## EL1 Descriptors & Performance Indicators

### 1. Shapes strategic thinking

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| **1.1 Encourages a shared sense of purpose and direction** | Provides direction to others regarding the purpose and importance of their work. Illustrates the relationship between individual performance expectations and departmental goals. Sets performance expectations that align with the corporate plan and branch and section work plans and communicates expected results and outcomes. | • Communicates with others regarding the purpose of their work and their relationship between team and individual performance expectations and departmental goals.  
• Translates high-level goals and outcomes into appropriate performance expectations for others.  
• Conveys expectations regarding outcomes and the timely achievement of goals.  
• Ensures a PDS agreement is in place for all staff. |
| **1.2 Shows judgement, intelligence and common sense** | Undertakes objective, critical analysis and draws accurate conclusions based on evidence. Recognises the links between a broad range of issues. Breaks through problems and weighs up the options to identify solutions. Explores possibilities and innovative alternatives. | • Systematically analyses information to identify relationships between factors.  
• Identifies problems and assesses their significance, takes appropriate action to resolve them.  
• Checks and clarifies information and avoids unwarranted assumptions, draws accurate conclusions and presents logical arguments.  
• Explores various possibilities and generates innovative alternatives.  
• Selects the best option from a range of potential solutions, demonstrates how recommendations solve the key problems identified. |
| **1.3 Focuses strategically** | Understands the department’s goals and aligns team and individual performance expectations accordingly. Considers the ramifications of issues and longer-term impact of own work and work area. | • Demonstrates an awareness of the implications of issues for own work and work area.  
• Thinks about the future and considers the longer-term implications of own work.  
• Understands the strategic goals of the department and develops work plans, including PDS agreements, accordingly. |
| **1.4 Harnesses information & opportunities** | Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints. Probes information and identifies any critical gaps. Maintains an awareness of the department’s activities, monitors the context in which the department operates and finds out about best practice approaches. | • Identifies critical information gaps and asks a range of questions to uncover valuable information.  
• Sources information on best practice approaches adopted in both the public and private sectors.  
• Scans the departmental environment, monitors the corporate priorities, business context and departmental culture.  
• Gathers and investigates information and alternate viewpoints from a variety of sources through formal and informal means, explores new ideas with an open mind. |
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### 2. Achieves results

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<tr>
<td><strong>2.1 Ensures closure and delivers on intended results</strong></td>
<td>Sees projects through to completion. Monitors project progress and adjusts plans as required. Commits to achieving quality outcomes and ensures procedures are maintained and accurately documented.</td>
<td>• Regularly seeks feedback from stakeholders and clients to gauge their satisfaction, ensures work is delivered to a high standard. • Maintains focus on quality to achieve performance expectations, adheres to documentation procedures and sees tasks through to completion. • Monitors projects against plans, including PDS agreements, manages priorities and agrees adjustments to milestones as required.</td>
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<td><strong>2.2 Builds departmental capability &amp; responsiveness</strong></td>
<td>Reviews team and individual performance and focuses on identifying opportunities for continuous improvement. Identifies capabilities required to support performance. Remains flexible and responsive to changes in requirements.</td>
<td>• Identifies and develops capabilities in individuals who will contribute to deliver the best results. • Evaluates team and individual performance to understand critical factors for success, and engages in activities to achieve continuous improvement. • Responds flexibly to changing demands whilst maintaining sight of the end goal.</td>
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<td><strong>2.3 Steers &amp; implements change &amp; deals with uncertainty</strong></td>
<td>Establishes clear plans and timeframes for delivery and outlines specific goals and standards. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.</td>
<td>• Constructs project plans that have clear and appropriate goals, timeframes and budgets, anticipates change and builds contingencies into plans. • Deals positively with uncertainty and copes effectively in an environment characterised by change, determines a course of action despite lack of clarity. • Shares appropriate information with staff and colleagues during times of change, helps others adapt to ensure a smooth transition.</td>
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<td><strong>2.4 Marshals professional capability</strong></td>
<td>Values specialist capability and uses knowledge from within the department as well as consulting externally as appropriate. Contributes own expertise to achieve outcomes for the business unit.</td>
<td>• Consults internal and external experts, taps into their technical and professional capability and experience to improve work outcomes. • Contributes own capability for the benefit of the business unit, encourages others to draw upon this expertise.</td>
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## 3. Cultivates productive working relationships

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<td><strong>3.1 Nurtures internal &amp; external relationships</strong></td>
<td>Builds and sustains relationships with a network of key people internally and externally. Understands who the stakeholders and clients are. Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to internal and external client and stakeholder needs and incorporates their expectations into performance standards.</td>
<td>• Develops and maintains a network with others internally and externally. • Builds and sustains relationships, identifies and liaises with a range of clients and stakeholders including other teams, peers and colleagues across the department, and in other organisations. • Offers reciprocal assistance in achieving mutually beneficial outcomes. • Anticipates the needs of clients and stakeholders and provides courteous, prompt and professional service to them.</td>
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<td><strong>3.2 Values individual differences &amp; diversity</strong></td>
<td>Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views. Harnesses understanding of differences to enhance interactions. Recognises the different working styles of individuals, and tries to see things from different perspectives.</td>
<td>• Discerns the differing and preferred working styles of individuals and factors this into the management of people and performance expectations. • Recognises that others have different views and experience, explores their contributions and capitalises on the differing perspectives. • Tries to see things from the other person's perspective. • Maintains an awareness of the personalities, motivations and other diverse qualities of people, and uses this to enhance interactions.</td>
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<td><strong>3.3 Facilitates cooperation &amp; partnerships</strong></td>
<td>Involves people, encourages them and recognises their contribution. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team leader.</td>
<td>• Operates as an effective member of the team, works collaboratively and cooperatively, draws on team strengths. • Involves others and encourages their input, recognises the contributions made by other people. • Consults and shares information with own team and upwards, ensures people are kept informed of progress and issues.</td>
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<td><strong>3.4 Guides, mentors &amp; develops people</strong></td>
<td>Encourages and motivates people to engage in continuous learning, and empowers them through delegation. Agrees clear performance expectations and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly.</td>
<td>• Makes time for people despite competing priorities, provides guidance and offers full support when required. • Encourages staff to engage in development opportunities, identifies knowledge, skill and behaviour gaps and works with them to determine appropriate development activities in an individual development plan (IDP). • Delegates tasks effectively, provides clear direction and articulates performance expectations in PDS agreements. • Congratulates people on achievements and gives timely recognition for good performance. • Provides clear, constructive and timely feedback (both positive and negative) in a manner that encourages learning and achieves any required resolution. • Agrees on performance expectations and conducts regular reviews, addresses underperformance promptly, identifies causes and agrees on improvement targets.</td>
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### 4. Exemplifies personal drive and integrity

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| **4.1 Demonstrates public service professionalism and probity** | Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally and impartially at all times and operates within the boundaries of departmental processes and legal and public policy constraints. Operates as an effective representative of the department in public and internal forums. | • 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 goals of the department above personal ambitions.  
• Understands and operates within departmental policy and procedures as well as legal and policy constraints and limitations.  
• Operates in a professional manner when representing the department in public and internal forums. |
| **4.2 Displays resilience** | Persists and focuses on achieving performance expectations even in difficult circumstances. Remains positive and responds to pressure in a controlled manner. Maintains momentum and sustains effort despite criticism or setbacks. | • Maintains effective performance levels in highly charged or high-pressure situations.  
• Demonstrates persistence and works hard to achieve objectives.  
• Maintains an optimistic outlook and focuses on the positives in difficult situations.  
• Stays controlled when under pressure, does not react personally to criticism. |
| **4.3 Demonstrates self awareness and a commitment to personal development** | Self-evaluates performance and seeks feedback from others. Communicates and acts on strengths and development needs. Reflects on own behaviour and recognises the impact on others. Shows strong commitment to learning and self-development, and accepts challenging new opportunities. | • Reflects on own behaviours and work style and considers how they impact on others and on job performance.  
• Balances work/life impact of own behaviour.  
• Demonstrates commitment to self-development and capitalises on opportunities to extend capabilities, accepts challenging new opportunities.  
• Communicates areas of strength, and acknowledges development needs.  
• Seeks feedback on behaviour and work performance and is responsive to guidance.  
• Spends time critically analysing own performance and identifies strengths as well as development needs. |
| **4.4 Engages with risk and shows personal courage** | Provides impartial and forthright advice. Challenges important issues constructively, and stands by own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required. | • Listens when own ideas are challenged, stands ground and defends own views when appropriate.  
• Challenges issues and raises objections constructively, discusses alternatives to find a way forward.  
• Provides impartial and forthright advice.  
• Takes responsibility for mistakes and learns from them, acknowledges when in the wrong.  
• Seeks advice and assistance from colleagues and senior managers when uncertain. |
| **4.5 Commits to action** | Takes personal responsibility for meeting performance expectations and progressing work. Shows initiative and proactively steps in and does what is required. Commits energy and drive to see that performance expectations are achieved. | • Takes the initiative, progresses work, and engages in additional tasks as required.  
• Gets on with the job at hand and applies self with energy and drive, commits to meeting performance expectations.  
• Recognises and seeks to resolve issues impacting on the achievement of performance expectations. |
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### 5. Communicates with influence

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| 5.1 Communicates clearly and concisely | Confidently presents messages in a clear, concise and articulate manner. Focuses on key points and uses appropriate, unambiguous language. Selects the most appropriate medium for conveying information. | • Focuses on clearly communicating key points.  
• Limits the use of jargon and abbreviations, explains complex information using language appropriate for the audience.  
• Presents messages confidently and selects the appropriate medium for maximum effect.  
• Structures messages clearly and succinctly, both verbally and in writing. |

| 5.2 Listens, understands and adapts to audience | 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 and does not allow misunderstandings to linger. | • Adjusts presentation style on the basis of subtle non-verbal cues.  
• Maximises personal communication strengths and takes into account shortcomings.  
• Focuses on gaining a clear understanding of others' comments by listening, asking clarifying questions and reflecting back.  
• Understands and addresses the key concerns of the audience.  
• Tailors communication style and language according to the audience's level of knowledge, skill and experience. |

| 5.3 Negotiates persuasively | Approaches negotiations with a strong grasp of the key issues, having prepared in advance. Understands the desired objectives and associated strengths and weaknesses. Anticipates the position of the other party, and frames arguments accordingly. Resolves conflict using appropriate strategies. Encourages the support of relevant stakeholders. Strives to achieve an outcome that delivers benefits for both parties. | • Presents persuasive counter-arguments.  
• Puts forward a case firmly, without getting personal or aggressive.  
• Encourages relevant stakeholders in supporting the position.  
• Anticipates the stance of other parties in advance and positions own case accordingly.  
• Commences negotiations with a clear understanding of the department's goals and desired outcomes. |

### 6. Applies and builds appropriate knowledge skills and experience

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<td>6.1 Applies and builds appropriate knowledge, skills and experience</td>
<td>Builds, applies and maintains appropriate experience, skills and knowledge. Where relevant to the position, maintains and demonstrates professional/technical qualifications or specialist expertise.</td>
<td>• Demonstrates expertise in the practical application of experience, skills and knowledge, to achieve complex outcomes often on an independent basis.</td>
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