



Australian Government

IP Australia

IP Australia Capability Framework

2025



Introduction to the Capability Framework

The Capability Framework provides a consistent foundation to support recruitment, learning and development, performance development, and workforce planning. It informs Senior Executive Service, managers, employees, and human resources to guide future capability needs.

At IP Australia, we have adopted the Integrated Leadership System (ILS) within our framework to align to the wider Australian Public Service (APS).

At the core of the framework is an innovative learning mindset – embracing experimentation, managing risk, and adapting to change and technology. This mindset fosters continuous growth, driven by curiosity, adaptability, openness, and resilience.

As an employee, you are expected to:

- look for appropriate opportunities to do things differently and be willing to embrace innovation and change
- embrace opportunities to interact with transformation – data, digital and artificial intelligence (AI) – and understand your obligations to uphold data integrity and support data governance
- embrace lifelong learning and knowledge sharing.

As a manager, you are expected to:

- instill a culture of lifelong learning and knowledge sharing
- lead your team to understand their obligations in dealing with data, digital and AI tools
- anticipate and prepare for impact of innovation and change and align innovation activities to strategic objectives.

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The role of the framework

The IP Australia Capability Framework provides a guide to the capabilities required to work at the various APS levels. It determines consistent practices across IP Australia and is a tool designed to support attraction, development and retention of our adaptive workforce.

| For employees | | | For managers | | |
|---|--|--|---|--|---|
| <p>Performance development</p> <p>The Capability Framework provides information on the capabilities you need to perform in your role. You can also use the Capability Framework to help identify performance development areas.</p> <ul style="list-style-type: none"> • Clear expectations in your role: Identifying capabilities required and using these to set clear expectations for a role. • Assisting managers and employees to work together to assess and develop capabilities. | <p>Learning and development</p> <p>The Capability Framework can be used to identify learning and development opportunities. This can be achieved by:</p> <ul style="list-style-type: none"> • Determine the learning options available: Identifying the capabilities required for your role and linking learning options which will allow you to develop in those areas. • Applying learning opportunities: Using the framework to identify the area of capability development. | <p>Career planning</p> <p>Whatever stage of your career you can use the framework to assist you if you are:</p> <ul style="list-style-type: none"> • Starting in a new role: Build capability using the framework to understand what is required for that position. • Develop in your existing role: Identify the capabilities required for your current role. • New career direction: Identify the capabilities you will need to develop to progress in your career. | <p>Job design and position</p> <p>All roles within IP Australia have specific responsibilities and capabilities that are required to effectively perform in the role. The Capability Framework helps you better understand your role responsibilities.</p> <ul style="list-style-type: none"> • Position profiles: These contain a summary of the capabilities for a position along with the role responsibilities. • Job design: Capabilities are the foundation of all roles. Well-designed roles have clear expectations. | <p>Recruitment</p> <p>Use the Capability Framework when completing a recruitment process.</p> <ul style="list-style-type: none"> • Existing roles: Review a position profile before running a process. All position profiles contain the capability requirements for a role. • New roles: Develop a position profile by using the framework to help define the characteristics and behaviours required for a specific role. | <p>Workforce planning</p> <p>This tool can assist you with your workforce and team planning by allowing you to:</p> <ul style="list-style-type: none"> • Identify and plan for future capability needs and gaps to ensure we have the right people, with the right skills when we need them. • Succession plan: Identify future skills gaps and determine what capabilities are required. |

The 3 components of the framework

The framework has 3 core capability groups: the Integrated Leadership System (ILS), IP Australia core capabilities and manager-specific capabilities. The capability groups work together to provide an understanding of the knowledge, skills and abilities required by IP Australia employees.

1. Innovative Mindset

Cultivate an innovative mindset to embrace experimentation, confidently engage with risk and adapt to the impact of emerging technology.

Commits to lifelong learning

- Curiosity and Openness
- Collaboration, experimentation and creativity

Data Literacy

- Data awareness
- Data-informed decision making
- Data communication

Digital Literacy

- Digital navigation, communication and collaboration
- Digital protection and safety
- Technical proficiency and problem solving

AI Literacy

- Use AI appropriately and effectively
- Make and own informed decisions
- Protect information and privacy

2. Integrated Leadership System (ILS)

The ILS is a tool that has been designed to link all aspects of leadership that impact the APS by:

- balancing the relationship between leadership, management and technical skills
- listing capability descriptors and desired behaviours for APS – SES levels.

These capabilities fall into 5 groups and are tailored into APS levels and executive levels.

APS1 – APS6

1. Supports Strategic Direction
2. Achieves results
3. Supports productive working relationships
4. Displays personal drive and integrity
5. Communicates clearly

EL1 – SES

1. Shapes Strategic Direction
2. Achieves results
3. Cultivates productive working relationships
4. Exemplifies personal drive and integrity
5. Communicates clearly

3. Manager specific

Build manager excellence in our current, and aspiring managers to effectively lead in a hybrid environment, while supporting psychosocial wellbeing and ensuring organisational outcomes are met.

- Leads to achieve optimal results in a hybrid and flexible work environment
- Makes ethical decisions.
- Anticipates and manages wellbeing and psychosocial risks
- Role models cultural competency

How do I use the framework?

The Capability Framework is a tool that you use to develop in your current role or further develop to achieve your goals.

Step 1: Understand the expectations of your own role

Review the **Capability Profile** for the relevant classification level to understand what is expected for your role. There are profiles for all levels within IP Australia and all capabilities are supported by an innovative mindset approach to learning.

- Data, Digital and AI
- Integrated Leadership System (ILS)
- Manager Capabilities

The Capability Framework is comprised of 2 primary areas of all staff development, with an additional level of Manager Capability for those managing staff. These capabilities describe the knowledge, skills and abilities required for your role.

Step 2: Identify skills and behaviours – review the capabilities

- **Capability:** Review the Capability Profile for your level.
- **Capability descriptors:** These provide a broader explanation of the primary capability and demonstrates the capability required at that level.
- **Capability Profiles:** You can use these to support development by: reflecting on your current performance, identifying strengths and areas for growth, and planning targeted development activities based on areas of capability that require development.

Step 3: Plan your development – capability tools

Use the Capability Framework tools and guides to plan your development, these will assist you in setting goals and identifying areas for improvement. These tools include:

- layers of complexity
- critical transition points.

How to read the Capability Profile

This is a sample only of the Capability Profile for an APS6.

Behavioural Indicator: The ILS contains additional information on the specific actions that demonstrate the capability. Further information on this can be found in the guide.

Innovative Mindset

All staff – these do not vary for different classification levels

ILS capability group

These vary dependent on classification level

Manager Capability

These are for managers at all classification levels

Capability group
These are the core capabilities of IP Australia

Capability name

Capability descriptor
These describe what success looks like at each level for each capability

| Capability group | Commits to Lifelong Learning | Data Literacy | Digital Literacy | AI Literacy | Supports Strategic Direction | Achieves Results | Supports Productive Working Relationships | Displays Personal Drive and Integrity | Communicates with Influence | Manager Specific (if applicable) |
|------------------|--|--|---|---|--|---|---|--|--|---|
| | Curiosity and Openness <ul style="list-style-type: none"> Continuously seeking knowledge to stay current and build future-ready skills. Apply new knowledge to improve work practices and adapt to evolving challenges. Demonstrate curiosity by sharing insights, consider different perspectives and possibilities. | Data Awareness <ul style="list-style-type: none"> Awareness of data sources, data quality, and the appropriate use of data systems and tools. Understand the type of data created and used in your work area and demonstrate ability to use the data systems and tools available. | Digital Navigation, Communication and Collaboration <ul style="list-style-type: none"> Use digital technologies effectively. Interact and collaborate digitally; Communicate and work with others through digital technologies, respecting cultural and generational diversity, and displaying appropriate behaviour in digital interactions. Use collaboration tools; Utilise platforms like Microsoft Teams and other tools for remote work and collaboration. | Use AI Appropriately and Effectively <ul style="list-style-type: none"> Assess whether AI is the appropriate tool for the task. Understand limitations and risks such as bias and errors. Apply critical thinking to question and check accuracy of AI outputs. | Supports Shared Purpose and Direction <ul style="list-style-type: none"> Understands, supports and promotes the organisation's vision, mission, and business objectives. Identifies the relationship between organisational goals and operational tasks. Clearly communicates goals and objectives to others. Understands, supports and communicates the reasons for decisions and recommendations. | Identifies and Uses Resources Wisely <ul style="list-style-type: none"> Reviews project performance and identifies opportunities for improvement. Makes effective use of individual and team capabilities and negotiates responsibility for work outcomes. Is responsive to changes in requirements. | Nurtures Internal and External Relationships <ul style="list-style-type: none"> Builds and sustains positive relationships with team members, stakeholders and clients. Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to client and stakeholder needs and expectations. | Demonstrates Public Service Professionalism and Probity <ul style="list-style-type: none"> 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 organisation in internal forums. | Communicates Clearly <ul style="list-style-type: none"> 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 and structures written and oral communication to ensure clarity. | Leads to Achieve Optimal Results in a Hybrid and Flexible Work Environment. <ul style="list-style-type: none"> Empower employees to work autonomously and effectively. Ensures flexible working arrangements meet operational needs and uphold organisational outcomes. Recognises performance through work outcomes and adherence to APS values. Supports innovation, team cohesion, and work-life balance through workplace patterns and flexible working patterns. |
| | Collaboration, Experimentation and Creativity <ul style="list-style-type: none"> Work effectively with others to explore new ideas, test approaches, and drive continuous improvement. Experiment with new approaches, think creatively to imagine alternative options and connect concepts. Contribute to innovation by encouraging diverse perspectives and apply learnings from both successes and failures. | Data-Informed Decision Making <ul style="list-style-type: none"> Ask questions to identify problems and research data to inform the audience of potential solutions. Research and analysis relevant to business needs and make recommendations to support decision-making. Demonstrates the ability to use data to support business decisions and provide input into recommendations. | Digital Protection and Safety <ul style="list-style-type: none"> Understand privacy, data protection and safe online practices. Enhance cybersecurity; Develop awareness and knowledge to protect sensitive information and recognise cyber threats. | Make and Own Informed Decisions <ul style="list-style-type: none"> Justify AI-supported advice with clear reasoning. Take responsibility for outputs, ensuring alignment with organisational values and ethical standards. | Thinks Strategically <ul style="list-style-type: none"> Understands the work environment and initiates and develops team goals, strategies and work plans. Identifies broader factors, trends and influences that may impact on the team's work objectives. Considers the ramifications of issues and longer-term impact of own work and work area. | Applies and Builds Professional Expertise <ul style="list-style-type: none"> Values specialist expertise and capitalises on the knowledge and skills of others within the organisation. Contributes own expertise to achieve outcomes for the business unit. | Listens to, Understands and Recognises the Needs Of Others <ul style="list-style-type: none"> Actively listens to staff, colleagues, clients and stakeholders. Involves others and recognises their contributions. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member. | Engages with Risk and Shows Personal Courage <ul style="list-style-type: none"> Provides impartial and forthright advice. Challenges issues constructively and justifies own position when challenged. Acknowledges mistakes and learns from them and seeks guidance and advice when required. | Listens, Understands and Adapts to Audience <ul style="list-style-type: none"> 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. | Makes Ethical Decisions <ul style="list-style-type: none"> Maintain customer and stakeholder trust through professional conduct and awareness of obligations. Equip employees to handle ethical challenges and raise concerns about integrity or inappropriate conduct. Ensure ethical, transparent, and documented decision-making. |
| | | Data Communication <ul style="list-style-type: none"> Adapt information to the appropriate medium and communicate and deliver data to the target audience effectively. Data storytelling and communication - presents data in a way that is tailored to the audience, using appropriate formats and channels. | Technical Proficiency and Problem Solving <ul style="list-style-type: none"> Innovate with digital tools; Leverage digital tools to improve processes and products, staying updated with digital trends. Solve digital problems; Address and resolve issues with digital devices and environments using various tools and creative solutions. | Protect Information and Privacy <ul style="list-style-type: none"> Avoid using personal, classified, or sensitive data in AI interactions. Apply data protection and privacy principles consistently. Maintain integrity and professionalism in all AI-related activities. | Harnesses Information and Opportunities <ul style="list-style-type: none"> Gathers and investigates information from diverse sources and explores new ideas and different viewpoints. Uses experience to analyse what information is important and how it should be used. Maintains an awareness of the organisation and keeps self and others well informed on developments and changes. | Responds Positively to Change <ul style="list-style-type: none"> Establishes clear plans and timeframes for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt. | Values Individual Differences and Diversity <ul style="list-style-type: none"> Recognises the positive benefits that can be gained from diversity. Encourages the exploration of diverse views and harnesses the benefits of such views. Recognises the different working styles of individuals, and factors this into the management of people and tasks. Tries to see things from different perspectives. | Commits to Action <ul style="list-style-type: none"> Takes personal responsibility for meeting objectives and progressing work. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved. | Negotiates Confidently <ul style="list-style-type: none"> Approaches negotiations with a clear understanding of key issues. Understands the desired outcomes. Anticipates and identifies relevant stakeholders' expectations and concerns. Discusses issues credibly and thoughtfully and presents persuasive counter-arguments. | Anticipates and Manages Well-Being and Psychosocial Risks <ul style="list-style-type: none"> Foster a culture of consultation and collaboration to improve health and safety. Promote and model positive behaviours and attitudes that foster a culture of safety and wellbeing. Demonstrate the ability to build and nurture a team culture that offers both physical and psychological safety. |

Innovative Mindset

Innovative Mindset
All staff

The Innovative Mindset capability is required to create efficiencies and opportunities for innovation and growth. This will form part of how we adapt to the changing nature of work and learning, investing in the development of data and digital capabilities and planning for the impact of AI.

Commits to Lifelong Learning

As a manager, you are expected to:

- foster a culture of continuous learning by promoting lifelong learning and active knowledge sharing across teams.
- drive strategic innovation by anticipating change, aligning innovation with strategic goals, and encouraging positive engagement with risk within the established framework.

As an employee, you are expected to:

- seek and embrace innovation by identifying opportunities to do things differently and adapting to change.
- commit to lifelong learning and knowledge sharing, while understanding and positively engaging with risk within our framework and tolerance levels.

Data, Digital and AI Literacy

As a manager, you are expected to:

- guide your team to understand their responsibilities when working with data, digital, and AI tools. Additionally, demonstrate these practices through role modeling to reinforce your understanding and commitment.

As an employee, you are expected to:

- embrace opportunity to interact with transformation – data, digital and AI, and understand your obligations to uphold data integrity and support data governance.

Commits to Lifelong Learning

Capabilities

Curiosity and openness

- Continuously seeking knowledge to stay current and build future-ready skills.
- Apply new knowledge to improve work practices and adapt to evolving challenges.
- Demonstrate curiosity by sharing insights; consider different perspectives and possibilities.

Collaboration, experimentation and creativity

- Works effectively with others to explore new ideas, test approaches, and drive continuous improvement.
- Experiment with new approaches, think creatively to imagine alternative options and connect concepts.
- Contribute to innovation by encouraging diverse perspectives and apply learnings from both successes and failures.

What does commitment to lifelong learning achieve?

- It will equip you with the skills and mindset needed to navigate change, adopt new technologies, and stay current in evolving work environments.
- Ongoing learning fosters curiosity and creativity, which will allow you to explore new ideas, improve processes, and contribute to innovation.
- By regularly updating skills and knowledge, it will allow you to take on new challenges and pursue career advancement opportunities.

Data Literacy

Innovative Mindset
All staff

At IP Australia, data is central to all activities, from policy-making and service delivery to fostering innovation and operational excellence. Data capability is considered an essential skill for all employees, not just technical experts. The agency is promoting data literacy across all roles and levels, following the [APS Data Capability Framework](#).

Capabilities

Data awareness

- Awareness of data sources, data quality, and the appropriate use of data systems and tools.
- Understand the type of data created and used in your work area and demonstrate ability to use the data systems and tools available.

Data-informed decision making

- Ask questions to identify problems and research data to inform the audience of potential solutions.
- Conduct research and analysis relevant to business needs and make recommendations to support decision-making.
- Demonstrate the ability to use data to support business decisions and provide input into recommendations.

Data communication

- Adapt information to the appropriate medium and communicate and deliver data to the target audience effectively.
- Data storytelling and communication – present data in a way that is tailored to the audience, using appropriate formats and channels.

What will building your Data Literacy achieve?

- Identifying the right data to solve problems.
- Thinking critically about data's strengths and limitations.
- Using data strategically to shape policy and deliver impactful programs, regulations, and services.
- Communicating insights through compelling data stories.

Further support: To support data capability development, we have established a dedicated [data capability area](#). This initiative is designed to upskill, support, and connect staff with relevant training and resources.

Digital Literacy

IP Australia's Digital Capabilities are aligned with the Australian Digital Capability Framework, which outlines key areas of digital proficiency. Each capability includes descriptors that illustrate the expected behaviours at the foundational level.

Capabilities

Digital navigation, communication and collaboration

- Use digital technologies effectively.
- Interact and collaborate digitally: Communicate and work with others through digital technologies, respecting cultural and generational diversity, and displaying appropriate behaviour in digital interactions.
- Use collaboration tools: Utilise platforms like Microsoft Teams and other tools for remote work and collaboration.

Digital protection and safety

- Understand privacy, data protection and safe online practices.
- Enhance cybersecurity: Develop awareness and knowledge to protect sensitive information and recognise cyber threats.

Technical proficiency and problem solving

- Innovate with digital tools: Leverage digital tools to improve processes and products, staying updated with digital trends.
- Solve digital problems: Address and resolve issues with digital devices and environments using various tools and creative solutions.

What will building your Digital Literacy allow you to achieve?

- Developing your digital awareness gives you a clear roadmap for growing your digital skills, helping you understand what to learn, how to apply it, and how to stay confident and capable in a rapidly evolving digital environment.
- Building your digital capability opens up new career pathways, allowing you to move more easily between roles and adapt to evolving job opportunities in a technology-driven workplace.

AI Literacy

Innovative Mindset
All staff

AI is a key focus for IP Australia and is outlined as a critical capability within the [People Strategy 2024 – 2027](#) under the pillar Innovative Mindset. Through building this capability, you also support the organisation's future direction, while growing your knowledge and awareness of AI.

Capabilities

Use AI appropriately and effectively

- Assess whether AI is the appropriate tool for the task.
- Understand limitations and risks such as bias and errors.
- Apply critical thinking to question and check accuracy of AI outputs.

Make and own informed decisions

- Justify AI-supported advice with clear reasoning.
- Take responsibility for outputs, ensuring alignment with organisational values and ethical standards.

Protect information and privacy

- Avoid using personal, classified, or sensitive data in AI interactions.
- Apply data protection and privacy principles consistently.
- Maintain integrity and professionalism in all AI-related activities.

What will building your AI Literacy allow you to achieve?

- Basic AI concepts: Understanding fundamental AI terminology and concepts.
- Recognition: Identifying common AI applications in daily life.
- Curiosity: Showing interest in learning more about AI.

Further support: GovAI is a whole-of-government service designed to uplift AI capability. Services include learning resources, an AI app catalogue, peer-to-peer collaboration tools and a secure sandbox environment for testing and experimentation released: [GovAI - Enabling Artificial Intelligence for the APS](#).



What do data, digital and AI capabilities look like in practice?

To help staff see the real-world relevance of each capability, practical examples have been embedded into the framework. These examples show how capabilities apply across diverse roles and how they can directly enhance day-to-day work.

Data Literacy capability in practice

Naomi, an examiner, aimed to learn more about data skills for her role.

Naomi, an examiner, aimed to enhance her foundational data skills for her role. With her manager's support, she completed courses through the Data Learning Hub and utilised resources from the Data Capability community. By gaining more knowledge in this area it helped Naomi understand the importance of data governance in ensuring accurate and reliable reports.

By building her data capability, Naomi gained a deeper understanding of the data used within her team. She learned how to analyse and interpret data more effectively, which allowed her to identify trends and insights that could improve decision-making processes. Additionally, her enhanced data skills enabled her to contribute more meaningfully to her team's projects, ensuring that the data they relied on was both accurate and actionable.

Digital Literacy capability in practice

Jordan, an examiner, aimed to enhance their digital skills to improve collaboration on project work for their role.

Jordan, with their manager's support, enrolled in the APS Digital Profession and completed the APS Digital Mindset resources with the aim of enhancing their digital capabilities to contribute more effectively to their role.

Armed with the skills and knowledge they gained, Jordan identified the specific information needed for a project. They assessed the relevance and credibility of various information sources to ensure the data used was accurate and reliable.

Jordan communicated and collaborated with other colleagues working on the project through digital platforms, utilising Microsoft Teams and other collaboration tools to work remotely with team members.

Through these efforts, Jordan significantly improved their own digital capabilities and was able to contribute to a successful project outcome, using the digital mediums available to create an efficient, secure, and collaborative project outcome.

AI Literacy capability in practice

Taylor wanted to enhance their AI Literacy to improve customer interactions.

Supported by their manager, Taylor completed the AI Government Fundamentals Training. This training helped Taylor understand the applications and risks of AI, and how to apply relevant advice confidently.

Taylor was curious about AI but found it complex. Encouraged by their manager, Taylor enrolled in the AI Government Fundamentals Training. The course simplified AI, covering its applications and risks, such as data privacy and ethics.

As Taylor's confidence grew through practical exercises, they learned to integrate AI into daily tasks and provide informed advice. Empowered by this knowledge, Taylor championed AI solutions, encouraging the team to embrace AI driven improvements.

Taylor's journey transformed both their personal capabilities, and they were able to assist with the team's approach to innovation.

The manager-specific capabilities will build manager excellence in our current, and aspiring managers to effectively lead in a hybrid environment, while supporting psychosocial wellbeing and ensuring organisational outcomes are met.

Leads to achieve optimal results in a hybrid and flexible work environment

- Empower employees to work autonomously and effectively.
- Ensure flexible working arrangements meet operational needs and uphold organisational outcomes.
- Recognise performance through work outcomes and adherence to APS values.
- Support innovation, team cohesion, and work-life balance through workplace attendance and flexible working patterns.

Makes ethical decisions

- Maintain customer and stakeholder trust through professional conduct and awareness of obligations.
- Equip employees to handle ethical challenges and raise concerns about integrity or inappropriate conduct.
- Ensure ethical, transparent, and documented decision-making.

Anticipates and manages wellbeing and psychosocial risks

- Foster a culture of consultation and collaboration to improve health and safety.
- Promote and model positive behaviours and attitudes that foster a culture of safety and wellbeing.
- Demonstrate the ability to build and nurture a team culture that offers both physical and psychological safety.

Role model cultural competency

- Invest in learning facts, context and histories that inform the diverse cultures, countries and people of today.
- Adjust actions, words and behaviours to **support cultural safety**. Listen and watch for verbal and non-verbal feedback.
- Build reciprocal (2-way) relationships with care and respect for colleagues.

What will building your Manager Capability allow you to achieve?

- Empowering managers to lead effectively, regardless of work arrangements (remote or hybrid).
- Aligning leadership with strategic and operational goals.
- Encouraging staff development, innovation, and accountability.
- Promoting wellbeing and a safe, healthy work environment.

What do manager capabilities look like in practice?

To emphasise the practical relevance of each management capability, real-world examples have been embedded throughout the framework. These examples illustrate how leadership behaviours and decisions can be applied across different contexts, helping managers enhance team performance and driving meaningful outcomes in their day-to-day work.

Leads to achieve optimal results in a hybrid and flexible work environment

Alex is a Canberra-based manager who leads a small hybrid team spread across Australia. She is motivated by the opportunity to support a diverse team, source top talent and engage in meaningful work.

She confidently balances flexibility with business needs, promotes virtual collaboration, and prioritises team wellbeing and individual working styles. She fosters a culture of trust, encourages innovation, and makes informed decisions aligned with the Risk Management Framework.

Despite her strengths, Alex faces challenges with some areas of the role, such as managing difficult conversations virtually, building team cohesion and supporting the career development of remote staff.

To build her knowledge and capability in these areas:

- Alex completed training on managing hybrid teams and found tools for mentoring and culture-building
- Alex utilised resources like Manager Assist, AskHR, and leadership programs to better support her team.

By using the available resources, Alex enhanced her ability to manage a hybrid team effectively. She improved her skills in virtual communication, team cohesion, and career development support, which ultimately allowed her to strengthen her team's performance in a flexible work environment.



What do manager capabilities look like in practice?

Role models cultural competency

Doing research and learning facts to understand different cultural backgrounds

Sanjeevan was welcoming a new team member, Xian, to the team. Before Xian started, Sanjeevan had called ahead to welcome her to the team. Whilst he had done some research about how to best pronounce her name, he checked with her over the phone to ensure he had said it correctly. He asked her how she would like to be introduced to the team and followed her cues when she said that she would like her full name to be used and she offered him an easy way to remember. When Sanjeevan introduced Xian to the team at the online team meeting, he pronounced her name correctly. He added that he was very happy to welcome her to the team. Xian responded and said that she was excited to be working at IP Australia and she thanked Sanjeevan for saying her name correctly. She then told the team a little bit about what her name meant in her culture.

- Sanjeevan had demonstrated cultural intelligence by doing some research and learning some facts about Xian and how to pronounce her name correctly. He showed cultural capability by saying her name correctly in the meeting and committing to getting that right and making sure that he respected her wishes for how she would like to be called.
- As a result, Xian joined a team that she felt that she was welcomed for who she was and that her cultural identity was respected. Sharing some of her personal background around her name, helped her to feel a sense of belonging at IP and that she could trust her manager Sanjeevan who valued cultural safety in the team.

Adjusting actions to ensure they are inclusive

James had a meeting with some external clients. When he arrived, he met his contact Irman, who was wearing a hijab and had previously introduced herself over the phone. Irman had mentioned that she was Muslim and fasting for Ramadan. James remembered this and asked her what time would suit her best (as he understood that some people took certain times for prayer and fasted during Ramadan).

When they met, Irman greeted him warmly but did not extend her hand for a handshake. James picked up this cue, responded in a friendly and polite manner in response before they proceeded to start the meeting.

- James had demonstrated his cultural capability by noticing cues, remembering information around cultural preferences for communication that had been told to him previously. He adjusted his actions to ensure that the meeting was respectful.

Anticipates and manages wellbeing and psychosocial risks

Demonstrates the ability to proactively identify potential risks to employee health – both psychosocial and physical – and effectively mitigate them by fostering partnerships and implementing targeted strategies. Responds to incidents with composure, empathy, and respect to minimise ongoing risks and support recovery and wellbeing.

Example: Wellbeing

Drew is a supervisor in People Services. He is committed to maintaining a safe and healthy work environment for all team members, including employees and contractors. To do this, he puts the following process in place.

Consultation: Drew regularly meets with his team to identify potential physical and psychosocial hazards in the workplace.

Collaboration: He collaborates with relevant experts to implement appropriate controls to mitigate these hazards.

Documentation: All measures are documented in IP Australia's reporting system.

Review and update: Drew sets reminders to review and update these measures throughout the year to ensure they remain relevant and effective.

By taking these proactive steps, Drew ensures that the workplace remains safe and healthy, fostering a positive and productive environment for everyone.

Example: Adjusting

Peter, a team leader, notices that his colleague, Gill, has been acting out of character and making uncharacteristic remarks to others. Drawing on his recent Employee Assistance Program (EAP) session, Peter reaches out to Gill in a calm and considerate manner. Peter checks in with Gill without pressuring him to share, offering a supportive space to talk. During their conversation, Peter becomes aware of potential psychosocial risks affecting Gill. Peter gently asks if Gill would be comfortable discussing these risks with their manager to ensure appropriate support is provided.

Through proactive engagement, respectful communication, and the use of available manager and HR resources, Peter demonstrates effective leadership in anticipating, identifying, and managing wellbeing and psychosocial risks. This approach contributes to creating a safer, more supportive workplace for everyone.

Makes ethical decisions

Handling a conflict of interest in hiring

Maria is a manager at IP Australia. Her team is hiring a new software engineer and among the applicants is her cousin, Alex, who is highly qualified and has relevant experience. The recruitment team and hiring panel are unaware of their relationship.

Maria believes Alex is a strong candidate, but she also knows that being involved in the hiring process could be seen as a conflict of interest. If she proceeds without disclosing the relationship, it could undermine the integrity of the hiring process and damage trust within the team if discovered later.

Using the [Reflected model](#), Maria identifies that her personal relationship with Alex could bias her judgment or appear unethical to others.

She reviews IP Australia's code of conduct and HR policies, which clearly state that employees must disclose any potential conflicts of interest in hiring decisions and considers the alternatives. She then evaluates her options:

- proceed with the hiring process without disclosing the relationship
- disclose the relationship and recuse herself from the hiring panel
- withdraw Alex's application to avoid any perception of favouritism.

Maria chooses to disclose the relationship to the recruitment team and steps down from the hiring panel to maintain transparency and fairness. A new panel member is assigned. Alex remains in the candidate pool and is evaluated fairly based on merit.

Maria's decision reinforces a culture of integrity and trust. Her team appreciates her honesty, and IP Australia avoids potential reputational risk.

The Integrated Leadership System (ILS)

ILS
All staff

What is the ILS?

The Integrated Leadership System (ILS) is a framework developed by the Australian Public Service Commission (APSC) to guide leadership enhancement across all levels of the APS. It provides common language to support a whole-of-APS capability development and is a structured approach to leadership capability development.

The capabilities of the ILS fall into 5 groups: Strategic direction, Achieves results, Productive working relationship, Personal drive and integrity and Communicates with influence. These are tailored into APS levels and executive levels.

Key elements of the ILS

- Understanding the capabilities required within the APS.
- Developing a systemic approach to capability development.
- Common descriptions of how roles change in response to increasing complexity.
- Guides and tools to support professional development, career planning and succession management such as the 'Comparative view' and 'Critical transition points'.

APS1 – APS6

1. Supports strategic direction
2. Achieves results
3. Supports productive working relationships
4. Displays personal drive and integrity
5. Communicates clearly

EL1 – SES

1. Shapes strategic direction
2. Achieves results
3. Cultivates productive working relationships
4. Exemplifies personal drive and integrity
5. Communicates clearly

Profile view: Capability Profiles by classification

The Capability Profiles define a profile for each level from APS2 to SESB1. The profiles complement IP Australia-specific capabilities and individual job requirements. Individuals may use the profiles as a guide to identify areas of strength and areas for development. The profiles enable a complete view of the capabilities that would be expected at a particular level.

The profiles do not contain any mandatory requirements. They are a tool to assist individuals to identify development needs and options.

Comparative view: ILS Career Tools

These tools identify how capabilities evolve in complexity. Capabilities that have been introduced are shown in bold, while increased complexity is shown in italics.

The comparative view is particularly useful in guiding leadership capability development for:

- those aspiring to leadership positions at all levels
- those transitioning to the next level, or to a new role
- those who want to be more effective at their current level.

For more information, see the supporting document, ILS Career Tools.

ILS capability in practice

ILS
All staff

Manager of a hybrid workforce



Alex, based in Canberra, manages a hybrid team. One of her team members, Reilly, is a high-performing EL1 who is interested in developing their skills to be well placed for an EL2 role.

To guide Reilly's development, Alex first assesses whether there are any capability gaps at Reilly's current level. Using the framework, Alex reviews the EL1 capability requirements with Reilly by working through the **EL1 Capability Profile**, within IP Australia's Capability Framework, to clarify the expectations for their current role.

Together, they create a plan to build Reilly's capability using the **Critical Transition Points** in the ILS Career Tools attachment, which highlight areas of the ILS where new capabilities are introduced. This tool identifies the key transition points between an EL1 and an EL2 role.

Reilly then uses the **Comparative View** of the ILS, which provides an overview of how leadership capabilities and behaviours evolve across classification levels. This view helps Reilly identify where there is increased complexity in thinking, decision-making, and influence in the EL2 classification.

By using this approach, Alex has helped Reilly develop a plan to reflect on their current performance, identify strengths and areas for growth. This plan enables Reilly to plan targeted development activities and clarify capability expectations.

Home-based employee



Sam, in an APS5 administration role, is new to IP Australia and works as a hybrid employee from his home in Perth. Being new to IP Australia, his manager Lee explained the Capability Framework and helped him understand the capability requirements for his role during their first Performance Development meeting.

Following the meeting, Lee sent Sam a link to the **Capability Framework guidance** to help him become acquainted with the expectations of his position.

Sam was able to use this to identify areas of development that he needed to focus on for his new role, as it provided a complete view of the capabilities expected at the APS5 level, using the **APS5 Capability Profile**.

Lee also informed Sam that these capabilities would be reviewed at his next Performance Development meeting to assess his progress and ensure clear expectations are set for the role.

APS2 Capability Profile

APS2 Capability overview, including a link to the [detailed behavioural indicators](#) for this classification level

Capability Profile All staff

| Commits to Lifelong Learning | Data Literacy | Digital Literacy | AI Literacy | Supports Strategic Direction | Achieves Results | Supports Productive Working Relationships | Displays Personal Drive and Integrity | Communicates with Influence |
|--|--|---|---|--|---|---|---|---|
| Curiosity and Openness | Data Awareness | Digital Navigation, Communication and Collaboration | Use AI Appropriately and Effectively | Supports Shared Purpose and Direction | Identifies and Uses Resources Wisely | Nurtures Internal and External Relationships | Demonstrates Public Service Professionalism and Probity | Communicates Clearly |
| <ul style="list-style-type: none"> Continuously seeking knowledge to stay current and build future-ready skills. Apply new knowledge to improve work practices and adapt to evolving challenges. Demonstrate curiosity by sharing insights; consider different perspectives and possibilities. | <ul style="list-style-type: none"> Awareness of data sources, data quality, and the appropriate use of data systems and tools. Understand the type of data created and used in your work area and demonstrate ability to use the data systems and tools available. | <ul style="list-style-type: none"> Use digital technologies effectively. Interact and collaborate digitally: Communicate and work with others through digital technologies, respecting cultural and generational diversity, and displaying appropriate behaviour in digital interactions. Use collaboration tools: Utilise platforms like Microsoft Teams and other tools for remote work and collaboration. | <ul style="list-style-type: none"> Assess whether AI is the appropriate tool for the task. Understand limitations and risks such as bias and errors. Apply critical thinking to question and check accuracy of AI outputs. | <ul style="list-style-type: none"> 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 team and section goals. Understands the reasons for decisions and recommendations. | <ul style="list-style-type: none"> Researches and analyses information relevant to work tasks and responsibilities. Identifies issues that may impact on designated tasks and alerts supervisor. Suggests improvements to work tasks. | <ul style="list-style-type: none"> 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. | <ul style="list-style-type: none"> 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. | <ul style="list-style-type: none"> Confidently presents messages in a clear, concise manner. Focuses on key points and uses appropriate language. Structures written and oral communication to ensure clarity. |
| Collaboration, Experimentation and Creativity | Data-Informed Decision Making | Digital Protection and Safety | Make and Own Informed Decisions | 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 |
| <ul style="list-style-type: none"> Work effectively with others to explore new ideas, test approaches, and drive continuous improvement. Experiment with new approaches, think creatively to imagine alternative options and connect concepts. Contribute to innovation by encouraging diverse perspectives and apply learnings from both successes and failures. | <ul style="list-style-type: none"> Ask questions to identify problems and research data to inform the audience of potential solutions. Research and analysis relevant to business needs and make recommendations to support decision-making. Demonstrates the ability to use data to support business decisions and provide input into recommendations. | <ul style="list-style-type: none"> Understand privacy, data protection and safe online practices. Enhance cybersecurity: Develop awareness and knowledge to protect sensitive information and recognise cyber threats. | <ul style="list-style-type: none"> Justify AI-supported advice with clear reasoning. Take responsibility for outputs, ensuring alignment with organisational values and ethical standards. | <ul style="list-style-type: none"> Understands the work environment and contributes to the development of work plans and team goals. Demonstrates an awareness of issues that may impact on designated work tasks. | <ul style="list-style-type: none"> Contributes own expertise to achieve outcomes for the business unit. | <ul style="list-style-type: none"> 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. | <ul style="list-style-type: none"> Provides accurate advice on less complex issues. Acknowledges mistakes and learns from them and seeks guidance and advice when required. | <ul style="list-style-type: none"> Adapts communication style and approach to ensure they address the needs of different people or audiences. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments. |
| | Data Communication | Technical Proficiency and Problem Solving | Protect Information and Privacy | Harnesses Information and Opportunities | Responds Positively to Change | Values Individual Differences and Diversity | Commits to Action | Negotiates Confidently |
| | <ul style="list-style-type: none"> Adapt information to the appropriate medium and communicate and deliver data to the target audience effectively. Data storytelling and communication - presents data in a way that is tailored to the audience, using appropriate formats and channels. | <ul style="list-style-type: none"> Innovate with digital tools: Leverage digital tools to improve processes and products, staying updated with digital trends. Solve digital problems: Address and resolve issues with digital devices and environments using various tools and creative solutions. | <ul style="list-style-type: none"> Avoid using personal, classified, or sensitive data in AI interactions. Apply data protection and privacy principles consistently. Maintain integrity and professionalism in all AI-related activities. | <ul style="list-style-type: none"> Knows where to find information and asks questions to ensure a better understanding of issues. Uses established guidelines to determine what information should be conveyed to others. Keeps supervisor informed on work progress. | <ul style="list-style-type: none"> Creates and maintains schedules. Responds in a positive manner to change. Shares information with others. Is adaptable in approach and willing to be flexible to accommodate the changing needs of the team. | <ul style="list-style-type: none"> Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy. | <ul style="list-style-type: none"> Takes personal responsibility for accurate completion of work and seeks assistance when required. Commits energy and drive to see that goals are achieved. | <ul style="list-style-type: none"> Listens to and considers different ideas. Discusses issues without getting personal or aggressive. |
| | | | | 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 | |
| | | | | <ul style="list-style-type: none"> Researches and analyses information relevant to work tasks and responsibilities. Identifies issues that may impact on designated tasks and alerts supervisor. Suggests improvements to work tasks. | <ul style="list-style-type: none"> Sees tasks through to completion. Works within agreed priorities, works independently on routine tasks and accepts more challenging tasks. Maintains accurate records and files. Seeks feedback from supervisor to gauge satisfaction and seeks assistance when required. | <ul style="list-style-type: none"> Identifies learning opportunities. Makes time for people and supports the contribution of others. Understands and acts on constructive feedback. | <ul style="list-style-type: none"> Works as directed to achieve work objectives, even in difficult circumstances. Remains positive and responds to pressure in a calm manner. | |
| | | | | | | | Demonstrates Self-Awareness and a Commitment to Personal Development | |
| | | | | | | | <ul style="list-style-type: none"> Seeks feedback from others. Understands areas of strengths and works with supervisor to identify development needs. Is aware of the impact of own behaviour on others. Seeks self-development opportunities. | |

APS3 Capability Profile

APS3 Capability overview, including a link to the [detailed behavioural indicators](#) for this classification level

Capability Profile
All staff

| Commits to Lifelong Learning | Data Literacy | Digital Literacy | AI Literacy | Supports Strategic Direction | Achieves Results | Supports Productive Working Relationships | Displays Personal Drive and Integrity | Communicates with Influence |
|---|---|--|--|---|---|---|--|---|
| Curiosity and Openness <ul style="list-style-type: none"> Continuously seeking knowledge to stay current and build future-ready skills. Apply new knowledge to improve work practices and adapt to evolving challenges. Demonstrate curiosity by sharing insights; consider different perspectives and possibilities. | Data Awareness <ul style="list-style-type: none"> Awareness of data sources, data quality, and the appropriate use of data systems and tools. Understand the type of data created and used in your work area and demonstrate ability to use the data systems and tools available. | Digital Navigation, Communication and Collaboration <ul style="list-style-type: none"> Use digital technologies effectively. Interact and collaborate digitally: Communicate and work with others through digital technologies, respecting cultural and generational diversity, and displaying appropriate behaviour in digital interactions. Use collaboration tools: Utilise platforms like Microsoft Teams and other tools for remote work and collaboration. | Use AI Appropriately and Effectively <ul style="list-style-type: none"> Assess whether AI is the appropriate tool for the task. Understand limitations and risks such as bias and errors. Apply critical thinking to question and check accuracy of AI outputs. | Supports Shared Purpose and Direction <ul style="list-style-type: none"> 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 team and section goals. Understands the reasons for decisions and recommendations. | Identifies and Uses Resources Wisely <ul style="list-style-type: none"> Reviews task performance and communicates outcomes to supervisor. Understands individual and team capabilities and makes effective use of own capabilities. | Nurtures Internal and External Relationships <ul style="list-style-type: none"> 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. | Demonstrates Public Service Professionalism and Probity <ul style="list-style-type: none"> 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. | Communicates Clearly <ul style="list-style-type: none"> Confidently presents messages in a clear, concise manner. Focuses on key points and uses appropriate language. Structures written and oral communication to ensure clarity. |
| Collaboration, Experimentation and Creativity <ul style="list-style-type: none"> Work effectively with others to explore new ideas, test approaches, and drive continuous improvement. Experiment with new approaches, think creatively to imagine alternative options and connect concepts. Contribute to innovation by encouraging diverse perspectives and apply learnings from both successes and failures. | Data-Informed Decision Making <ul style="list-style-type: none"> Ask questions to identify problems and research data to inform the audience of potential solutions. Research and analysis relevant to business needs and make recommendations to support decision-making. Demonstrates the ability to use data to support business decisions and provide input into recommendations. | Digital Protection and Safety <ul style="list-style-type: none"> Understand privacy, data protection and safe online practices. Enhance cybersecurity: Develop awareness and knowledge to protect sensitive information and recognise cyber threats. | Make and Own Informed Decisions <ul style="list-style-type: none"> Justify AI-supported advice with clear reasoning. Take responsibility for outputs, ensuring alignment with organisational values and ethical standards. | Thinks Strategically <ul style="list-style-type: none"> 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. | Applies and Builds Professional Expertise <ul style="list-style-type: none"> Contributes own expertise to achieve outcomes for the business unit. | Listens to, Understands and Recognises the Needs Of Others <ul style="list-style-type: none"> 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. | Engages with Risk and Shows Personal Courage <ul style="list-style-type: none"> Provides accurate advice on issues. Acknowledges mistakes and learns from them and seeks guidance and advice when required. | Listens, Understands and Adapts to Audience <ul style="list-style-type: none"> 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. |
| | Data Communication <ul style="list-style-type: none"> Adapt information to the appropriate medium and communicate and deliver data to the target audience effectively. Data storytelling and communication - presents data in a way that is tailored to the audience, using appropriate formats and channels. | Technical Proficiency and Problem Solving <ul style="list-style-type: none"> Innovate with digital tools: Leverage digital tools to improve processes and products, staying updated with digital trends. Solve digital problems: Address and resolve issues with digital devices and environments using various tools and creative solutions. | Protect Information and Privacy <ul style="list-style-type: none"> Avoid using personal, classified, or sensitive data in AI interactions. Apply data protection and privacy principles consistently. Maintain integrity and professionalism in all AI-related activities. | Harnesses Information and Opportunities <ul style="list-style-type: none"> 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. | Responds Positively to Change <ul style="list-style-type: none"> 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. | Values Individual Differences and Diversity <ul style="list-style-type: none"> Understands, values and responds to different personal styles. Tries to see things from different perspectives. Treats people with respect and courtesy. | Commits to Action <ul style="list-style-type: none"> Takes personal responsibility for accurate completion of work and seeks assistance when required. Commits energy and drive to see that goals are achieved. | Negotiates Confidently <ul style="list-style-type: none"> Listens to and considers different ideas and discusses issues credibly and thoughtfully. Identifies relevant stakeholders. |
| | | | | Shows Judgement, Intelligence and Commonsense <ul style="list-style-type: none"> 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. | Takes Responsibility for Managing Work Projects to Achieve Results <ul style="list-style-type: none"> 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. | Shares Learning and Supports Others <ul style="list-style-type: none"> Identifies learning opportunities. Makes time for people and supports the contribution of others. Understands and acts on constructive feedback. | Promotes and Adopts a Positive and Balanced Approach to Work <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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. | |

APS4 Capability Profile

APS4 Capability overview, including a link to the [detailed behavioural indicators](#) for this classification level

Capability Profile
All staff

| Commits to Lifelong Learning | Data Literacy | Digital Literacy | AI Literacy | Supports Strategic Direction | Achieves Results | Supports Productive Working Relationships | Displays Personal Drive and Integrity | Communicates with Influence |
|---|---|--|--|--|---|--|--|---|
| Curiosity and Openness <ul style="list-style-type: none"> Continuously seeking knowledge to stay current and build future-ready skills. Apply new knowledge to improve work practices and adapt to evolving challenges. Demonstrate curiosity by sharing insights; consider different perspectives and possibilities. | Data Awareness <ul style="list-style-type: none"> Awareness of data sources, data quality, and the appropriate use of data systems and tools. Understand the type of data created and used in your work area and demonstrate ability to use the data systems and tools available. | Digital Navigation, Communication and Collaboration <ul style="list-style-type: none"> Use digital technologies effectively. Interact and collaborate digitally: Communicate and work with others through digital technologies, respecting cultural and generational diversity, and displaying appropriate behaviour in digital interactions. Use collaboration tools: Utilise platforms like Microsoft Teams and other tools for remote work and collaboration. | Use AI Appropriately and Effectively <ul style="list-style-type: none"> Assess whether AI is the appropriate tool for the task. Understand limitations and risks such as bias and errors. Apply critical thinking to question and check accuracy of AI outputs. | Supports Shared Purpose and Direction <ul style="list-style-type: none"> 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. | Identifies and Uses Resources Wisely <ul style="list-style-type: none"> Reviews task performance and communicates outcomes to supervisor. Makes effective use of individual and team capabilities. Is responsive to changes in requirements. | Nurtures Internal and External Relationships <ul style="list-style-type: none"> Builds and sustains positive relationship with team members and clients. Is responsive to changes in client needs and expectations. | Demonstrates Public Service Professionalism and Probity <ul style="list-style-type: none"> 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. | Communicates Clearly <ul style="list-style-type: none"> Confidently presents messages in a clear, concise manner. Focuses on key points and uses appropriate language. Structures written and oral communication to ensure clarity. |
| Collaboration, Experimentation and Creativity <ul style="list-style-type: none"> Work effectively with others to explore new ideas, test approaches, and drive continuous improvement. Experiment with new approaches, think creatively to imagine alternative options and connect concepts. Contribute to innovation by encouraging diverse perspectives and apply learnings from both successes and failures. | Data-Informed Decision Making <ul style="list-style-type: none"> Ask questions to identify problems and research data to inform the audience of potential solutions. Research and analysis relevant to business needs and make recommendations to support decision-making. Demonstrates the ability to use data to support business decisions and provide input into recommendations. | Digital Protection and Safety <ul style="list-style-type: none"> Understand privacy, data protection and safe online practices. Enhance cybersecurity: Develop awareness and knowledge to protect sensitive information and recognise cyber threats. | Make and Own Informed Decisions <ul style="list-style-type: none"> Justify AI-supported advice with clear reasoning. Take responsibility for outputs, ensuring alignment with organisational values and ethical standards. | Thinks Strategically <ul style="list-style-type: none"> 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. | Applies and Builds Professional Expertise <ul style="list-style-type: none"> Contributes own expertise to achieve outcomes for the business unit. | Listens to, Understands and Recognises the Needs Of Others <ul style="list-style-type: none"> 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. | Engages with Risk and Shows Personal Courage <ul style="list-style-type: none"> Provides accurate advice on issues. Acknowledges mistakes and learns from them and seeks guidance and advice when required. | Listens, Understands and Adapts to Audience <ul style="list-style-type: none"> 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. |
| | Data Communication <ul style="list-style-type: none"> Adapt information to the appropriate medium and communicate and deliver data to the target audience effectively. Data storytelling and communication - presents data in a way that is tailored to the audience, using appropriate formats and channels. | Technical Proficiency and Problem Solving <ul style="list-style-type: none"> Innovate with digital tools: Leverage digital tools to improve processes and products, staying updated with digital trends. Solve digital problems: Address and resolve issues with digital devices and environments using various tools and creative solutions. | Protect Information and Privacy <ul style="list-style-type: none"> Avoid using personal, classified, or sensitive data in AI interactions. Apply data protection and privacy principles consistently. Maintain integrity and professionalism in all AI-related activities. | Harnesses Information and Opportunities <ul style="list-style-type: none"> 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. | Responds Positively to Change <ul style="list-style-type: none"> 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. | Values Individual Differences and Diversity <ul style="list-style-type: none"> 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. | Commits to Action <ul style="list-style-type: none"> 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. | Negotiates Confidently <ul style="list-style-type: none"> Listens to and considers different ideas and discusses issues credibly and thoughtfully. Identifies other people's expectations and concerns. |
| | | | | Shows Judgement, Intelligence and Commonsense <ul style="list-style-type: none"> Undertakes analysis and draws accurate conclusions based on evidence. Thinks laterally and identifies and implements improved work practices. | Takes Responsibility for Managing Work Projects to Achieve Results <ul style="list-style-type: none"> 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. | Shares Learning and Supports Others <ul style="list-style-type: none"> Identifies learning opportunities. Makes time for people and supports the contribution of others. Understands and acts on constructive feedback. | Promotes and Adopts a Positive and Balanced Approach to Work <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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. | |

APS5 Capability Profile

APS5 Capability overview, including a link to the [detailed behavioural indicators](#) for this classification level

Capability Profile All staff

| Commits to Lifelong Learning | Data Literacy | Digital Literacy | AI Literacy | Supports Strategic Direction | Achieves Results | Supports Productive Working Relationships | Displays Personal Drive and Integrity | Communicates with Influence |
|---|---|--|--|--|--|---|---|---|
| Curiosity and Openness <ul style="list-style-type: none"> Continuously seeking knowledge to stay current and build future-ready skills. Apply new knowledge to improve work practices and adapt to evolving challenges. Demonstrate curiosity by sharing insights; consider different perspectives and possibilities. | Data Awareness <ul style="list-style-type: none"> Awareness of data sources, data quality, and the appropriate use of data systems and tools. Understand the type of data created and used in your work area and demonstrate ability to use the data systems and tools available. | Digital Navigation, Communication and Collaboration <ul style="list-style-type: none"> Use digital technologies effectively. Interact and collaborate digitally: Communicate and work with others through digital technologies, respecting cultural and generational diversity, and displaying appropriate behaviour in digital interactions. Use collaboration tools: Utilise platforms like Microsoft Teams and other tools for remote work and collaboration. | Use AI Appropriately and Effectively <ul style="list-style-type: none"> Assess whether AI is the appropriate tool for the task. Understand limitations and risks such as bias and errors. Apply critical thinking to question and check accuracy of AI outputs. | Supports Shared Purpose and Direction <ul style="list-style-type: none"> Understands and supports the organisation's vision, mission and business objectives. Identifies the relationship between organisational goals and operational tasks. Communicates with others regarding the purpose of their work. Understands and communicates the reasons for decisions and recommendations to others. | Identifies and Uses Resources Wisely <ul style="list-style-type: none"> Reviews project performance and identifies opportunities for improvement. Makes effective use of individual and team capabilities and negotiates responsibility for work outcomes. Is responsive to changes in requirements. | Nurtures Internal and External Relationships <ul style="list-style-type: none"> Builds and sustains positive relationships with team members, stakeholders and clients. Is responsive to changes in client and stakeholder needs and expectations. | Demonstrates Public Service Professionalism and Probity <ul style="list-style-type: none"> 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 organisation in internal forums. | Communicates Clearly <ul style="list-style-type: none"> 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 and structures written and oral communication to ensure clarity. |
| Collaboration, Experimentation and Creativity <ul style="list-style-type: none"> Work effectively with others to explore new ideas, test approaches, and drive continuous improvement. Experiment with new approaches, think creatively to imagine alternative options and connect concepts. Contribute to innovation by encouraging diverse perspectives and apply learnings from both successes and failures. | Data-Informed Decision Making <ul style="list-style-type: none"> Ask questions to identify problems and research data to inform the audience of potential solutions. Research and analysis relevant to business needs and make recommendations to support decision-making. Demonstrates the ability to use data to support business decisions and provide input into recommendations. | Digital Protection and Safety <ul style="list-style-type: none"> Understand privacy, data protection and safe online practices. Enhance cybersecurity: Develop awareness and knowledge to protect sensitive information and recognise cyber threats. | Make and Own Informed Decisions <ul style="list-style-type: none"> Justify AI-supported advice with clear reasoning. Take responsibility for outputs, ensuring alignment with organisational values and ethical standards. | Thinks Strategically <ul style="list-style-type: none"> Understands the work environment and contributes to the development of plans, strategies and team goals. Identifies broader influences that may impact on the team's work objectives. Demonstrates an awareness of the implications of issues for own work and work area. | Applies and Builds Professional Expertise <ul style="list-style-type: none"> Values specialist expertise and capitalises on the knowledge and skills of others within the organisation. Contributes own expertise to achieve outcomes for the business unit. | Listens to, Understands and Recognises the Needs Of Others <ul style="list-style-type: none"> Actively listens to staff, colleagues, clients and stakeholders. Involves others and recognises their contributions. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member. | Engages with Risk and Shows Personal Courage <ul style="list-style-type: none"> Provides impartial and forthright advice. Justifies own position when challenged. Acknowledges mistakes and learns from them and seeks guidance and advice when required. | Listens, Understands and Adapts to Audience <ul style="list-style-type: none"> 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. |
| | Data Communication <ul style="list-style-type: none"> Adapt information to the appropriate medium and communicate and deliver data to the target audience effectively. Data storytelling and communication - presents data in a way that is tailored to the audience, using appropriate formats and channels. | Technical Proficiency and Problem Solving <ul style="list-style-type: none"> Innovate with digital tools: Leverage digital tools to improve processes and products, staying updated with digital trends. Solve digital problems: Address and resolve issues with digital devices and environments using various tools and creative solutions. | Protect Information and Privacy <ul style="list-style-type: none"> Avoid using personal, classified, or sensitive data in AI interactions. Apply data protection and privacy principles consistently. Maintain integrity and professionalism in all AI-related activities. | Harnesses Information and Opportunities <ul style="list-style-type: none"> Draws on information from diverse sources and uses experience to analyse what information is important and how it should be used. Maintains an awareness of the organisation and keeps self and others well informed on issues that may affect work progress. | Responds Positively to Change <ul style="list-style-type: none"> Establishes clear plans and timeframes for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and encourages cooperation in coping with change. | Values Individual Differences and Diversity <ul style="list-style-type: none"> Recognises the positive benefits that can be gained from diversity and explores diverse views. Recognises the different working styles of individuals, and factors this into the management of people and tasks. Tries to see things from different perspectives. Treats people with respect and courtesy. | Commits to Action <ul style="list-style-type: none"> Takes personal responsibility for meeting objectives and progressing work. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved. | Negotiates Confidently <ul style="list-style-type: none"> Approaches negotiations with a clear understanding of key issues. Understands the desired outcomes. Identifies relevant stakeholders' expectations and concerns. Discusses issues credibly and thoughtfully. Encourages the support of relevant stakeholders. |
| | | | | Shows Judgement, Intelligence and Commonsense <ul style="list-style-type: none"> Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Identifies problems and works to resolve them. Thinks laterally, identifies and implements improved work practices. | Takes Responsibility for Managing Work Projects to Achieve Results <ul style="list-style-type: none"> Sees projects through to completion. Monitors project progress and manages priorities. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction. | Shares Learning and Supports Others <ul style="list-style-type: none"> Identifies learning opportunities for others and delegates tasks effectively. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Provides constructive feedback. Recognises and notes under-performance where appropriate | Promotes and Adopts a Positive and Balanced Approach to Work <ul style="list-style-type: none"> Persists with, and 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 <ul style="list-style-type: none"> Seeks feedback from others. Communicates areas of strengths and acknowledges development needs. Reflects on own behaviour and recognises the impact on others. Shows commitment to learning and self-development. |

APS6 Capability Profile

APS6 Capability overview, including a link to the [detailed behavioural indicators](#) for this classification level

Capability Profile All staff

| Commits to Lifelong Learning | Data Literacy | Digital Literacy | AI Literacy | Supports Strategic Direction | Achieves Results | Supports Productive Working Relationships | Displays Personal Drive and Integrity | Communicates with Influence | Manager Specific (if applicable) |
|---|---|--|--|---|---|---|---|---|--|
| <p>Curiosity and Openness</p> <ul style="list-style-type: none"> Continuously seeking knowledge to stay current and build future-ready skills. Apply new knowledge to improve work practices and adapt to evolving challenges. Demonstrate curiosity by sharing insights; consider different perspectives and possibilities. | <p>Data Awareness</p> <ul style="list-style-type: none"> Awareness of data sources, data quality, and the appropriate use of data systems and tools. Understand the type of data created and used in your work area and demonstrate ability to use the data systems and tools available. | <p>Digital Navigation, Communication and Collaboration</p> <ul style="list-style-type: none"> Use digital technologies effectively. Interact and collaborate digitally: Communicate and work with others through digital technologies, respecting cultural and generational diversity, and displaying appropriate behaviour in digital interactions. Use collaboration tools: Utilise platforms like Microsoft Teams and other tools for remote work and collaboration. | <p>Use AI Appropriately and Effectively</p> <ul style="list-style-type: none"> Assess whether AI is the appropriate tool for the task. Understand limitations and risks such as bias and errors. Apply critical thinking to question and check accuracy of AI outputs. | <p>Supports Shared Purpose and Direction</p> <ul style="list-style-type: none"> Understands, supports and promotes the organisation's vision, mission, and business objectives. Identifies the relationship between organisational goals and operational tasks. Clearly communicates goals and objectives to others. Understands, supports and communicates the reasons for decisions and recommendations. | <p>Identifies and Uses Resources Wisely</p> <ul style="list-style-type: none"> Reviews project performance and identifies opportunities for improvement. Makes effective use of individual and team capabilities and negotiates responsibility for work outcomes. Is responsive to changes in requirements. | <p>Nurtures Internal and External Relationships</p> <ul style="list-style-type: none"> Builds and sustains positive relationships with team members, stakeholders and clients. Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to client and stakeholder needs and expectations. | <p>Demonstrates Public Service Professionalism and Probity</p> <ul style="list-style-type: none"> 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 organisation in internal forums. | <p>Communicates Clearly</p> <ul style="list-style-type: none"> 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 and structures written and oral communication to ensure clarity. | <p>Leads to Achieve Optimal Results In a Hybrid and Flexible Work Environment.</p> <ul style="list-style-type: none"> Empower employees to work autonomously and effectively. Ensures flexible working arrangements meet operational needs and uphold organisational outcomes. Recognises performance through work outcomes and adherence to APS values. Supports innovation, team cohesion, and work-life balance through workplace attendance and flexible working patterns. |
| <p>Collaboration, Experimentation and Creativity</p> <ul style="list-style-type: none"> Work effectively with others to explore new ideas, test approaches, and drive continuous improvement. Experiment with new approaches, think creatively to imagine alternative options and connect concepts. Contribute to innovation by encouraging diverse perspectives and apply learnings from both successes and failures. | <p>Data-Informed Decision Making</p> <ul style="list-style-type: none"> Ask questions to identify problems and research data to inform the audience of potential solutions. Research and analysis relevant to business needs and make recommendations to support decision-making. Demonstrates the ability to use data to support business decisions and provide input into recommendations. | <p>Digital Protection and Safety</p> <ul style="list-style-type: none"> Understand privacy, data protection and safe online practices. Enhance cybersecurity: Develop awareness and knowledge to protect sensitive information and recognise cyber threats. | <p>Make and Own Informed Decisions</p> <ul style="list-style-type: none"> Justify AI-supported advice with clear reasoning. Take responsibility for outputs, ensuring alignment with organisational values and ethical standards. | <p>Thinks Strategically</p> <ul style="list-style-type: none"> Understands the work environment and initiates and develops team goals, strategies and work plans. Identifies broader factors, trends and influences that may impact on the team's work objectives. Considers the ramifications of issues and longer-term impact of own work and work area. | <p>Applies and Builds Professional Expertise</p> <ul style="list-style-type: none"> Values specialist expertise and capitalises on the knowledge and skills of others within the organisation. Contributes own expertise to achieve outcomes for the business unit. | <p>Listens to, Understands and Recognises the Needs Of Others</p> <ul style="list-style-type: none"> Actively listens to staff, colleagues, clients and stakeholders. Involves others and recognises their contributions. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member. | <p>Engages with Risk and Shows Personal Courage</p> <ul style="list-style-type: none"> Provides impartial and forthright advice. Challenges issues constructively and justifies own position when challenged. Acknowledges mistakes and learns from them and seeks guidance and advice when required. | <p>Listens, Understands and Adapts to Audience</p> <ul style="list-style-type: none"> 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. | <p>Makes Ethical Decisions</p> <ul style="list-style-type: none"> Maintain customer and stakeholder trust through professional conduct and awareness of obligations. Equip employees to handle ethical challenges and raise concerns about integrity or inappropriate conduct. Ensure ethical, transparent, and documented decision-making. |
| | <p>Data Communication</p> <ul style="list-style-type: none"> Adapt information to the appropriate medium and communicate and deliver data to the target audience effectively. Data storytelling and communication - presents data in a way that is tailored to the audience, using appropriate formats and channels. | <p>Technical Proficiency and Problem Solving</p> <ul style="list-style-type: none"> Innovate with digital tools: Leverage digital tools to improve processes and products, staying updated with digital trends. Solve digital problems: Address and resolve issues with digital devices and environments using various tools and creative solutions. | <p>Protect Information and Privacy</p> <ul style="list-style-type: none"> Avoid using personal, classified, or sensitive data in AI interactions. Apply data protection and privacy principles consistently. Maintain integrity and professionalism in all AI-related activities. | <p>Harnesses Information and Opportunities</p> <ul style="list-style-type: none"> Gathers and investigates information from diverse sources and explores new ideas and different viewpoints. Uses experience to analyse what information is important and how it should be used. Maintains an awareness of the organisation and keeps self and others well informed on work issues and finds out about best practice approaches. | <p>Responds Positively to Change</p> <ul style="list-style-type: none"> Establishes clear plans and timeframes for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt. | <p>Values Individual Differences and Diversity</p> <ul style="list-style-type: none"> Recognises the positive benefits that can be gained from diversity. Encourages the exploration of diverse views and harnesses the benefits of such views. Recognises the different working styles of individuals, and factors this into the management of people and tasks. Tries to see things from different perspectives. Treats people with respect and courtesy. | <p>Commits to Action</p> <ul style="list-style-type: none"> Takes personal responsibility for meeting objectives and progressing work. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved. | <p>Negotiates Confidently</p> <ul style="list-style-type: none"> Approaches negotiations with a clear understanding of key issues. Understands the desired outcomes. Anticipates and identifies relevant stakeholders' expectations and concerns. Discusses issues credibly and thoughtfully and presents persuasive counter-arguments. Encourages the support of relevant stakeholders. | <p>Anticipates and Manages Well-Being and Psychosocial Risks</p> <ul style="list-style-type: none"> Foster a culture of consultation and collaboration to improve health and safety. Promote and model positive behaviours and attitudes that foster a culture of safety and wellbeing. Demonstrate the ability to build and nurture a team culture that offers both physical and psychological safety. |
| | | | | <p>Shows Judgement, Intelligence and Commonsense</p> <ul style="list-style-type: none"> Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Identifies problems and works to resolve them. Thinks laterally, identifies, implements and promotes improved work practices. | <p>Takes Responsibility for Managing Work Projects to Achieve Results</p> <ul style="list-style-type: none"> Sees projects through to completion. Monitors project progress and adjusts plans as required. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction. | <p>Shares Learning and Supports Others</p> <ul style="list-style-type: none"> Identifies learning opportunities for others and delegates tasks effectively. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Provides constructive and regular feedback. Deals with under-performance promptly. | <p>Promotes and Adopts a Positive and Balanced Approach to Work</p> <ul style="list-style-type: none"> Persists with, and focuses on achieving, objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner. | <p>Role Model Cultural Capability</p> <ul style="list-style-type: none"> Invest in learning facts, context and histories that inform the diverse cultures, countries and people of today. Adjust my actions, words and behaviours. Listen and watch for verbal and non-verbal feedback. Build reciprocal (2-way) relationships with care and respect for colleagues. | |
| | | | | | | | <p>Demonstrates Self-Awareness and a Commitment to Personal Development</p> <ul style="list-style-type: none"> Self-evaluates performance and seeks feedback from others. Communicates areas of strengths and acknowledges development needs. Reflects on own behaviour and recognises the impact on others. Shows commitment to learning and self-development. | | |

EL1 Capability Profile

Comprehensive overview of EL1 capability descriptors, including a link to the [detailed behavioural indicators](#) for this classification level

Capability Profile All staff

| Commits to Lifelong Learning | Data Literacy | Digital Literacy | AI Literacy | Shapes Strategic Thinking | Achieves Results | Cultivates Productive Working Relationships | Exemplifies Personal Drive and Integrity | Communicates with Influence | Manager Specific (if applicable) |
|--|--|---|---|--|---|--|---|---|---|
| Curiosity and Openness | Data Awareness | Digital Navigation, Communication and Collaboration | Use AI Appropriately and Effectively | Inspires a Sense Of Purpose and Direction | Builds Organisational Capability and Responsiveness | Nurtures Internal and External Relationships | Demonstrates Public Service Professionalism and Probity | Communicates Clearly | Leads to Achieve Optimal Results In a Hybrid and Flexible Work Environment. |
| <ul style="list-style-type: none"> Continuously seeking knowledge to stay current and build future-ready skills. Apply new knowledge to improve work practices and adapt to evolving challenges. Demonstrate curiosity by sharing insights; consider different perspectives and possibilities. | <ul style="list-style-type: none"> Awareness of data sources, data quality, and the appropriate use of data systems and tools. Understand the type of data created and used in your work area and demonstrate ability to use the data systems and tools available. | <ul style="list-style-type: none"> Use digital technologies effectively. Interact and collaborate digitally: Communicate and work with others through digital technologies, respecting cultural and generational diversity, and displaying appropriate behaviour in digital interactions. Use collaboration tools: Utilise platforms like Microsoft Teams and other tools for remote work and collaboration. | <ul style="list-style-type: none"> Assess whether AI is the appropriate tool for the task. Understand limitations and risks such as bias and errors. Apply critical thinking to question and check accuracy of AI outputs. | <ul style="list-style-type: none"> Provides direction to others regarding the purpose and importance of their work. Illustrates the relationship between operational tasks and organisational goals. Sets work tasks that align with the strategic objectives and communicates expected outcomes. | <ul style="list-style-type: none"> Reviews project performance and focuses on identifying opportunities for continuous improvement. Identifies key talent to support performance. Remains flexible and responsive to changes in requirements. | <ul style="list-style-type: none"> Builds and sustains relationships with a network of key people internally and externally. Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to internal and external client needs | <ul style="list-style-type: none"> 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 organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in public and internal forums. | <ul style="list-style-type: none"> 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 and structures written and oral communication to ensure clarity. | <ul style="list-style-type: none"> Empower employees to work autonomously and effectively. Ensures flexible working arrangements meet operational needs and uphold organisational outcomes. Recognises performance through work outcomes and adherence to APS values. Supports innovation, team cohesion, and work-life balance through workplace attendance and flexible working patterns. |
| Collaboration, Experimentation and Creativity | Data-Informed Decision Making | Digital Protection and Safety | Make and Own Informed Decisions | Focuses Strategically | Marshals' Professional Expertise | Facilitates Cooperation and Partnerships | Engages with Risk and Shows Personal Courage | Listens, Understands and Adapts to Audience | Makes Ethical Decisions |
| <ul style="list-style-type: none"> Work effectively with others to explore new ideas, test approaches, and drive continuous improvement. Experiment with new approaches, think creatively to imagine alternative options and connect concepts. Contribute to innovation by encouraging diverse perspectives and apply learnings from both successes and failures. | <ul style="list-style-type: none"> Ask questions to identify problems and research data to inform the audience of potential solutions. Research and analysis relevant to business needs and make recommendations to support decision-making. Demonstrates the ability to use data to support business decisions and provide input into recommendations. | <ul style="list-style-type: none"> Understand privacy, data protection and safe online practices. Enhance cybersecurity: Develop awareness and knowledge to protect sensitive information and recognise cyber threats. | <ul style="list-style-type: none"> Justify AI-supported advice with clear reasoning. Take responsibility for outputs, ensuring alignment with organisational values and ethical standard. | <ul style="list-style-type: none"> Understands the organisation's objectives and aligns operational activities accordingly. Considers the ramifications of issues and longer-term impact of own work and work area. | <ul style="list-style-type: none"> Values specialist expertise and capitalises on the expert knowledge and skills of others. Contributes own expertise to achieve outcomes for the business unit. | <ul style="list-style-type: none"> 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 member. | <ul style="list-style-type: none"> Provides impartial and forthright advice. Challenges issues constructively and justifies own position when challenged. Acknowledges mistakes and learns from them and seeks guidance and advice when required. | <ul style="list-style-type: none"> 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. | <ul style="list-style-type: none"> Maintain customer and stakeholder trust through professional conduct and awareness of obligations. Equip employees to handle ethical challenges and raise concerns about integrity or inappropriate conduct. Ensure ethical, transparent, and documented decision-making. |
| | Data Communication | Technical Proficiency and Problem Solving | Protect Information and Privacy | Harnesses Information and Opportunities | Steers and Implements Change and Deals with Uncertainty | Values Individual Differences and Diversity | Commits to Action | Negotiates Confidently | Anticipates and Manages Well-Being and Psychosocial Risks |
| | <ul style="list-style-type: none"> Adapt information to the appropriate medium and communicate and deliver data to the target audience effectively. Data storytelling and communication - presents data in a way that is tailored to the audience, using appropriate formats and channels. | <ul style="list-style-type: none"> Innovate with digital tools: Leverage digital tools to improve processes and products, staying updated with digital trends. Solve digital problems: Address and resolve issues with digital devices and environments using various tools and creative solutions. | <ul style="list-style-type: none"> Avoid using personal, classified, or sensitive data in AI interactions. Apply data protection and privacy principles consistently. Maintain integrity and professionalism in all AI-related activities. | <ul style="list-style-type: none"> 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 organisation, monitors the context in which the organisation operates and finds out about best practice approaches. | <ul style="list-style-type: none"> Establishes clear plans and timeframes for project implementation and outlines specific activities. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt. | <ul style="list-style-type: none"> 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. | <ul style="list-style-type: none"> Takes personal responsibility for meeting objectives and progressing work. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved. | <ul style="list-style-type: none"> 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. Encourages the support of relevant stakeholders. Strives to achieve an outcome that delivers benefits for both parties. | <ul style="list-style-type: none"> Foster a culture of consultation and collaboration to improve health and safety. Promote and model positive behaviours and attitudes that foster a culture of safety and wellbeing. Demonstrate the ability to build and nurture a team culture that offers both physical and psychological safety. |
| | | | | Shows Judgement, Intelligence and Commonsense | Ensures Closure and Delivers on Intended Results | Guides, Mentors and Develops People | Displays Resilience | | Role Model Cultural Capability |
| | | | | <ul style="list-style-type: none"> Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Breaks through problems and weighs up the options to identify solutions. Explores possibilities and innovative alternatives. | <ul style="list-style-type: none"> Sees projects through to completion. Monitors project progress and adjusts plans as required. Commits to achieving quality outcomes and ensures documentation procedures are maintained. Seeks feedback from stakeholders to gauge satisfaction. | <ul style="list-style-type: none"> Identifies learning opportunities for others and empowers them by delegating tasks. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive, objective feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly. | <ul style="list-style-type: none"> Persists and focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a controlled manner. Continues to move forward despite criticism or setbacks. | <ul style="list-style-type: none"> Invest in learning facts, context and histories that inform the diverse cultures, countries and people of today. Adjust my actions, words and behaviours. Listen and watch for verbal and non-verbal feedback. Build reciprocal (2-way) relationships with care and respect for colleagues. | |
| | | | | | | | Demonstrates Self Awareness and a Commitment to Personal Development | | |
| | | | | | | | <ul style="list-style-type: none"> 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. | | |

EL2 Capability Profile

Comprehensive overview of EL2 capability descriptors, including a link to the [detailed behavioural indicators](#) for this classification level

Capability Profile All staff

| Commits to Lifelong Learning | Data Literacy | Digital Literacy | AI Literacy | Shapes Strategic Thinking | Achieves Results | Cultivates Productive Working Relationships | Exemplifies Personal Drive and Integrity | Communicates with Influence | Manager Specific |
|--|--|--|---|--|---|--|--|--|---|
| Curiosity and Openness | Data Awareness | Digital Navigation, Communication and Collaboration | Use AI Appropriately and Effectively | Inspires a Sense Of Purpose and Direction | Identifies and Uses Resources Wisely | Nurtures Internal and External Relationships | Demonstrates Public Service Professionalism and Probity | Communicates Clearly | Leads to Achieve Optimal Results In a Hybrid and Flexible Work Environment. |
| <ul style="list-style-type: none"> Continuously seeking knowledge to stay current and build future-ready skills. Apply new knowledge to improve work practices and adapt to evolving challenges. Demonstrate curiosity by sharing insights; consider different perspectives and possibilities. | <ul style="list-style-type: none"> Awareness of data sources, data quality, and the appropriate use of data systems and tools. Understand the type of data created and used in your work area and demonstrate ability to use the data systems and tools available. | <ul style="list-style-type: none"> Use digital technologies effectively . Interact and collaborate digitally: Communicate and work with others through digital technologies, respecting cultural and generational diversity, and displaying appropriate behaviour in digital interactions. Use collaboration tools: Utilise platforms like Microsoft Teams and other tools for remote work and collaboration. | <ul style="list-style-type: none"> Assess whether AI is the appropriate tool for the task. Understand limitations and risks such as bias and errors. Apply critical thinking to question and check accuracy of AI outputs. | <ul style="list-style-type: none"> Translates the strategy into operational goals and 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 expected outcomes. | <ul style="list-style-type: none"> Evaluates ongoing project performance and identifies critical success factors. Instigates continuous improvement activities. Responds flexibly to changing demands. Builds teams with complementary skills and allocates resources in a manner that delivers results. | <ul style="list-style-type: none"> Builds and sustains positive relationships with team members, stakeholders and clients. Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to client and stakeholder needs and expectations. | <ul style="list-style-type: none"> 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 organisation in internal forums. | <ul style="list-style-type: none"> 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 and structures written and oral communication to ensure clarity. | <ul style="list-style-type: none"> Empower employees to work autonomously and effectively. Ensures flexible working arrangements meet operational needs and uphold organisational outcomes. Recognises performance through work outcomes and adherence to APS values. Supports innovation, team cohesion, and work-life balance through workplace attendance and flexible working patterns. |
| Collaboration, Experimentation and Creativity | Data-Informed Decision Making | Digital Protection and Safety | Make and Own Informed Decisions | Focuses Strategically | Marshals' Professional Expertise | Facilitates Cooperation and Partnerships | Engages with Risk and Shows Personal Courage | Listens, Understands and Adapts to Audience | Makes Ethical Decisions |
| <ul style="list-style-type: none"> Work effectively with others to explore new ideas, test approaches, and drive continuous improvement. Experiment with new approaches, think creatively to imagine alternative options and connect concepts. Contribute to innovation by encouraging diverse perspectives and apply learnings from both successes and failures. | <ul style="list-style-type: none"> Ask questions to identify problems and research data to inform the audience of potential solutions. Research and analysis relevant to business needs and make recommendations to support decision-making. Demonstrates the ability to use data to support business decisions and provide input into recommendations. | <ul style="list-style-type: none"> Understand privacy, data protection and safe online practices. Enhance cybersecurity: Develop awareness and knowledge to protect sensitive information and recognise cyber threats. | <ul style="list-style-type: none"> Justify AI-supported advice with clear reasoning. Take responsibility for outputs, ensuring alignment with organisational values and ethical standard. | <ul style="list-style-type: none"> Understands the organisation's objectives and links between the business unit, organisation and the whole of government agenda. Considers the ramifications of a wide range of issues, anticipates priorities and develops long-term plans for own work area. | <ul style="list-style-type: none"> Values specialist expertise and capitalises on the knowledge and skills of others within the organisation. Contributes own expertise to achieve outcomes for the business unit. | <ul style="list-style-type: none"> 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. Resolves conflict using appropriate strategies. | <ul style="list-style-type: none"> Provides impartial and forthright advice. Challenges issues constructively and justifies own position when challenged. Acknowledges mistakes and learns from them and seeks guidance and advice when required. | <ul style="list-style-type: none"> 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. | <ul style="list-style-type: none"> Maintain customer and stakeholder trust through professional conduct and awareness of obligations. Equip employees to handle ethical challenges and raise concerns about integrity or inappropriate conduct. Ensure ethical, transparent, and documented decision-making. |
| | Data Communication | Technical Proficiency and Problem Solving | Protect Information and Privacy | Harnesses Information and Opportunities | Steers and Implements Change and Deals with Uncertainty | Values Individual Differences and Diversity | Commits to Action | Negotiates Confidently | Anticipates and Manages Well-Being and Psychosocial Risks |
| | <ul style="list-style-type: none"> Adapt information to the appropriate medium and communicate and deliver data to the target audience effectively. Data storytelling and communication - presents data in a way that is tailored to the audience, using appropriate formats and channels. | <ul style="list-style-type: none"> Innovate with digital tools: Leverage digital tools to improve processes and products, staying updated with digital trends. Solve digital problems: Address and resolve issues with digital devices and environments using various tools and creative solutions. | <ul style="list-style-type: none"> Avoid using personal, classified, or sensitive data in AI interactions. Apply data protection and privacy principles consistently. Maintain integrity and professionalism in all AI-related activities. | <ul style="list-style-type: none"> 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 organisation, looks for recent developments that may impact on own business area and finds out about best practice approaches. | <ul style="list-style-type: none"> Establishes clear plans and timeframes for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt. | <ul style="list-style-type: none"> 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. | <ul style="list-style-type: none"> Takes personal responsibility for meeting objectives and progressing work. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved. | <ul style="list-style-type: none"> Approaches negotiations with a strong grasp of the key issues, having prepared well in advance. Understands the desired objectives and associated strengths and weaknesses. Anticipates the position of the other party and adapts approach accordingly. Encourages the support of relevant stakeholders. Encourages debate and identifies common ground to facilitate agreement and acceptance of mutually beneficial solutions. | <ul style="list-style-type: none"> Foster a culture of consultation and collaboration to improve health and safety. Promote and model positive behaviours and attitudes that foster a culture of safety and wellbeing Demonstrate the ability to build and nurture a team culture that offers both physical and psychological safety |
| | | | | Shows Judgement, Intelligence and Commonsense | Ensures Closure and Delivers on Intended Results | Guides, Mentors and Develops People | Displays Resilience | | Role Model Cultural Capability |
| | | | | <ul style="list-style-type: none"> 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. | <ul style="list-style-type: none"> Strives to achieve and encourages others to do the same. Monitors progress and identifies risks that may impact on outcomes. Adjusts plans as required. Commits to achieving quality outcomes and ensures documentation procedures are maintained. Seeks feedback from stakeholders to gauge satisfaction. | <ul style="list-style-type: none"> Encourages and motivates people to engage in continuous learning and empowers them by delegating tasks. Agrees clear performance standards 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 | <ul style="list-style-type: none"> Persists and focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a controlled manner. Maintains momentum and sustains effort despite criticism or setbacks. | <ul style="list-style-type: none"> Invest in learning facts, context and histories that inform the diverse cultures, countries and people of today. Adjust my actions, words and behaviours. Listen and watch for verbal and non-verbal feedback. Build reciprocal (2-way) relationships with care and respect for colleagues. | |
| | | | | | | | Demonstrates Self Awareness and a Commitment to Personal Development | | |
| | | | | | | | <ul style="list-style-type: none"> 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. | | |

SES Band 1 Capability Profile

Comprehensive overview of SESB1 capability descriptors, including a link to the [detailed behavioural indicators](#) for this classification level

Capability Profile All staff

| Commits to Lifelong Learning | Data Literacy | Digital Literacy | AI Literacy | Supports Strategic Direction | Achieves Results | Supports Productive Working Relationships | Displays Personal Drive and Integrity | Communicates with Influence | Manager Specific |
|---|---|--|--|--|--|--|--|--|--|
| <p>Curiosity and Openness</p> <ul style="list-style-type: none"> Continuously seeking knowledge to stay current and build future-ready skills. Apply new knowledge to improve work practices and adapt to evolving challenges. Demonstrate curiosity by sharing insights; consider different perspectives and possibilities. | <p>Data Awareness</p> <ul style="list-style-type: none"> Awareness of data sources, data quality, and the appropriate use of data systems and tools. Understand the type of data created and used in your work area and demonstrate ability to use the data systems and tools available. | <p>Digital Navigation, Communication and Collaboration</p> <ul style="list-style-type: none"> Use digital technologies effectively. Interact and collaborate digitally: Communicate and work with others through digital technologies, respecting cultural and generational diversity, and displaying appropriate behaviour in digital interactions. Use collaboration tools: Utilise platforms like Microsoft Teams and other tools for remote work and collaboration. | <p>Use AI Appropriately and Effectively</p> <ul style="list-style-type: none"> Assess whether AI is the appropriate tool for the task. Understand limitations and risks such as bias and errors. Apply critical thinking to question and check accuracy of AI outputs. | <p>Inspires a Sense of Purpose and Direction</p> <ul style="list-style-type: none"> Develops the strategic direction for the business unit and creates a shared sense of purpose by demonstrating how elements of the strategy fit together and contribute to higher-level goals. Encourages others' input and communicates required actions and expected outcomes. | <p>Builds Organisational Capability and Responsiveness</p> <ul style="list-style-type: none"> Investigates ways to improve effectiveness by harnessing technology and implementing continuous improvement activities. Builds teams with complementary skills and engages in succession planning. Responds flexibly to changing circumstances, deploys resources astutely and identifies optimum resourcing combinations. Creates a flexible environment that enables others to meet changing demands. | <p>Nurtures Internal and External Relationships</p> <ul style="list-style-type: none"> Builds and sustains relationships within the organisation, with the Minister's office, across the APS and with a diverse range of external stakeholders. Looks for shared agendas and uses these to bring people together. Shows a commitment to client service through own actions and those of the business unit. | <p>Demonstrates Public Service Professionalism and Probity</p> <ul style="list-style-type: none"> Adheres to and promotes the APS Values and Code of Conduct and acts with utmost integrity and professionalism. Encourages these standards in others. Operates professionally and within the boundaries of organisational processes and legal and public policy constraints. Represents the organisation effectively in public and internal forums and advocates the corporate agenda. | <p>Communicates Clearly</p> <ul style="list-style-type: none"> 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 and structures written and oral communication to ensure clarity. | <p>Leads to Achieve Optimal Results In a Hybrid and Flexible Work Environment.</p> <ul style="list-style-type: none"> Empower employees to work autonomously and effectively. Ensures flexible working arrangements meet operational needs and uphold organisational outcomes. Recognises performance through work outcomes and adherence to APS values. Supports innovation, team cohesion, and work-life balance through workplace attendance and flexible working patterns. |
| <p>Collaboration, Experimentation and Creativity</p> <ul style="list-style-type: none"> Work effectively with others to explore new ideas, test approaches, and drive continuous improvement. Experiment with new approaches, think creatively to imagine alternative options and connect concepts. Contribute to innovation by encouraging diverse perspectives and apply learnings from both successes and failures. | <p>Data-Informed Decision Making</p> <ul style="list-style-type: none"> Ask questions to identify problems and research data to inform the audience of potential solutions. Research and analysis relevant to business needs and make recommendations to support decision-making. Demonstrates the ability to use data to support business decisions and provide input into recommendations. | <p>Digital Protection and Safety</p> <ul style="list-style-type: none"> Understand privacy, data protection and safe online practices. Enhance cybersecurity: Develop awareness and knowledge to protect sensitive information and recognise cyber threats. | <p>Make and Own Informed Decisions</p> <ul style="list-style-type: none"> Justify AI-supported advice with clear reasoning. Take responsibility for outputs, ensuring alignment with organisational values and ethical standard. | <p>Focuses Strategically</p> <ul style="list-style-type: none"> Understands the organisation's direction and role within government and society including the whole of government agenda. Considers multiple perspectives when assessing the ramifications of issues. Develops plans that address both current and likely future requirements. Seeks to align business unit activities with strategic priorities. | <p>Marshals' Professional Expertise</p> <ul style="list-style-type: none"> Integrates professional expertise into the organisation to improve overall performance and delivery of business unit outcomes. Manages contracts judiciously. Actively ensures relevant professional input from others is obtained and shares own experience. | <p>Facilitates Cooperation and Partnerships</p> <ul style="list-style-type: none"> Brings people together and encourages input from key stakeholders. Facilitates cooperation within and between organisations. Promotes the reciprocal sharing of information to build knowledge. Fosters teamwork and rewards cooperative and collaborative behaviour. Resolves conflict and manages the sensitivities involved. | <p>Engages with Risk and Shows Personal Courage</p> <ul style="list-style-type: none"> Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes. Challenges and encourages debate on difficult or controversial issues. Stands by own position and supports others when required. Takes responsibility for mistakes and learns from them. Seeks guidance and advice when required. | <p>Listens, Understands and Adapts to Audience</p> <ul style="list-style-type: none"> 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. | <p>Makes Ethical Decisions</p> <ul style="list-style-type: none"> Maintain customer and stakeholder trust through professional conduct and awareness of obligations. Equip employees to handle ethical challenges and raise concerns about integrity or inappropriate conduct. Ensure ethical, transparent, and documented decision-making. |
| | <p>Data Communication</p> <ul style="list-style-type: none"> Adapt information to the appropriate medium and communicate and deliver data to the target audience effectively. Data storytelling and communication - presents data in a way that is tailored to the audience, using appropriate formats and channels. | <p>Technical Proficiency and Problem Solving</p> <ul style="list-style-type: none"> Innovate with digital tools: Leverage digital tools to improve processes and products, staying updated with digital trends. Solve digital problems: Address and resolve issues with digital devices and environments using various tools and creative solutions. | <p>Protect Information and Privacy</p> <ul style="list-style-type: none"> Avoid using personal, classified, or sensitive data in AI interactions. Apply data protection and privacy principles consistently. Maintain integrity and professionalism in all AI-related activities. | <p>Harnesses Information and Opportunities</p> <ul style="list-style-type: none"> Draws on information and alternative viewpoints and monitors information channels to understand new issues of importance to the government. Monitors change in the environment. Seizes opportunities and adjusts approach to respond to threats. Addresses any critical information gaps. Uses knowledge of the organisation to provide a context for others. | <p>Steers and Implements Change and Deals with Uncertainty</p> <ul style="list-style-type: none"> Adopts a planned approach to the management of programs. Defines high-level objectives and supports translation into implementation strategies. Operates effectively in an environment of ongoing change and uncertainty and maintains flexibility. Actively ensures stakeholders are kept informed during times of change. | <p>Values Individual Differences and Diversity</p> <ul style="list-style-type: none"> Recognises the positive benefits that can be gained from diversity and capitalises on these for the benefit of the business unit. 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>Commits to Action</p> <ul style="list-style-type: none"> Commits to achieving key outcomes for the organisation. Demonstrates personal drive, focus and energy. Galvanises others to act. Acts decisively and initiates urgent action to overcome difficult problems. | <p>Negotiates Confidently</p> <ul style="list-style-type: none"> Approaches negotiations with a strong grasp of the key issues. Presents a convincing and balanced rationale. Anticipates the position of the other party and is aware of the extent of potential for compromise. Acknowledges and addresses disagreements to facilitate mutually beneficial solutions. Encourages the support of relevant stakeholders. Focuses on the desired objectives and ensures negotiations remain on track. | <p>Anticipates and Manages Well-Being and Psychosocial Risks</p> <ul style="list-style-type: none"> Foster a culture of consultation and collaboration to improve health and safety. Promote and model positive behaviours and attitudes that foster a culture of safety and wellbeing. Demonstrate the ability to build and nurture a team culture that offers both physical and psychological safety. |
| | | | | <p>Shows Judgement, Intelligence and Common Sense</p> <ul style="list-style-type: none"> Applies intellect and knowledge to weigh up complex information and identify critical factors and issues. Works effectively when all of the information is not available. Explores the options in full and makes sound decisions under pressure. Considers opportunities and anticipates risk. Applies lateral thinking and identifies innovative solutions. | <p>Ensures Closure and Delivers on Intended Results</p> <ul style="list-style-type: none"> Drives a culture of achievement. Ensures ideas and intended actions become reality and that planned projects result in expected outputs. Strives for quality and ensures compliance with regulatory requirements. Puts systems in place to establish and measure accountabilities. Manages risks that may impede on project outcomes and ensures that key stakeholders are across all relevant issues. | <p>Guides, Mentors and Develops People</p> <ul style="list-style-type: none"> Encourages and motivates people to engage in continuous learning and empowers them by delegating responsibility for work. Sets clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback and manages under-performance. Offers support in time of high pressure and engages in activities to maintain morale. | <p>Displays Resilience</p> <ul style="list-style-type: none"> Persists with, and focuses on achieving, organisational objectives even in difficult circumstances. Monitors own emotional reactions and responds to pressure in a controlled manner. Displays a positive outlook and maintains momentum in difficult situations. | | <p>Role Model Cultural Capability</p> <ul style="list-style-type: none"> Invest in learning facts, context and histories that inform the diverse cultures, countries and people of today. Adjust my actions, words and behaviours. Listen and watch for verbal and non-verbal feedback. Build reciprocal (2-way) relationships with care and respect for colleagues. |
| | | | | | | | <p>Demonstrates Self Awareness and a Commitment to Personal Development</p> <ul style="list-style-type: none"> Examines own performance and regularly seeks feedback from others. Confidently promotes areas of strength, acknowledges development needs and proactively identifies related learning opportunities to extend skills and experience. Reflects on own behaviour and recognises the impact on others. | | |

Capability Framework FAQs

Q. Which capabilities are for employees?

A. The IP Australia Innovative Mindset capabilities, which include Commits to Lifelong Learning and Digital, Data, and AI, remain consistent across all levels. However, the ILS capabilities apply to all employees and vary depending on the level of the role.

Q. What additional capabilities are specific to managers?

A. There are 4 manager-specific capabilities: Leads to achieve optimal results in a hybrid and flexible work environment, Makes ethical decisions, Anticipates and manages wellbeing and psychosocial risks, Role models cultural competency.

Q. What tools can I use to develop the capabilities required to advance my career?

A. The Capability Framework offers a variety of tools to support your career development. The Critical Transition table highlights how capabilities change in complexity between levels. The Comparative View of the ILS provides a detailed breakdown of the capability requirements for each level, from APS2 to SES1, which encompasses the range of roles within IP Australia. Capabilities are included in all job profiles to clarify the requirements and assist in your development.

Q. Do manager capabilities vary depending on the APS or Executive level of the role?

A. The IP Australia All Staff capabilities are the same for managers across all levels, but the ILS capabilities increase in complexity as the level of the role increases.



