



# ILS support tools

Leadership pathway: Individual profile APS4



Australian Government

Australian Public Service Commission

## APS 4 profile

Supports strategic direction	Achieves results	Supports productive working relationships	Displays personal drive and integrity	Communicates with influence
<b>Supports shared purpose and direction</b>	<b>Identifies and uses resources wisely</b>	<b>Nurtures internal and external relationships</b>	<b>Demonstrates public service professionalism and probity</b>	<b>Communicates clearly</b>
Understands and supports the organisation's vision, mission and business objectives. Communicates and 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. Makes effective use of individual and team capabilities. Is responsive to changes in requirements.	Builds and sustains positive relationship with team members and clients. Is responsive to changes in client needs and expectations.  <b>Listens to, understands and recognises the needs of others</b>	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.  <b>Engages with risk and shows personal courage</b>	Confidently presents messages in a clear, concise manner. Focuses on key points and uses appropriate language. Structures written and oral communication to ensure clarity.  <b>Listens, understands and adapts to audience</b>
<b>Thinks strategically</b>	<b>Applies and builds professional expertise</b>	<b>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.</b>	<b>Provides accurate advice on issues. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</b>	<b>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.</b>
Understands the work environment and contributes to the development of plans, strategies and team goals. Identifies issues and problems that may impact on own work objectives. Demonstrates an awareness of the implications of issues for own work.	<b>Responds positively to change</b>	<b>Establishes task plans and simple project plans with measurable milestones to deliver objectives. Responds in a positive and flexible manner to change. Shares information with others and adapts to a changing environment.</b>	<b>Values individual differences and diversity</b>	<b>Negotiates confidently</b>
<b>Harnesses information and opportunities</b>	<b>Takes responsibility for managing work projects to achieve results</b>	<b>Recognises the positive benefits that can be gained from diversity. Recognises the different working styles of individuals, and factors this into the management of tasks. Tries to see things from different perspectives. Treats people with respect and courtesy.</b>	<b>Commits to action</b>	<b>Listens to, and considers different ideas and discusses issues credibly and thoughtfully. Identifies other people's expectations and concerns.</b>
Draws on information from multiple sources and uses agreed guidelines to analyse what information is important and how it should be used. Keeps self and others well informed on work progress.	<b>Shares learning and supports others</b>	<b>Sees tasks through to completion. Works within agreed priorities. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction and seeks guidance when required.</b>	<b>Promotes and adopts a positive and balanced approach to work</b>	
<b>Shows judgement, intelligence and commonsense</b>		<b>Identifies learning opportunities. Makes time for people and supports the contribution of others. Understands and acts on constructive feedback.</b>	<b>Focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</b>	
Undertakes analysis and draws accurate conclusions based on evidence. Thinks laterally and identifies and implements improved work practices.			<b>Demonstrates self awareness and a commitment to personal development</b>	
			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 4
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.</p> <p>Communicates and follows direction provided by supervisor.</p> <p>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 plans, strategies and team goals. Identifies issues and problems that may impact on own work objectives.</p> <p>Demonstrates an awareness of the implications of issues for own work.</p>	<p>Draws on information from multiple sources and uses agreed guidelines to analyse what information is important and how it should be used. Keeps self and others well informed on work progress.</p>	<p>Undertakes analysis and draws accurate conclusions based on evidence. Thinks laterally and identifies and implements improved work practices.</p>
Behavioural indicators	<ul style="list-style-type: none"> <li>–Follows direction provided by supervisor and communicates it to others; understands the relationship between business priorities and specific tasks.</li> <li>–Understands and supports the organisation's vision, mission and business objectives.</li> <li>–Understands the reasons for decisions and recommendations and is able to explain how they are relevant to their work.</li> </ul>	<ul style="list-style-type: none"> <li>–Demonstrates an awareness of the implications of issues for own work.</li> <li>–Thinks and plans ahead.</li> <li>–Understands the work environment; identifies issues and problems that may impact on achievement of own work objectives; contributes to the development of plans, strategies and team goals.</li> </ul>	<ul style="list-style-type: none"> <li>–Understands the corporate priorities and the business context of the organisation; keeps self and others well informed on work progress.</li> <li>–Draws on information from appropriate sources; uses common sense to analyse what information is important; works within agreed guidelines to make decisions about the use and dissemination of information.</li> </ul>	<ul style="list-style-type: none"> <li>–Researches and analyses information and draws accurate conclusions based on evidence; analyses and interprets information to inform decision makers.</li> <li>–Anticipates issues and problems which could impact on designated tasks; identifies risks and uncertainties of processes and tasks.</li> <li>–Actively participates in decision-making.</li> <li>–Thinks laterally; is innovative; identifies and implements improved work practices.</li> <li>–Identifies potential solutions for key problems.</li> </ul>

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. Makes effective use of individual and team capabilities. Is responsive to changes in requirements.</p>	<p>Contributes own expertise to achieve outcomes for the business unit</p>	<p>Establishes task plans and simple project plans with measurable milestones 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 and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction and seeks guidance when required.</p>
Behavioural indicators	<ul style="list-style-type: none"> <li>–Identifies key individuals who need to be involved; makes effective use of team and individual capabilities.</li> <li>–Monitors task progress against performance expectations to ensure deadlines are met; communicates outcomes to supervisor.</li> <li>–Reschedules and reorganises work to reflect changes in priority.</li> </ul>	<ul style="list-style-type: none"> <li>–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.</li> </ul>	<ul style="list-style-type: none"> <li>–Constructs task plans and simple project plans with measurable milestones to deliver objectives.</li> <li>–Demonstrates flexibility and copes effectively with day-to-day work changes, shifting priorities and periods of uncertainty.</li> <li>–Shares appropriate information with colleagues during times of change; responds to change under guidance from supervisor.</li> </ul>	<ul style="list-style-type: none"> <li>–Regularly seeks feedback from supervisor to gauge their satisfaction and incorporates this feedback into the performance of new tasks.</li> <li>–Adheres to documentation procedures; uses, and encourages others to use appropriate information management systems to keep information up to date; sees tasks through to completion.</li> <li>–Works to agreed priorities, outcomes, time constraints and assigned resources; assists with monitoring projects against plans and is responsive to changes in requirements.</li> </ul>

## 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 relationship with team members and clients. Is responsive 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.	Recognises the positive benefits that can be gained from diversity. Recognises the different working styles of individuals, and factors this into the management of tasks. 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"> <li>– Develops and maintains positive relationships with team members.</li> <li>– Builds and sustains relationships; liaises with team members, other teams, colleagues and clients.</li> <li>– Is responsive to changes in client needs; manages client expectations by clarifying expectations and deadlines; keeps clients informed on progress; provides courteous, prompt and professional service to clients.</li> </ul>	<ul style="list-style-type: none"> <li>– Operates as an effective member of the team; works collaboratively.</li> <li>– Actively listens to colleagues and clients; supports team members; is aware of the contributions made by other people.</li> <li>– 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.</li> </ul>	<ul style="list-style-type: none"> <li>– Recognises the differing working styles of individuals and factors this into the management of tasks.</li> <li>– Recognises that others have different views and experiences.</li> <li>– Tries to see things from the other person's perspective.</li> <li>– Maintains an awareness of the personalities, motivations and other diverse qualities of people; treats people with respect and courtesy.</li> </ul>	<ul style="list-style-type: none"> <li>– Makes time for people and supports the contribution of others.</li> <li>– Actively requests coaching from supervisor or peers; identifies development opportunities for self and shares learning with others.</li> <li>– Congratulates people on achievements.</li> <li>– Understands and acts on constructive feedback.</li> </ul>

## Displays personal drive and integrity

APS 4

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 and seeks guidance when required. Shows initiative and does what is required. 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 strengths 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"> <li>– Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional way.</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 complies with legislative, policy and regulatory frameworks.</li> <li>– Operates in a professional manner when representing the work area in internal forums.</li> </ul>	<ul style="list-style-type: none"> <li>– Listens when own ideas are challenged.</li> <li>– Provides accurate advice to colleagues and clients; checks and confirms the accuracy of information prior to release.</li> <li>– Takes responsibility for mistakes and learns from them; acknowledges when in the wrong.</li> <li>– Seeks advice and assistance from colleagues and supervisor when uncertain.</li> </ul>	<ul style="list-style-type: none"> <li>– Takes personal responsibility for accurate completion of work and seeks guidance when required; takes the initiative to progress work when required.</li> <li>– 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.</li> <li>– Recognises the issues impacting on the achievement of desired outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>– Maintains effective performance levels even in challenging or difficult circumstances.</li> <li>– Works to achieve objectives.</li> <li>– Maintains an optimistic outlook and focuses on the positives in difficult situations; supports a positive working environment.</li> <li>– Stays calm under pressure; does not react personally to criticism.</li> </ul>	<ul style="list-style-type: none"> <li>– Reflects on own behaviours and work style and is aware of how they impact on others.</li> <li>– Seeks self-development opportunities; is willing to learn new approaches and acquire new capabilities; applies new knowledge in the workplace.</li> <li>– Communicates areas of strength, works with supervisor to identify individual developmental requirements needed to complete assigned tasks.</li> <li>– Agrees own performance standards with supervisor; seeks feedback on behaviour and work performance from supervisor, and is responsive to guidance.</li> <li>– Reviews performance and identifies strengths as well as development needs.</li> </ul>

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 other people's expectations and concerns.</p>
Behavioural indicators	<ul style="list-style-type: none"> <li>– Focuses on clear communication of key points.</li> <li>– Limits the use of jargon and abbreviations; explains information using language appropriate for the audience.</li> <li>– Presents messages confidently.</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 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 and asking clarifying questions; checks to ensure their own views have been understood.</li> <li>– Understands the key concerns of the audience.</li> <li>– Tailors communication style and language according to the needs of individuals or the audience.</li> </ul>	<ul style="list-style-type: none"> <li>– Listens to differing ideas and views to develop a clear understanding of the issues.</li> <li>– Discusses issues credibly and thoughtfully without getting personal or aggressive.</li> <li>– Identifies relevant stakeholders.</li> <li>– Identifies other people's expectations and concerns.</li> </ul>