

APS 4 Descriptors & Performance Indicators

1. Aligns with organisational goals

Capability	Description	Performance indicators
1.1 Understands the work and maintains an awareness of departmental objectives	Demonstrates a broad understanding of the department and its activities. Recognises how the branch's work contributes to business unit goals.	<ul style="list-style-type: none"> Is aware of and supports departmental initiatives and the corporate plan. Maintains up to date knowledge of the activities of other parts of the department. Contributes to the development of section work plan. Understands and communicates relevant departmental strategies and policies and ensures these are incorporated into PDS performance expectations. Takes steps to communicate with other areas. (For supervisors) Ensures that a PDS agreement is in place for all staff.
1.2 Applies judgement, intelligence & common sense	Seeks and quickly absorbs new information. Analyses information logically and probes further to identify the cause of problems or potential risks in an approach. Implements new or innovative approaches to improve work systems or practices.	<ul style="list-style-type: none"> Knows where to find relevant information. Quickly absorbs information and analyses issues logically. Probes information to gain a full understanding of the issue. Identifies potential difficulties and risks, and offers solutions. Investigates problems (eg. checks for errors in databases). Produces a range of options to address problems. Implements new ideas, approaches or insights. Implements improved work systems and practices. Anticipates how issues will impact on other issues or parts of the system and communicates with those affected.

2. Achieves results

Capability	Description	Performance indicators
2.1 Takes responsibility for achieving results	Takes personal responsibility for seeing things through to completion. Works well independently, and uses initiative.	<ul style="list-style-type: none"> Has a strong sense of responsibility and works independently. Shows and encourages initiative. Sees things through to completion. Is willing to take on additional tasks and responsibilities when required. Seeks development by embracing roles of increased responsibility and influence.
2.2 Ensures quality standards are maintained	Pays attention to detail and complies with required standards.	<ul style="list-style-type: none"> Maintains and encourages high performance standards. Provides accurate advice to colleagues and external parties. Checks the quality, accuracy and integrity of work. Uses and encourages others to use the appropriate information management systems and to keep information up to date.
2.3 Uses resources wisely by planning and organising effectively	Plans in advance and monitors progress against project plans. Anticipates what resources will be required and liaises with the appropriate areas to ensure they are available and used wisely.	<ul style="list-style-type: none"> Manages own time effectively and prioritises work appropriately. Anticipates issues and possible changing circumstances and plans in advance. Liaises with appropriate areas to ensure resources are available when required. Keeps relevant stakeholders informed. Monitors progress against project plans. Keeps relevant others informed on the progress of projects and re-evaluates milestones where appropriate.
2.4 Adapts to change	Is adaptable in approach and willing to be flexible to accommodate changing needs of the team or the department. Supports others through change.	<ul style="list-style-type: none"> Demonstrates flexibility, adaptability, and focus through day to day work changes, shifting priorities and periods of uncertainty. Adjusts to change positively. Supports others during change. Talks to others about the benefits of change. Is open to taking on other responsibilities or work when required.

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3. Supports productive working relationships

Capability	Description	Performance indicators
3.1 Develops and maintains effective relationships with internal & external stakeholders	Focuses on ensuring that internal and external clients are satisfied, delivers prompt, efficient and courteous service. Checks clients' satisfaction and acts on feedback from clients.	<ul style="list-style-type: none"> Establishes an agreed understanding of client's expectations. Develops positive relationships with clients and stakeholders. Responds to internal and external clients in a timely and efficient manner. Follows up to ensure client needs are met. Represents the department's objectives to stakeholders and clients. Seeks out and acts on feedback from internal and external clients.
3.2 Values individual differences and diversity	Encourages an environment of respect and courtesy where diversity is valued.	<ul style="list-style-type: none"> Treats people with respect and courtesy and is flexible to their needs. Encourages an open environment where diversity is accepted and valued.
3.3 Works collaboratively and supports others	Is sensitive in interactions with others. Supports colleagues where appropriate and encourages fellow team members to work cooperatively. Proactively keeps relevant people informed on progress of issues or projects.	<ul style="list-style-type: none"> Encourages fellow team members to work together. Supports and helps other staff especially during busy or difficult work periods. Shows consideration for other team members.

4. Shows personal drive and integrity

Capability	Description	Performance indicators
4.1 Behaves professionally and ethically and accepts responsibility for own actions	Champions the importance of APS Values and Code of Conduct. Takes responsibility for displaying ethical behaviour.	<ul style="list-style-type: none"> Applies and promotes APS Values and Code of Conduct. Role models ethical behaviour. Complies with departmental policy and procedures as well as legal and regulatory frameworks. Takes responsibility for own behaviour and is accountable for mistakes.
4.2 Shows resilience	Handles pressure and setbacks effectively, remaining professional in difficult circumstances. Avoids emotional displays when under pressure.	<ul style="list-style-type: none"> Stays calm under pressure. Models professional behaviour in difficult circumstances. Takes steps to support others in difficult situations. Remains positively focussed under pressure.
4.3 Ensures ongoing improvement and learning in self and others	Seeks feedback on own performance and seeks to continually improve and develop. Provides constructive feedback to others. Where appropriate, actively coaches others and encourages their ongoing development and learning.	<ul style="list-style-type: none"> Reviews previous performance and seeks to develop own capabilities. Seeks feedback from peers and subordinates on own performance. Gives constructive feedback to colleagues. Trains other staff when required. Is available to other team members for advice and support. Proactively shares information and knowledge with others. (For supervisors) Provides active coaching of more junior staff.
4.4 Commits to action	Takes personal responsibility for meeting performance expectations and progressing work. Shows initiative and proactively steps in and does what is required.	<ul style="list-style-type: none"> Produces new ideas, approaches or insights. Makes suggestions for improving systems and processes. Develops action and project plans with milestones to deliver objectives.

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5. Communicates clearly and effectively

Capability	Description	Performance indicators
5.1 Communicates clearly and concisely	Communicates clearly and concisely verbally and in writing. Structures communication effectively and checks others understanding. Communicates with conviction and purpose.	<ul style="list-style-type: none"> Communicates in the appropriate tone and language, and delivers messages clearly and concisely. Can lead and direct discussion towards an outcome. Written communication is well structured and of a high standard. Seeks feedback on the effectiveness of own communication. Stays focussed on outcomes in discussions.
5.2 Listens, understands and adapts to audience	Adapts communication style and approach to ensure it addresses the needs of different people or audiences. Holds people's attention when speaking	<ul style="list-style-type: none"> Identifies the needs of the audience by doing research or asking. Adjusts communication style; and is responsive to the audience Communicates in a manner that engages the audience and captures their attention.
5.3 Presents as confident and professional to others	Presents as confident, credible and professional when speaking with others.	<ul style="list-style-type: none"> Represents the department effectively when dealing with clients. Speaks confidently with knowledge and understanding. Creates a positive and credible impression with others. Speaks clearly and convincingly in formal presentations.

6. Applies and builds appropriate knowledge skills and experience

Capability	Description	Performance indicators
6.1 Applies and builds appropriate knowledge, skills and experience	Builds, applies and maintains appropriate experience, skills and knowledge. Where relevant to the position, maintains and demonstrates professional/technical qualifications or specialist expertise.	<ul style="list-style-type: none"> Applies and develops own capabilities to a level and standard appropriate to performance expectations. Maintains knowledge of new developments in own field. Participates in continual professional development. Demonstrates detailed and/or specific job knowledge and expertise.