

# the capability map >> >>

## Executive Level 2

1. Shapes strategic thinking	2. Achieves results	3. Cultivates productive working relationships	4. Exemplifies personal drive and integrity	5. Communicates with influence	6. Applies and builds appropriate knowledge skills and experience
<p><b>1.1 Encourages a shared sense of purpose &amp; direction</b> In collaboration with teams, translates the business plan and branch and section work plans into team and individual performance agreements. Creates a shared sense of purpose within the business unit. Engages others in the strategic direction of the work area, encourages their contribution and communicates performance expectations.</p> <p><b>1.2 Shows judgement, intelligence &amp; common sense</b> Undertakes objective, critical analysis and distils the core issues. Presents logical arguments and draws accurate conclusions. Anticipates and seeks to minimise risks. Breaks through problems and weighs up the options to identify solutions. Explores possibilities and creative alternatives.</p> <p><b>1.3 Focuses strategically</b> Understands the department's goals and the links between the business unit, Department and the whole of government agenda. Considers the ramifications of a wide range of issues, anticipates emerging priorities and develops long-term plans for own work area.</p>	<p><b>2.1 Ensures closure &amp; delivers on intended results</b> Strives to achieve and encourages others to do the same. Monitors progress and identifies risks that may impact on performance expectations. Adjusts plans, including PDS agreements as required. Commits to achieving quality outcomes and ensures procedures are maintained and accurately documented. Seeks feedback from stakeholders to gauge satisfaction.</p> <p><b>2.2 Builds departmental capability &amp; responsiveness</b> Evaluates ongoing team and individual performance and identifies the goals, standards and capabilities critical to success. Instigates continuous improvement activities. Responds flexibly to changing demands. Builds teams with complementary capabilities and allocates resources in a manner that delivers results.</p> <p><b>2.3 Steers and implements change and deals with uncertainty</b> Establishes clear plans and timeframes for delivery and outlines performance expectations. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.</p>	<p><b>3.1 Nurtures internal &amp; external relationships</b> Builds and sustains relationships with a network of key people internally and externally. Understands who the stakeholders and clients are. Recognises shared agendas and works toward mutually beneficial outcomes. Anticipates and is responsive to internal and external client and stakeholder needs and incorporates their expectations into performance standards.</p> <p><b>3.2 Values individual differences and diversity</b> Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views. Harnesses understanding of differences to anticipate reactions and enhance interactions. Recognises the different working styles of individuals, and tries to see things from different perspectives.</p> <p><b>3.3 Facilitates cooperation and partnerships</b> Brings people together and encourages input from key stakeholders. Finds opportunities to share information and ensures that others are kept informed of issues. Fosters teamwork and rewards cooperative and collaborative behaviour.</p>	<p><b>4.1 Demonstrates public service professionalism &amp; probity</b> 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.</p> <p><b>4.2 Displays resilience</b> 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.</p> <p><b>4.3 Demonstrates self awareness &amp; a commitment to personal development</b> Critically analyses own performance and seeks feedback from others. Confidently communicates strengths and acknowledges development needs. Acts on negative feedback to improve performance. Reflects on own behaviour and recognises the impact on others. Shows strong commitment to learning and self-development, and embraces challenging new opportunities.</p>	<p><b>5.1 Communicates clearly &amp; concisely</b> Confidently presents messages in a clear, concise and articulate manner. Translates information for others, focusing on key points and using appropriate, unambiguous language. Selects the most appropriate medium for conveying information.</p> <p><b>5.2 Listens, understands &amp; adapts to audience</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. Anticipates reactions and is prepared to respond. Checks own understanding of others' comments and does not allow misunderstandings to linger.</p>	<p><b>6.1 Applies and builds appropriate knowledge, skills and experience</b> Builds, applies and maintains appropriate experience, skills and knowledge. Where relevant to the position, maintains and demonstrates professional/technical qualifications or specialist expertise</p>

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<p><b>1.4 Harnesses information &amp; opportunities</b></p> <p>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, looks for recent developments that may impact on own business area and finds out about best practice approaches.</p>	<p><b>2.4 Marshals professional capability</b></p> <p>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.</p>	<p><b>3.4 Guides, mentors and develops people</b></p> <p>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.</p>	<p><b>4.4 Engages with risk &amp; shows personal courage</b></p> <p>Provides impartial and forthright advice. Challenges important issues constructively, stands by own position and supports others when required. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p> <p><b>4.5 Commits to action</b></p> <p>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.</p>	<p><b>5.3 Negotiates persuasively</b></p> <p>Approaches negotiations with a strong grasp of the key issues, having prepared well in advance. Understands the desired goals and associated strengths and weaknesses. Anticipates the position of the other party, and adapts approach accordingly. Resolves conflict using appropriate strategies. Encourages the support of relevant stakeholders. Encourages debate and identifies common ground to facilitate agreement and acceptance of mutually beneficial solutions.</p>	