



ILS support tools

Leadership pathway: Individual profile APS3



Australian Government

Australian Public Service Commission

APS 3 profile

Supports strategic direction	Achieves results	Supports productive working relationships	Displays personal drive and integrity	Communicates with influence
Supports shared purpose and direction	Identifies and uses resources wisely	Nurtures internal and external relationships	Demonstrates public service professionalism and probity	Communicates clearly
Understands and supports the organisation's vision, mission and business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of organisational goals. Understands the reasons for decisions and recommendations.	Reviews task performance and communicates outcomes to supervisor. Understands individual and team capabilities and makes effective use of own capabilities.	Builds and sustains positive relationships with team members and clients. Actively participates in teamwork and activities. Responds under direction to changes in client needs and expectations.	Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the work area in internal forums.	Confidently presents messages in a clear, concise manner. Focuses on key points and uses appropriate language. Structures written and oral communication to ensure clarity.
Thinks strategically	Applies and builds professional expertise	Listens to, understands and recognises the needs of others	Engages with risk and shows personal courage	Listens, understands and adapts to audience
Understands the work environment and contributes to the development of work plans and team goals. Demonstrates an awareness of the implications of issues that may impact on own work objectives.	Contributes own expertise to achieve outcomes for the business unit.	Actively listens to colleagues and clients. Shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.	Provides accurate advice on issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.	Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.
Harnesses information and opportunities	Responds positively to change	Values individual differences and diversity	Commits to action	Negotiates confidently
Knows where to find information, and asks questions to ensure a full understanding of an issue. Uses common sense to recognise the importance of available information. Keeps self and others well informed on work progress.	Establishes task plans to deliver objectives. Responds in a positive and flexible manner to change. Shares information with others and adapts to a changing environment.	Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy.	Takes personal responsibility for accurate completion of work and seeks assistance when required. Commits energy and drive to see that goals are achieved.	Listens to, and considers different ideas and discusses issues credibly and thoughtfully. Identifies relevant stakeholders.
Shows judgement, intelligence and commonsense	Takes responsibility for managing work projects to achieve results	Shares learning and supports others	Promotes and adopts a positive and balanced approach to work	
Researches and analyses information and makes recommendations based on evidence. Identifies issues that may impact on tasks. Suggests improvements to work tasks and business practices.	Sees tasks through to completion. Works within agreed priorities. Commits to achieving quality outcomes. Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.	Identifies learning opportunities. Makes time for people and supports the contribution of others. Understands and acts on constructive feedback.	Focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.	
			Demonstrates self awareness and a commitment to personal development	
			Seeks feedback from others. Communicates areas of strengths and works with supervisor to identify development needs. Reflects on own behaviour and recognises the impact on others. Seeks self-development opportunities.	

Capability descriptions and behavioural indicators

Supports strategic direction				APS 3
Capability	Supports shared purpose and direction	Thinks strategically	Harnesses information and opportunities	Shows judgement, intelligence and commonsense
Description	<p>Understands and supports the organisation's vision, mission and business objectives. Follows direction provided by supervisor. Recognises how own work contributes to the achievement of organisational goals. Understands the reasons for decisions and recommendations.</p>	<p>Understands the work environment and contributes to the development of work plans and team goals. Demonstrates an awareness of the implications of issues that may impact on own work objectives.</p>	<p>Knows where to find information, and asks questions to ensure a full understanding of an issue. Uses common sense to recognise the importance of available information. Keeps self and others well informed on work progress.</p>	<p>Researches and analyses information and makes recommendations based on evidence. Identifies issues that may impact on tasks. Suggests improvements to work tasks and business practices.</p>
Behavioural Indicators	<ul style="list-style-type: none"> –Follows direction provided by supervisor; understands the relationship between business priorities and specific tasks. –Understands and supports the organisation's vision, mission and business objectives. –Understands the reasons for decisions and recommendations and is able to explain how they are relevant to their work. 	<ul style="list-style-type: none"> –Demonstrates an awareness of the implications of issues for own work. –Thinks and plans ahead. –Understands the work environment; informs supervisor of potential issues that may impact on work objectives contributes to the development of work plans and team goals. 	<ul style="list-style-type: none"> –Is aware of the corporate goals and understands the team priorities; keeps self and others well informed on work progress. –Knows where to find relevant information; asks questions to gain a full understanding of an issue; uses commonsense and established guidelines to determine what information should be conveyed to others. 	<ul style="list-style-type: none"> –Researches and analyses information and makes recommendations based on evidence. –Identifies issues which could impact on designated tasks; identifies uncertainties of processes and designated tasks. –Participates in decision-making. –Suggests improvements to work practices to work tasks and business practices.

Capability	Identifies and uses resources wisely	Applies and builds professional expertise	Responds positively to change	Takes responsibility for managing work projects to achieve results
Description	<p>Reviews task performance and communicates outcomes to supervisor. Understands individual and team capabilities and makes effective use of own capabilities.</p>	<p>Contributes own expertise to achieve outcomes for the business unit.</p>	<p>Establishes task plans to deliver objectives. Responds in a positive and flexible manner to change. Shares information with others and adapts to a changing environment.</p>	<p>Sees tasks through to completion. Works within agreed priorities. Commits to achieving quality outcomes. Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required.</p>
Behavioural Indicators	<ul style="list-style-type: none"> –Identifies key individuals who need to be involved; understands team and individual capabilities and makes effective use of own capabilities. –Monitors task progress against performance expectations to ensure deadlines are met; communicates outcomes to supervisor. –Reschedules and reorganises work to reflect changes in priority. 	<ul style="list-style-type: none"> –Applies and develops capabilities to meet performance expectations; demonstrates knowledge of the features of new programmes, products or services relevant to the position; contributes own expertise for the benefit of the business unit. 	<ul style="list-style-type: none"> –Constructs task plans to deliver objectives. –Demonstrates flexibility and copes effectively with day-to-day work changes and shifting priorities. –Shares appropriate information with colleagues during times of change; responds to change under guidance from supervisor. 	<ul style="list-style-type: none"> –Regularly seeks feedback from supervisor to gauge their satisfaction and incorporates this feedback into the performance of new tasks. –Maintains accurate records and files; uses appropriate information management systems to keep information up to date; sees tasks through to completion. –Works to agreed priorities, outcomes, and time constraints; is responsive to changes in requirements.

Supports productive working relationships

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Capability	Nurtures internal and external relationships	Listens to, understands and recognises the needs of others	Values individual differences and diversity	Shares learning and supports others
Description	Builds and sustains positive relationships with team members and clients. Actively participates in teamwork and activities. Responds under direction to changes in client needs and expectations.	Actively listens to colleagues and clients. Shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.	Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy.	Identifies learning opportunities. Makes time for people and supports the contribution of others. Understands and acts on constructive feedback.
Behavioural Indicators	<ul style="list-style-type: none"> – Develops positive relationships with team members; actively participates in teamwork and group activities. – Builds and sustains relationships; liaises with team members and clients. – Responds under direction to changes in client needs and expectations; manages client expectations by clarifying expectations and deadlines; keeps clients informed on progress; provides courteous, prompt and professional service to clients. 	<ul style="list-style-type: none"> – Operates as an effective member of the team; works collaboratively. – Actively listens to colleagues and clients; supports team members; is aware of the contributions made by other people. – Shares information with own team and seeks input from others; contributes to team discussions and planning; ensures people are kept informed of progress and issues. 	<ul style="list-style-type: none"> – Recognises the value of individual differences; understands that others may work in different ways. – Recognises that others have different views and experiences. – Tries to see things from the other person's perspective. – Maintains an awareness of the personalities, motivations and other diverse qualities of people; treats people with respect and courtesy. 	<ul style="list-style-type: none"> – Makes time for people and supports the contribution of others. – Identifies development opportunities for self and shares learning with others. – Congratulates people on achievements – Understands and acts on constructive feedback.

Capability	Demonstrates public service professionalism and probity	Engages with risk and shows personal courage	Commits to action	Promotes and adopts a positive and balanced approach to work	Demonstrates self awareness and a commitment to personal development
Description	<p>Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the work area in internal forums.</p>	<p>Provides accurate advice on issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p>	<p>Takes personal responsibility for accurate completion of work. Commits energy and drive to see that goals are achieved.</p>	<p>Focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</p>	<p>Seeks feedback from others. Communicates areas of and works with supervisor to identify development needs. Reflects on own behaviour and recognises the impact on others. Seeks self-development opportunities.</p>
Behavioural indicators	<ul style="list-style-type: none"> – Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional way. – Treats people fairly and equitably and is transparent in dealings with them. – Makes decisions for the corporate good without favouritism or bias; places the aims of the organisation above personal ambitions. – Understands and complies with legislative, policy and regulatory frameworks. – Operates in a professional manner when representing the work area in internal forums. 	<ul style="list-style-type: none"> – Listens when own ideas are challenged. – Provides accurate advice to colleagues and clients; checks and confirms the accuracy of information prior to release. – Takes responsibility for mistakes and learns from them; acknowledges when in the wrong. – Seeks advice and assistance from colleagues and supervisor when uncertain. 	<ul style="list-style-type: none"> – Takes personal responsibility for accurate completion of work and seeks help when required. – Gets on with the job at hand and applies self with energy and drive; commits to meeting the objectives; follows up to ensure that issues are finalised. – Recognises the issues impacting on the achievement of desired outcomes. 	<ul style="list-style-type: none"> – Maintains effective performance levels even in difficult circumstances. – Works to achieve objectives. – Maintains an optimistic outlook and focuses on the positives in difficult situations; supports a positive working environment. – Stays calm under pressure; does not react personally to criticism. 	<ul style="list-style-type: none"> – Reflects on own behaviours and work style and is aware of how they impact on others. – Seeks self-development opportunities; is willing to learn new approaches and acquire new capabilities; applies new knowledge in the workplace. – Communicates areas of strength, works with supervisor to identify individual developmental requirements needed to complete assigned tasks. – Agrees own performance standards with supervisor; seeks feedback on behaviour and work performance from supervisor, and is responsive to guidance. – Reviews performance; identifies strengths as well as developmental requirements needed to complete assigned tasks.

Capability	Communicates clearly	Listens, understands and adapts to audience	Negotiates confidently
Description	<p>Confidently presents messages in a clear, concise manner. Focuses on key points and uses appropriate language. Structures written and oral communication to ensure clarity.</p>	<p>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments.</p>	<p>Listens to, and considers different ideas and discusses issues credibly and thoughtfully. Identifies relevant stakeholders.</p>
Behavioural indicators	<ul style="list-style-type: none"> – Focuses on clear communication of key points. – Limits the use of jargon and abbreviations; explains information using language appropriate for the audience. – Presents messages confidently. – Structures messages clearly and succinctly, both orally and in writing. 	<ul style="list-style-type: none"> – Adjusts presentation style on the basis of non-verbal cues. – Maximises personal communication strengths and takes into account shortcomings. – Focuses on gaining a clear understanding of others' comments by listening and asking clarifying questions; checks to ensure their own views have been understood. – Understands the key concerns of the audience. – Tailors communication style and language according to the needs of individuals or the audience. 	<ul style="list-style-type: none"> – Listens to, considers and acknowledges differing ideas. – Discusses issues credibly and thoughtfully without getting personal or aggressive. – Identifies relevant stakeholders.