



Australian Government

Department of the Environment and Heritage

APPROVALS AND WILDLIFE DIVISION

CAPABILITY FRAMEWORK

Aspiration

Our people work together in a high quality work environment where teams and individuals are supported by appropriate resources and encouraged to reach high standards of professional performance.

To achieve this we will:

- 7.1 AWD Executive to actively engage in Departmental governance and budget processes to ensure adequate resources are available to the Division to enable it to meet its objective.
- 7.2 Ensure all people management practices and policies contribute to the achievement of AWD's objectives.
- 7.3 **Align the capabilities and capacity of our people with the core business needs of the Division.**
- 7.4 Continue to invest in ourselves to ensure we have ability to deliver on the strategic plan.
- 7.5 Manage the structure and processes of the Division to ensure that we are best positioned to meet the Division's objective and aspirations, and to deliver our outcomes to the Australian community.
- 7.6 Build staff esteem through communication of our victories and wins for the environment.

Purpose

The AWD capability framework articulates the standards and expectations in relation to both behaviours and technical skills for APS 4 through to EL2 staff across the Division. It is based on the APS-wide capability framework developed by the Australian Public Service Commission but tailored to the needs of AWD. The framework also draws on the DEH Work Level Standards in terms of the specific technical skills expected for functional areas.

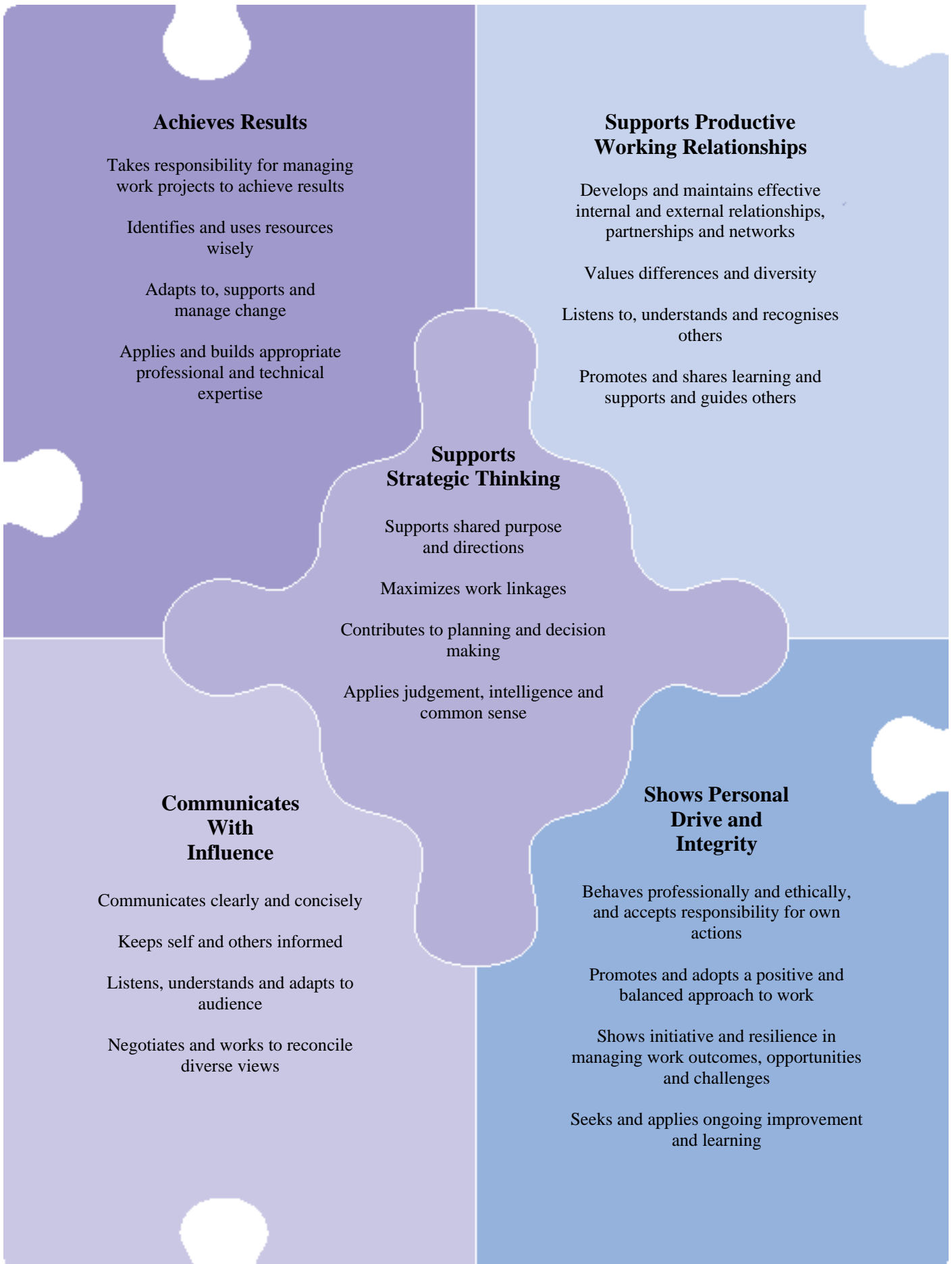
The capability framework provides a tool for individuals to assess their capability requirements, align learning with business needs, identify appropriate development strategies and formulate a development plan outlining both immediate and long term goals for development. This framework also assists managers in providing feedback to their staff in relation to the ongoing performance of their duties, assisting in career progression discussions and providing a basis for the development of recruitment and selection documentation.

A number of benefits and desired outcomes are expected from the implementation of this framework including improved promotional prospects for staff, improved awareness of Divisional expectations at particular levels by both staff and managers, improved bench strength at each level within the Division and a more productive working environment through greater investment in our people.

This framework will form the basis of the AWD Learning and Development Strategy.

The framework identifies the critical transition points from one classification to another through the use of italics.

APS 4 – Capability Sets



Support strategic thinking

Supports shared purpose and directions	Maximizes work linkages	Contributes to planning and decision making	Applies judgement, intelligence and common sense
<p>Understands and supports the organisation's vision, mission and business objectives Understands the sense of direction in the context of their work and clearly communicates this to colleagues and clients Understands the reasons for decisions and recommendations to others</p>	<p>Thinks and plans ahead, acts proactively, anticipates issues and problems and works to resolve these Understands the work environment and identifies less complex factors, trends and influences within the immediate work area that may impact on achievement of work objectives Sees and uses linkages and interrelationships between work tasks and familiar areas and shares these with others Is innovative, thinks laterally and looks for better ways to do things</p>	<p>Provides input to the development of plans, strategies and team goals Actively participates in decision-making Analyses less complex issues, impacts, options and consequences for the delivery of timely, considered advice and action Is aware of risks and uncertainties within the immediate work area and takes account of these in planning and priority setting</p>	<p>Draws on information from diverse sources and uses common sense and/or previous experience to analyse what is important and how it should be used Exercises judgement, intelligence, discretion with limited independence. Begins to contribute and/or use evaluation strategies to monitor and improve policy, program and/or service delivery</p>

Achieves results

Takes responsibility for managing work projects to achieve results	Identifies and uses resources wisely	Adapts to, supports and self-manages change	Applies and builds appropriate professional and technical expertise
<p>Commits to action and gets things done Demonstrates a focus on outcomes and results and manages work well Performs under limited direction and actively plans, schedules, prioritises and monitors own work and inputs from others Accepts personal responsibility for accurate completion of work within timeframes and quality requirements and seeks help from others when needed</p>	<p>Makes best use of own capabilities and negotiates responsibilities for work outcomes Maintains a positive and balanced working environment, while responding to service and implementation schedules</p>	<p>Demonstrates flexibility, adaptability, and focus through day-to-day work changes, shifting priorities and periods of uncertainty Communicates the reasons for change to others in the context of their immediate work area, assesses impacts as they relate to their role and encourages collaboration and cooperation in coping with change Suggests rescheduling and reorganizing work to reflect changes in priority Evaluates progress and outcomes in a realistic and comprehensive way, acts on results and initiates change when needed</p>	<p>Applies and develops professional/technical skills and expertise of a level and standard appropriate to work demands Seeks development opportunities to expand capabilities Begins to demonstrate familiarity and compliance with legislative, policy and regulatory framework sharing knowledge and information with colleagues</p>

Supports productive working relationships

Develops and maintains effective internal and	Values difference and diversity	Listens to, understands and recognises others	Promotes and shares learning and supports
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external relationships, partnerships and networks			and guides others
Develops and maintains positive personal relationships with internal and external stakeholders and clients Actively pursues professional networks, collaborative working relationships and partnerships Responds to changes in client and stakeholder needs and expectations Represents the organization effectively to other clients	Is flexible, tolerant and open Understands, values and responds to different personal styles and ideas Treats people with respect and courtesy Works to build diversity in teams and work approaches	Takes time to listen to colleagues, clients and stakeholders and appreciate/respond to their needs and views Contributes to building rapport and cooperation within and across teams to produce effective outcomes Shares ideas and information and seeks inputs from others Recognises and supports others and contributes to the development of an environment of trust, challenge and reward	Offers, seeks, values and acts on constructive and regular feedback Contributes positively to addressing tensions and conflict in the workplace looking for common ground and sharing this with others Seeks opportunities for learning, applies new knowledge and ideas and shares these with others Supports the development and contribution of others
Shows personal drive and integrity			
Behaves professionally and ethically, and accepts responsibility for own actions	Promotes and adopts a positive and balanced approach to work	Shows initiative and resilience in managing work outcomes, opportunities and challenges	Seeks and applies ongoing improvement and learning
Understands and applies APS and organizational values and codes of conduct Displays high ethical and professional standards and practices in all aspects of work Complies with legislative, policy and regulatory frameworks Learns from and accepts responsibility for the consequences of own actions and understands their impacts on work group outcomes and behaviours	Works with others to manage workloads, while maintaining work and life balance Understands the benefits of a balanced work approach Looks for and applies strategies to maintain personal health and well being	Is committed, active and focused on work outcomes, even in uncertain or difficult circumstances Adapts to a changing environment and encourages others and demonstrates a positive approach to change Uses experience and knowledge to identify and manage opportunities, challenges and risks	Seeks development options for self based on an understanding of strengths, capabilities and weaknesses Initiates, develops and/or advocates process and/or service delivery strategies Recognises the need for ideas and effort to keep improving work practices
Communicates with influence			
Communicates clearly and concisely	Keeps self and others informed	Listens, understands and adapts to audience	Negotiates and works to reconcile diverse views
Communicates in 'plain English' and delivers messages clearly and concisely Ensures that information given on behalf of the work group/team is accurate, timely and unambiguous Manages communication and feedback 'upwards and outwards' constructively	Keeps self and others well informed on progress and issues Uses common sense to determine what information is important and should be conveyed to others Works within agreed guidelines in making decisions about the use and dissemination of information	Listens, speaks, writes and questions according to the needs of individuals or the audience Encourages others to talk, share ideas, clarifies and confirms understanding and appreciates diverse viewpoints Begins to convey ideas, concepts and arguments to individuals or groups	Shows sensitivity, understanding and skill in assisting to resolve conflict in work situations Influences others by using credible and persuasive discussion and thoughtful understanding of issues Listens to and evaluates differing ideas and views and attempts to bring these together in a mutually satisfactory way
Technical Skills			
The underlying technical skills at the APS 4 level relate to the more administrative aspects of the Section			
Assessment	Compliance and Enforcement	Legislation Policy	Wildlife
Demonstrated capacity to manage projects in a structured way Good problem solving skills including the	Aptitude to engage in and manage adversarial discussions. Level IV Certificate – Investigations or the	Familiarity and aptitude for working with legislative interpretations Capacity to prepare 1 st drafts of briefs and	Qualifications or equivalent experience in ecology or related field desirable Experience/knowledge/skills and/or qualifications

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<p>capacity to analyse issues from different perspectives and draw sound inferences from information available</p> <p>Capacity to interpret and apply legislation</p> <p>Capacity to develop skills in information management and maintenance</p> <p>Capacity to gain skills in WORD, EXCEL and Powerpoint</p> <p>Demonstrated capacity to undertake research tasks</p> <p>Capacity to prepare 1st drafts of briefs and submissions</p> <p>Good written skills in relation to preparing less complex correspondence</p> <p>Understanding of government procurement processes and capacity to apply in the workplace including accounts processing and contract management</p> <p>Demonstrated capacity to contribute to the development of internal policy approaches to issues that arise</p>	<p>capacity to attain the qualification.</p> <p>Experience/knowledge and/or qualifications in relation to government processes for meeting statutory requirements, preferably in relation to compliance and enforcement activities.</p> <p>Demonstrated capacity to manage projects in a structured way</p> <p>Capacity to prepare 1st drafts of briefs and submissions</p> <p>Good written skills in relation to preparing less complex correspondence</p> <p>Demonstrated capacity to contribute to the development of internal policy approaches to issues that arise</p> <p>Understanding of government procurement processes and capacity to apply in the workplace including accounts processing and contract management</p>	<p>submissions</p> <p>Good written skills in relation to preparing less complex correspondence</p> <p>Demonstrated capacity to contribute to the development of internal policy approaches to issues that arise</p> <p>Aptitude for problem solving, analyzing data and concepts</p> <p>Understanding of government procurement processes and capacity to apply in the workplace including accounts processing and contract management</p>	<p>in relation to government processes for meeting statutory requirements, preferably in relation to wildlife impacts.</p> <p>Capacity to prepare 1st drafts of briefs and submissions</p> <p>Good written skills in relation to preparing less complex correspondence</p> <p>Demonstrated capacity to contribute to the development of internal policy approaches to issues that arise</p> <p>Understanding of government procurement processes and capacity to apply in the workplace including accounts processing and contract management</p>
Corporate	Database and Web Management		
<p>Understanding of Government processes.</p> <p>Understanding of public sector people management framework</p> <p>Understanding of government Finance and Budget processes</p> <p>EXCEL, Powerpoint and Word skills</p> <p>Capacity to develop and implement sound and efficient systems</p> <p>Understanding of corporate governance frameworks</p> <p>Capacity to interrogate HRMIS or FMIS and associated reporting functionality</p> <p>Capacity to prepare 1st drafts of briefs and submissions</p> <p>Good written skills in relation to preparing less complex correspondence</p> <p>Capacity to contribute to the development of internal policy approaches to issues that arise</p> <p>Understanding of government procurement processes and capacity to apply in the workplace including accounts processing and contract management</p>	<p>Interest in and aptitude for relational databases</p> <p>Understanding of web site management, including Internet and Intranet and the use of web content management systems</p> <p>Capacity to translate user requirements into practical, user-friendly interfaces.</p> <p>Capacity to prepare 1st drafts of briefs and submissions</p> <p>Good written skills in relation to preparing less complex correspondence</p> <p>Demonstrated capacity to contribute to the development of internal policy approaches to issues that arise</p> <p>Understanding of government procurement processes and capacity to apply in the workplace including accounts processing and contract management</p>		

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APS 5 and 6 – Capability Sets

Achieves Results

Takes responsibility for managing work projects to achieve results

Identifies and uses team and individual resources wisely

Adapts to, supports and manages change

Applies and builds appropriate professional and technical expertise

Supports Productive Working Relationships

Develops and maintains effective internal and external relationships, partnerships and networks

Values differences and diversity

Listens to, understands and recognises others

Promotes and shares learning and supports and guides others

Contributes to Strategic Thinking

Supports shared purpose and directions

Thinks strategically and maximizes work linkages

Contributes to planning and decision making

Applies judgement, intelligence and common sense

Communicates With Influence

Communicates clearly and concisely

Keeps self and others informed

Listens, understands and adapts to audience

Negotiates and works to reconcile diverse views

Shows Personal Drive and Integrity

Behaves professionally and ethically, and accepts responsibility for own actions

Promotes and adopts a positive and balanced approach to work

Shows initiative and resilience in managing work outcomes, opportunities and challenges

Seeks and applies ongoing improvement and learning

APS 5 and 6

Differentiating factor between APS 5 and 6 work level responsibility is the degree of direction required to undertake tasks

Contributes to strategic thinking			
Supports shared purpose and directions	Thinks strategically and maximizes work linkages	Contributes to planning and decision making	Applies judgement, intelligence and common sense
<i>Supports and promotes the organisation's vision, mission and business objectives Clearly communicates a sense of direction to colleagues, clients and stakeholders Explains the reasons for decisions and recommendations to others</i>	Thinks and plans ahead, acts proactively, anticipates issues and problems and works to resolve these <i>Understands the work environment and identifies broader factors, trends and influences that may impact on achievement of work objectives Sees and uses linkages and interrelationships between work tasks and areas and shares these with others Is innovative, thinks laterally and looks for better ways to do things</i>	Provides input to the development of plans, strategies and team goals Actively participates in decision-making <i>Analyses issues, impacts, options and consequences for the delivery of timely, considered advice and action Identifies risks and uncertainties and takes account of these in planning and priority setting</i>	<i>Draws on information from diverse sources and uses experience and common sense to analyse what is important and how it should be used Exercises judgement, intelligence, discretion and appropriate independence. Contributes and/or uses evaluation strategies to monitor and improve policy, program and/or service delivery</i>
Achieves results			
Takes responsibility for managing work projects to achieve results	Identifies and uses team and individual resources wisely	Adapts to, supports and manages change	Applies and builds appropriate professional and technical expertise
Commits to action and gets things done <i>Demonstrates a focus on outcomes and results and manages work well, despite constraints and variable resources Performs under limited direction and actively plans, schedules, prioritises, delegates and monitors own work and inputs from others Accepts personal responsibility for accurate completion of work within timeframes and quality requirements and seeks help from others when needed APS 6 only - Represents the Department at external fora.</i>	<i>Makes best use of team and individual capabilities and negotiates responsibilities for work outcomes Deals with under-performance constructively and proactively Maintains a positive and balanced working environment, while responding to service and implementation schedules</i>	Demonstrates flexibility, adaptability, and focus through day-to-day work changes, shifting priorities and periods of uncertainty <i>Communicates the reasons for change to others, assesses impacts and encourages collaboration and cooperation in coping with change Reschedules and re-organises work to reflect changes in priority Evaluates progress and outcomes in a realistic and comprehensive way, acts on results and initiates change when needed</i>	Applies and develops professional/technical skills and expertise of a level and standard appropriate to work demands <i>Seeks and/or provides development opportunities for individuals and teams which recognise and expand their capabilities Demonstrates familiarity and compliance with legislative, policy and regulatory framework and works to build this in others</i>

Supports productive working relationships			
Develops and maintains effective internal and external relationships, partnerships and networks	Values difference and diversity	Listens to, understands and recognises others	Promotes and shares learning and supports and guides others
Develops and maintains positive personal	Is flexible, tolerant and open	Takes time to listen to colleagues, clients and	Offers, seeks, values and acts on constructive and

relationships with internal and external stakeholders and clients <i>Actively pursues professional networks, collaborative working relationships and partnerships and encourages others to do the same</i> <i>Responds to changes in client and stakeholder needs and expectations</i> <i>Represents the organization effectively to other agencies, stakeholders, external bodies and the community</i>	Understands, values and responds to different personal styles and ideas Treats people with respect and courtesy Works to build diversity in teams and work approaches	stakeholders and appreciate/respond to their needs and views Builds rapport and cooperation within and across teams to produce effective outcomes Shares ideas and information and seeks inputs from others Recognises and supports others and contributes to the development of an environment of trust, challenge and reward	regular feedback <i>Addresses tensions and conflict in the workplace looking for common ground and sharing this with others</i> Seeks opportunities for learning, applies new knowledge and ideas and shares these with others <i>Guides and supports the development and contribution of others</i>
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Shows personal drive and integrity

Behaves professionally and ethically, and accepts responsibility for own actions	Promotes and adopts a positive and balanced approach to work	Shows initiative and resilience in managing work outcomes, opportunities and challenges	Seeks and applies ongoing improvement and learning
<i>Applies and promotes APS and organizational values and codes of conduct</i> Displays high ethical and professional standards and practices in all aspects of work Complies with legislative, policy and regulatory frameworks Learns from and accepts responsibility for the consequences of own actions and understands their impacts on work group outcomes and behaviours	Works with others to manage workloads, while maintaining work and life balance <i>Promotes the benefits of a balanced work approach</i> Looks for and applies strategies to maintain personal health and well being	Is committed, active and focused on work outcomes, even in uncertain or difficult circumstances <i>Adapts to a changing environment and encourages others to understand and cope with change</i> Uses experience and knowledge to identify and manage opportunities, challenges and risks	<i>Seeks development options for self and others, based on an understanding of individual and team strengths, capabilities and weaknesses</i> <i>Initiates, develops and/or advocates sound policy proposals, business program and/or service delivery strategies</i> Recognises the need for ideas and effort to keep improving work practices

Communicates with influence

Communicates clearly and concisely	Keeps self and others informed	Listens, understands and adapts to audience	Negotiates and works to reconcile diverse views
Communicates in ‘plain English’ and delivers messages clearly and concisely <i>Ensures that information given on behalf of the work group/team/organization is accurate, timely and unambiguous</i> Manages communication and feedback ‘upwards and outwards’ constructively	Keeps self and others well informed on progress and issues Uses common sense to determine what information is important and should be conveyed to others Works within agreed guidelines in making decisions about the use and dissemination of information	Listens, speaks, writes and questions according to the needs of individuals or the audience Encourages others to talk, share ideas, clarifies and confirms understanding and appreciates diverse viewpoints <i>Conveys ideas, concepts and arguments successfully to individuals or groups</i>	<i>Shows sensitivity, understanding and skill in negotiating and working to resolve conflict in work situations</i> Influences others by using credible and persuasive discussion and thoughtful understanding of issues Listens to and evaluates differing ideas and views and attempts to bring these together in a mutually satisfactory way

Technical Skills

Assessment	Compliance and Enforcement	Legislation Policy	Wildlife
<i>Skills, knowledge and experience relating to one or more of the following: environmental impact assessment, risk assessment, environmental auditing, environmental monitoring and reporting.</i> <i>Sound experience/knowledge/skills and/or qualifications in relation to government processes</i>	<i>Demonstrated capacity to engage in and manage adversarial discussions.</i> Level IV Certificate – Investigations or the capacity to attain the qualification. <i>Sound experience/knowledge/skills and/or qualifications in relation to government processes for meeting statutory requirements, preferably in</i>	Familiarity and aptitude for working with legislative interpretations Good written skills in relation to brief writing, preparing reports, submissions and correspondence Demonstrated capacity to contribute to the development of internal policy approaches to	Qualifications or equivalent experience in ecology or related field desirable <i>Sound experience/knowledge/skills and/or qualifications in relation to government processes for meeting statutory requirements, preferably in relation to wildlife impacts.</i> <i>Well developed written skills in relation to brief</i>

<p><i>for meeting statutory requirements, preferably in relation to environmental assessments.</i></p> <p>Demonstrated capacity to manage projects in a structured way</p> <p>Good problem solving skills including the capacity to analyse issues from different perspectives and draw sound inferences from information available</p> <p><i>Demonstrated capacity to interpret and apply legislation</i></p> <p>Good written skills in relation to brief writing, preparing assessment reports, submissions and correspondence</p> <p><i>Demonstrated capacity to contribute to the development of internal policy approaches to issues that arise</i></p>	<p><i>relation to compliance and enforcement activities.</i></p> <p>Demonstrated capacity to manage projects in a structured way</p> <p>Good written skills in relation to brief writing, preparing reports, submissions and correspondence</p> <p><i>Demonstrated capacity to contribute to the development of internal policy approaches to issues that arise</i></p> <p><i>Demonstrated experience in conducting investigations into a wide range of complex matters and preparation of briefs of evidence for prosecution or civil action</i></p>	<p>issues that arise</p> <p><i>Good conceptual, analytical and problem solving capacity</i></p>	<p><i>writing, preparing reports, submissions, advices and correspondence</i></p> <p>Demonstrated capacity to contribute to the development of internal policy approaches to issues that arise</p>
<p>Corporate</p>	<p>Database and Web Management</p>		
<p><i>Good understanding of Government processes. Demonstrated knowledge and experience in the development and delivery of HR strategies and programs</i></p> <p><i>Demonstrated experience in government Finance and Budget processes</i></p> <p><i>Good EXCEL, Powerpoint and Word skills</i></p> <p><i>Proven experience in the development and implementation of sound and efficient systems</i></p> <p><i>Demonstrated experience in the implementation of corporate governance frameworks</i></p> <p><i>Demonstrated experience in interrogating HRMIS or FMIS and associated reporting functionality</i></p> <p>Good written skills in relation to brief writing, Executive papers, preparation of reports, submissions and correspondence</p> <p><i>Demonstrated capacity to contribute to the development of internal policy approaches to issues that arise</i></p>	<p><i>Demonstrated experience in the management, use and support of relational databases</i></p> <p>Understanding of web site management, including Internet and Intranet and the use of web content management systems</p> <p><i>Demonstrated experience in translating user requirements into practical, user-friendly interfaces.</i></p> <p>Good written skills in relation to brief writing, preparing reports, submissions and correspondence</p> <p>Demonstrated capacity to contribute to the development of internal policy approaches to issues that arise</p>		

EL1 – Capability Sets



Shapes strategic thinking

Inspires a sense of purpose and direction	Focuses strategically	Harnesses information and opportunities	Shows judgment, intelligence and commonsense
<i>Provides direction to others regarding the purpose and importance of their work. Seeks to clarify roles. Illustrates the relationship between operational tasks and organizational goals. Sets work tasks that align with the strategic objectives and communicates expected outcomes. Supports the Director in building a sense of direction.</i>	<i>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. Generates and promotes new ideas.</i>	<i>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 organization, monitors the context in which the organization operates and finds out about best practice approaches.</i>	<i>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 innovates alternatives.</i>

Achieves results

Builds organizational capability and responsiveness	Marshals professional expertise	Steers and implements change and deals with uncertainty	Ensures closure and delivers on intended results
<i>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. Looks outside immediate work unit.</i>	<i>Values specialist expertise and available tools and capitalizes on the expert knowledge and skills of others. Contributes own expertise to achieve outcomes for the business unit. Utilises the expertise and tools to maximum advantage.</i>	<i>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. Demonstrates awareness of when to seek guidance.</i>	<i>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.</i>

Cultivates productive working relationships

Nurtures internal and external relationships	Facilitates cooperation and partnerships	Values individual differences and diversity	Guides, mentors and develops people
<i>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.</i>	<i>Involves people, encourages them and recognizes their contribution. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.</i>	<i>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.</i>	<i>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 feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly.</i>

Exemplifies personal drive and integrity

Demonstrates public service professionalism and probity	Engages with risk and shows personal courage	Commits to action and displays resilience	Demonstrates self-awareness and a commitment to personal development
<i>Adopts a principled approach and adheres to the</i>	<i>Provides impartial and forthright advice.</i>	<i>Takes personal responsibility for meeting</i>	<i>Self-evaluates performance and seeks feedback</i>

<p><i>APS Values and Code of Conduct.</i> <i>Acts professionally and impartially at all times and operates within the boundaries of organizational processes and legal and public policy constraints.</i> <i>Operates as an effective representative of the organization in public and internal forums.</i></p>	<p>Challenges important issues constructively, stands by own position when challenged. Acknowledges mistakes and learns from the, and seeks guidance and advice when required. Takes calculated risks in consultation with manager.</p>	<p>objectives and progressing work. Shows initiative and proactively steps in and does what is required. Commits energy and drive to see that goals are achieved. 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. Knows when and how to tactfully retreat.</p>	<p>from others. Communicates and acts on strengths and development needs. Reflects on own behaviour and recognizes the impact on others. Shows strong commitment to learning and self-development, and accepts challenging new opportunities.</p>
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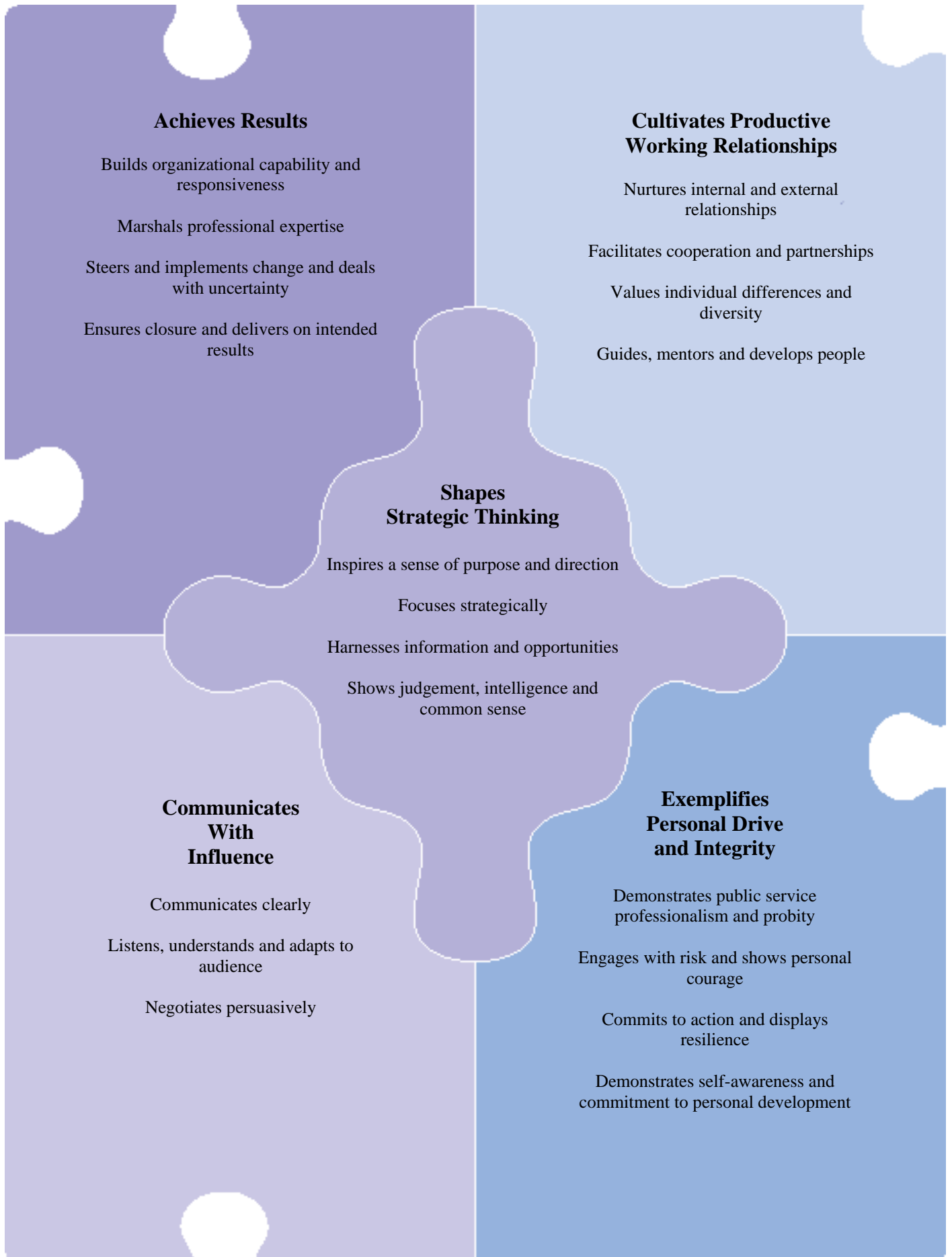
Communicates with influence

Communicates clearly	Listens, understands and adapts to audience	Negotiates persuasively	
<p>Confidently presents messages in a clear, concise and articulate manner. Focuses on key points and using appropriate, unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity. Confidently and proactively engages in difficult situations</p>	<p>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments and does not allow misunderstandings to linger.</p>	<p>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 frames arguments accordingly. Encourages the support of relevant stakeholders. Strives to achieve an outcome that delivers benefits for both parties.</p>	

Technical Skills

Assessment	Compliance and Enforcement	Legislation Policy	Wildlife
<p>Skills, knowledge and experience relating to one or more of the following: environmental impact assessment, risk assessment, environmental auditing, environmental monitoring and reporting. Sound experience/knowledge/skills and/or qualifications in relation to government processes for meeting statutory requirements, preferably in relation to environmental assessments. <i>Strong project management skills.</i> <i>Sound experience in interpreting and applying legislation</i> <i>Well developed written skills in relation to brief writing, preparing assessment reports, submissions and correspondence</i> <i>Demonstrated capacity to develop internal policy approaches to issues that arise</i></p>	<p><i>Well developed skills to engage in and manage adversarial discussions.</i> Level IV Certificate – Investigations or the capacity to attain the qualification. Sound experience/knowledge/skills and/or qualifications in relation to government processes for meeting statutory requirements, preferably in relation to compliance and enforcement activities. <i>Strong project management skills</i> <i>Well developed written skills in relation to brief writing, preparing reports, submissions and correspondence</i> <i>Demonstrated capacity to develop internal policy approaches to issues that arise</i> <i>Demonstrated ability to conduct investigations into a wide range of complex matters and prepare briefs of evidence for prosecution or civil action</i></p>	<p>Familiarity and aptitude for working with legislative interpretations <i>Well developed written skills in relation to brief writing, preparing reports, submissions and correspondence</i> <i>Demonstrated capacity to develop internal policy approaches to issues that arise</i></p>	<p>Qualifications or equivalent experience in ecology or related field desirable Sound experience/knowledge/skills and/or qualifications in relation to government processes for meeting statutory requirements, preferably in relation to wildlife impacts. <i>Strong project management skills</i> <i>Well developed written skills in relation to brief writing, preparing reports, submissions and correspondence</i> <i>Demonstrated capacity to develop internal policy approaches to issues that arise</i></p>
Corporate	Web and Database Management		
<p><i>Well developed understanding of Government processes.</i> <i>High level HR experience</i> <i>High level Finance and Budget experience</i> Good EXCEL, Powerpoint and Word skills Proven experience in the development and implementation of sound and efficient systems <i>Demonstrated experience in the development and implementation of corporate governance frameworks</i> <i>High level experience in HRMIS or FMIS</i> <i>Well developed written skills in relation to brief writing, preparing reports, submissions and correspondence</i> <i>Demonstrated capacity to develop internal policy approaches to issues that arise</i></p>	<p><i>Extensive experience in the management, use and support of relational databases</i> <i>Sound understanding of web site management, including Internet and Intranet and the use of web content management systems</i> Demonstrated experience in translating user requirements into practical, user-friendly interfaces. <i>Well developed written skills in relation to brief writing, preparing assessment reports, submissions and correspondence</i> <i>Demonstrated capacity to develop internal policy approaches to issues that arise</i></p>		

EL2 – Capability Sets



Shapes strategic thinking			
Inspires a sense of purpose and direction	Focuses strategically	Harnesses information and opportunities	Shows judgment, intelligence and commonsense
<i>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.</i>	<i>Understands the organisation's objectives and links between the business unit, organization 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</i>	<i>Gathers and investigates information from a variety of sources. Explores new ideas and different viewpoints. Probes information and identifies any critical gaps and opportunities. Maintains an awareness of the organization, looks for recent developments that may impact on own business area and finds out about best practice approaches.</i>	<i>Undertakes objective, critical analysis and distils the core issues. Explores possibilities and creative alternatives. Presents logical arguments and draws accurate conclusions. Anticipates and seeks to manage risk. Breaks through problems and weights up the options to identify solutions.</i>
Achieves results			
Builds organizational capability and responsiveness	Marshals professional expertise	Steers and implements change and deals with uncertainty	Ensures closure and delivers on intended results
<i>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.</i>	<i>Values specialist expertise and capitalizes on the knowledge within the organization as well as consulting externally as appropriate. Manages contracts judiciously. Contributes own expertise to achieve outcomes for the business unit.</i>	<i>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.</i>	<i>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.</i>
Cultivates productive working relationships			
Nurtures internal and external relationships	Facilitates cooperation and partnerships	Values individual differences and diversity	Guides, mentors and develops people
<i>Builds and sustains relationships with a network of key people internally and externally. Recognises shared agendas and works toward mutually beneficial outcomes. Anticipates and is responsive to internal and external client needs.</i>	<i>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.</i>	<i>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.</i>	<i>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.</i>
Exemplifies personal drive and integrity			
Demonstrates public service professionalism and probity	Engages with risk and shows personal courage	Commits to action and displays resilience	Demonstrates self-awareness and a commitment to personal development
<i>Adopts a principled approach and adheres to the APS Values and Code of Conduct.</i>	<i>Is prepared to lead and take calculated risks. Provides impartial and forthright advice.</i>	<i>Takes personal responsibility for meeting objectives and progressing work.</i>	<i>Critically analyses own performance and seeks feedback from others.</i>

<p>Acts professionally and impartially at all times and operates within the boundaries of organizational processes and legal and public policy constraints. Operates as an effective representative of the organization in public and internal forums.</p>	<p><i>Challenges important issues constructively, stands by own position and supports others when required.</i> Acknowledges mistakes and learns from the, and seeks guidance and advice when required.</p>	<p>Shows initiative and proactively steps in and does what is required. Commits energy and drive to see that goals are achieved. Persists and focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a controlled manner. <i>Maintains momentum and sustains effort despite criticism or setbacks.</i> Knows when and how to tactfully retreat.</p>	<p><i>Confidently communicates strengths and acknowledges development needs.</i> <i>Acts on negative feedback to improve performance.</i> Reflects on own behaviour and recognizes the impact on others. <i>Shows strong commitment to learning and self-development, and embraces challenging new opportunities.</i></p>
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Communicates with influence

Communicates clearly	Listens, understands and adapts to audience	Negotiates persuasively	
<p>Confidently presents messages in a clear, concise and articulate manner. <i>Translates information for others, focusing on key points and using appropriate, unambiguous language.</i> Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.</p>	<p>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. <i>Anticipates reactions and is prepared to respond.</i> Checks own understanding of others' comments and does not allow misunderstandings to linger.</p>	<p>Approaches negotiations with a strong grasp of the key issues, having prepared well in advance. Understands the desired objectives and associated strengths and weaknesses. <i>Anticipates the position of the other party, and adapts approach accordingly.</i> Encourages the support of relevant stakeholders. <i>Encourages debate and identifies common ground to facilitate agreement and acceptance of mutually beneficial solutions.</i></p>	

Technical Skills

Assessments	Compliance	Species Listing, Information and Advice	
<p>High level experience/knowledge/skills and/or qualifications in relation to government processes for meeting statutory requirements, preferably in relation to environmental assessments</p>	<p>High level experience/knowledge/skills and/or qualifications in relation to government processes for meeting statutory requirements, preferably in relation to compliance activities</p>	<p>High level experience/knowledge/skills and/or qualifications in relation to government processes for meeting statutory requirements, preferably in relation wildlife impacts</p>	

