-style-type: none"> <li>* Engages in high-level critical thinking to identify the links and connections between complex issues; discerns the key implications for the organisation.</li> <li>* Anticipates problems and addresses them quickly, develops strategies and thinks through contingencies to manage long-term and strategic risks.</li> <li>* Weighs up options and applies sound judgement to develop realistic solutions for the organisation.</li> <li>* Generates innovative solutions to effectively resolve complex problems that may not have been experienced previously.</li> <li>* Works effectively in situations of ambiguity and with issues that cannot be immediately resolved.</li> </ul>

Capability	Builds organisational capability and responsiveness	Marshals professional expertise	Steers and implements change and deals with uncertainty	Ensures closure and delivers on intended results
Description	<p>Focuses on activities that support organisational sustainability. Nurtures talent and engages in succession planning. Facilitates information accessibility and sharing. Seeks operational efficiency and streamlines and adapts processes. Looks for ways to improve effectiveness by harnessing technology and implementing continuous improvement activities. Engages in flexible resource management and looks beyond the organisation's boundaries to achieve the optimum resourcing combination.</p>	<p>Integrates professional expertise into the organisation to improve overall performance and delivery of organisational outcomes. Manages contracts judiciously. Actively ensures relevant professional input from others is obtained and shares own experience.</p>	<p>Drives the change agenda, defines high-level objectives and ensures translation into practical implementation strategies. Coordinates projects across multiple agencies. Recognises the constant nature of change and maintains flexibility. Secures stakeholder commitment to change and maintains open communication channels during the change process.</p>	<p>Drives a culture of achievement and fosters a quality focus in the organisation. Ensures ideas and intended actions become reality and that planned projects result in expected outputs. Enables the achievement of outcomes by identifying and removing potential barriers to success. Keeps stakeholders informed of progress and any issues that arise.</p>
Behavioural Indicators	<ul style="list-style-type: none"> <li>* Implements strategies to achieve operational efficiencies; integrates and streamlines processes to maximise effectiveness.</li> <li>* Attracts and recruits talent; engages in succession planning to nurture talent and contribute to organisational sustainability.</li> <li>* Engages in flexible resource management; looks beyond the organisation's boundaries to identify optimum resourcing combinations.</li> <li>* Challenges the status quo by looking for ways to improve effectiveness; harnesses the potential of technology and implements continuous improvement activities.</li> <li>* Facilitates information accessibility and sharing to create knowledge management strategies.</li> </ul>	<ul style="list-style-type: none"> <li>* Strikes a balance between utilising external expertise and internal knowledge and experience.</li> <li>* Supplements internal knowledge with technical expertise from external providers and other government organisations. Manages contracts judiciously.</li> <li>* Consults internal experts; taps into their technical and professional knowledge and experience to improve organisational outcomes.</li> <li>* Contributes own expertise for the benefit of the organisation; encourages others to draw upon this knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>* Coordinates projects across multiple organisations.</li> <li>* Drives the change agenda and creates an organisation that can shift focus quickly.</li> <li>* Adopts a planned approach to the management of programs; develops organisational plans that define required outcomes.</li> <li>* Accepts and embraces the ongoing nature of change; maintains a flexible approach to achieve organisational objectives.</li> <li>* Identifies key stakeholders and seeks their commitment to change; shares relevant information to facilitate an effective change process.</li> </ul>	<ul style="list-style-type: none"> <li>* Commits to targets and strives to achieve results; encourages others to do the same.</li> <li>* Identifies and seeks to remove barriers to achieving desired organisational outcomes.</li> <li>* Adopts a 'no surprises' policy; ensures that key stakeholders are kept appropriately informed of progress.</li> <li>* Fosters a quality focus across the organisation and accepts accountability for achieving agreed outcomes.</li> <li>* Reviews the progress of key programs and stays focused on achieving outcomes.</li> </ul>

## Cultivates productive working relationships

SES3

Capability	Nurtures internal and external relationships	Facilitates cooperation and partnerships	Values individual differences and diversity	Guides, mentors and develops people
Description	<p>Builds and sustains relationships that provide a rich intelligence network. Establishes an effective working relationship with the Minister. Encourages stakeholders to work together, and establishes cross-agency approaches to address issues. Shows a commitment to client service through own actions and those of the organisation.</p>	<p>Consults broadly to obtain buy-in, recognises when input is required. Communicates the importance of consultation with stakeholders to others. Overcomes organisational silos by facilitating cooperation between organisations. Engages the Minister's office on key issues. Personally manifests strong interpersonal relations and rewards cooperative and collaborative behaviour. Anticipates and resolves conflict.</p>	<p>Communicates the value of harnessing diversity for the organisation. Capitalises on the positive benefits that can be gained from diversity and harnesses different viewpoints. Uses understanding of differences to anticipate reactions and enhance the operation of the organisation. Recognises the different working styles of individuals, anticipates reactions and tries to see things from different perspectives.</p>	<p>Identifies and develops talent. Encourages and motivates people to engage in continuous learning, and empowers them by delegating responsibility for work. Sets clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback and manages under-performance. Offers support in time of high pressure. Celebrates success and engages in activities to maintain morale.</p>
Behavioural indicators	<ul style="list-style-type: none"> <li>* Proactively builds cross-agency relationships; establishes cross-agency approaches to address issues.</li> <li>* Establishes and sustains relationships that deliver an intelligence network.</li> <li>* Builds effective working relationships with Ministers; seeks to understand their needs and expectations.</li> <li>* Encourages key stakeholders to work together; recognises, and capitalises on, opportunities for mutual benefit.</li> <li>* Takes steps to ensure the provision of prompt, efficient and responsive client service personally, and through the activities of the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>* Communicates the importance of consulting with key stakeholders; recognises when input is required.</li> <li>* Overcomes organisational silos; facilitates cooperation between organisations by sharing information.</li> <li>* Anticipates conflict and uses appropriate strategies to resolve conflict when it arises; bridges differences in understanding between key stakeholders.</li> <li>* Models effective team working behaviours; works collaboratively and cooperatively and rewards those behaviours in others.</li> <li>* Engages the Minister's office on key issues; facilitates others' relationships with the Minister.</li> <li>* Consults broadly to obtain buy-in; shares information and facilitates the exchange of information by maintaining open communication channels.</li> </ul>	<ul style="list-style-type: none"> <li>* Acts as a positive role model by proactively communicating the value and importance of capitalising on diversity for the organisation.</li> <li>* Discerns the differing and preferred working styles of individuals and uses this information to enhance the operation of the organisation.</li> <li>* Capitalises on the diversity present in the organisation; harnesses different viewpoints.</li> <li>* Anticipates when different stakeholders may clash due to differing views, cultural perspectives or drivers; adopts strategies to address these.</li> <li>* Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions.</li> </ul>	<ul style="list-style-type: none"> <li>* Engages in activities to maintain optimism and enthusiasm; implements formal and informal team-building activities.</li> <li>* Assists people in managing their time and emotional response when under high levels of pressure.</li> <li>* Makes time for people despite competing priorities, particularly when people are challenged or during difficult times.</li> <li>* Identifies and nurtures talent; provides talented people with access to targeted and stretching development opportunities.</li> <li>* Delegates responsibility for work appropriately and provides people with opportunities to take ownership; provides people with the opportunity to build their capability.</li> <li>* Celebrates success; acknowledges and rewards achievements.</li> <li>* Provides clear, constructive and timely feedback (both positive and negative) in a manner that encourages learning and achieves any required resolution.</li> <li>* Sets performance standards and conducts regular reviews; identifies and constructively addresses under-performance.</li> </ul>

## Exemplifies personal drive and integrity

SES3

Capability	Demonstrates public service professionalism and probity	Engages with risk and shows personal courage	Commits to action	Displays resilience	Demonstrates self-awareness and a commitment to personal development
Description	<p>Adheres to and promotes the APS Values and Code of Conduct and aligns business processes accordingly. Addresses breaches of protocol and probity. Operates professionally and within the boundaries of organisational processes and legal and public policy constraints. Represents the organisation effectively in public and internal forums, and advocates the corporate agenda.</p>	<p>Acts as a role model for leadership courage by consistently raising critical and difficult issues. Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. Accepts accountability for mistakes made in the organisation and ensures corrective action is taken. Seeks guidance and advice when required.</p>	<p>Acts decisively to ensure strategies are implemented and issues are addressed. Demonstrates personal drive, focus and energy. Galvanises others to act. Commits to getting the job done. Maintains control and initiates urgent action to resolve issues when required.</p>	<p>Persists and focuses on achieving organisational objectives throughout periods of extreme pressure. Monitors own emotional reactions and responds to pressure in a controlled manner. Retains focus on the end goal and overcomes significant barriers and obstacles. Rapidly recovers from setbacks. Displays a positive outlook in difficult situations.</p>	<p>Has a high level of self-awareness and acts as a role model by openly communicating strengths and development needs. Uses self-insight to identify areas in which own capabilities complement other people's. Is open to feedback and is responsive in adjusting behaviour. Strives for continual learning.</p>
Behavioural indicators	<ul style="list-style-type: none"> <li>* Aligns business processes with the APS Values.</li> <li>* Leads by example and maintains high standards of professionalism and impartiality; expects and encourages team and colleagues to apply the same high standards.</li> <li>* Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional way; addresses breaches of protocol and probity in an appropriate manner.</li> <li>* Treats people fairly and equitably and is transparent in dealings with them.</li> <li>* Makes decisions for the corporate good without favouritism or bias; places the aims of the organisation above personal ambitions.</li> <li>* Understands and operates within legal and public policy constraints and limitations.</li> <li>* Represents the organisation in public forums; appropriately supports and promotes the organisation's agenda.</li> <li>* Presents a united leadership voice; supports other leaders.</li> </ul>	<ul style="list-style-type: none"> <li>* Acts as a role model for leadership courage by adopting a principled stance on important issues.</li> <li>* Makes tough corporate decisions that are in the best interests of the government (even when these may not be popular).</li> <li>* Encourages and contributes to debate on own ideas and the ideas of others, stands own ground and supports others when appropriate.</li> <li>* Confronts difficult issues and challenges the position of others, including the Minister when appropriate; engages in constructive debate to address the issues.</li> <li>* Provides forthright and impartial advice in a constructive manner that facilitates the achievement of government outcomes.</li> <li>* Takes ownership for decisions and accepts responsibility when things go wrong; learns from mistakes.</li> <li>* Seeks advice and guidance; admits to not always knowing the answer to a question.</li> </ul>	<ul style="list-style-type: none"> <li>* Strives to achieve targets and maintains focus on long-term outcomes: does not give up and modifies approach to achieve targets for the organisation.</li> <li>* Is prepared to commit to a decision without all of the information; takes responsibility for issues that are escalated.</li> <li>* Shows drive, energy and initiative; gets involved and galvanises others to act to deliver key results for the organisation.</li> <li>* Maintains control and initiates urgent action and is responsive when there are significant issues to address.</li> </ul>	<ul style="list-style-type: none"> <li>* Quickly recovers from setbacks and maintains momentum; sustains high levels of effort toward the achievement of outcomes.</li> <li>* Demonstrates tenacity and persists with initiatives; copes with extreme and changing demands from numerous stakeholders and maintains focus on objectives.</li> <li>* Maintains an optimistic outlook and focuses on the positives in difficult situations.</li> <li>* Stays in control of emotions and does not react negatively to stress or pressure; remains relaxed, composed and focused during a crisis.</li> </ul>	<ul style="list-style-type: none"> <li>* Capitalises on the varying strengths of individuals, identifies areas in which own strengths/weaknesses complement those of colleagues, and adjusts behaviours to capitalise on these.</li> <li>* Strives for continual learning; identifies new challenges to extend experience.</li> <li>* Acts as a role model to create an environment where individuals openly discuss their strengths and development needs.</li> <li>* Regularly seeks feedback on performance; translates negative feedback into actions for improvement.</li> <li>* Displays self-insight and is highly aware of own strengths and limitations.</li> </ul>

Capability	Communicates clearly	Listens, understands and adapts to audience	Negotiates persuasively
Description	<p>Confidently presents messages in a clear and articulate manner. Focuses on key points for the audience and selects the most appropriate medium for conveying information. States the facts and uses straightforward language to aid transparency. Creates meaning for the audience by using analogies and stories to illustrate key points.</p>	<p>Seeks to understand the audience and reads their non-verbal cues. Adapts communication style and message to meet their needs. Listens carefully to others and ensures their views have been understood. Anticipates reactions and prepares a response to address the audience's concerns. Checks own understanding of others' comments and does not allow misunderstandings to linger.</p>	<p>Approaches negotiations with a strong grasp of the key issues. Presents a convincing and balanced rationale. Focuses on the way in which the message is delivered, and uses techniques to illustrate the argument persuasively. Anticipates the position of the other party, and is aware of the extent of potential for compromise. Acknowledges and addresses disagreements to facilitate mutually beneficial solutions. Identifies key stakeholders and engages their support. Focuses on the desired objectives and ensures negotiations remain on track.</p>
Behavioural Indicators	<ul style="list-style-type: none"> <li>* Engages the audience; uses anecdotes and analogies to illustrate key points and bring messages to life.</li> <li>* States the facts clearly; outlines the implications and ensures key conclusions are conveyed.</li> <li>* Limits the use of jargon and abbreviations; explains complex information using language appropriate for the audience.</li> <li>* Presents messages confidently and selects the appropriate medium for maximum effect.</li> <li>* Structures messages clearly and succinctly, both orally and in writing.</li> </ul>	<ul style="list-style-type: none"> <li>* Adjusts presentation style on the basis of subtle non-verbal cues.</li> <li>* Maximises personal communication strengths and takes into account shortcomings.</li> <li>* Focuses on gaining a clear understanding of others' comments by listening, asking clarifying questions and reflecting back.</li> <li>* Anticipates the likely reaction of the audience to a message and adjusts approach to gain maximum impact.</li> <li>* Tailors communication style and language according to the audience's level of knowledge, skill and experience.</li> </ul>	<ul style="list-style-type: none"> <li>* Pitches messages in a way that facilitates the desired outcomes; uses techniques to illustrate the argument persuasively.</li> <li>* Senses when negotiations are stalling, and takes proactive action to ensure effective resolution.</li> <li>* Acknowledges differences of opinion and addresses disagreements objectively.</li> <li>* Offers a convincing rationale and makes a strong case without getting personal or aggressive.</li> <li>* Identifies key stakeholders and seeks their support early in the negotiation.</li> <li>* Analyses other people's agendas and identifies potential 'weak spots'; determines the extent of potential compromise for all parties.</li> <li>* Positions case by clearly highlighting its merit, avoids overselling by acknowledging risks and potential disadvantages.</li> </ul>