

Characteristic	TS1	TS2	TS3	TS4
Knowledge and Experience	<p>Education or equivalent experience: Bachelor degree with direct relevance to the specialist skill.</p> <p>Demonstrated proficiency in specialisation. Highly competent with tools/techniques and systems specific to the work being taken, but may have limited experience outside these tools.</p> <p>Maintains skills framework, or information about access to standard frameworks.</p> <p>Applies knowledge in a specific discipline using tools, systems and governance as directed.</p>	<p>Education or equivalent experience: Master's degree with direct relevance to the specialist skill.</p> <p>Has broad industry experience in the work type.</p> <p>Has broad exposure to/experience with various tools/techniques used in the work type, and the ability to assess tools/techniques using established assessments for that discipline.</p> <p>Using identified organisational development plans, determines what actions are required to continue professional development within the work type.</p> <p>Makes recommendations for improvement or selection of tools/techniques for use in the work type and advises or teaches others about appropriate tools/techniques for the task at hand.</p>	<p>Education or equivalent experience: Master's degree with direct relevance to the specialist skill.</p> <p>Extensive experience, in multiple work environments within the work type's industry.</p> <p>Has extensive exposure to and experience with tools/techniques of the work type, and can make recommendations about selections of tools/techniques for best practice and is able to implement improvements.</p> <p>Makes recommendations regarding organisational development needs in line with business needs and strategic direction.</p> <p>Generates development strategies to achieve required change.</p> <p>Drives decision making with regards to standards, methods and techniques used in the work type.</p>	<p>Education or equivalent experience: PhD with direct relevance to the specialist skill.</p> <p>Vast experience, gained through multiple work environments within the work type's industry.</p> <p>Has vast industry exposure to and experience with a wide range of tools and techniques and can oversee enterprise wide implementation and report on performance.</p> <p>Provides input into professional development planning to further the development of expertise across the organisation.</p> <p>Directs development, implementation, delivery and support of methods and techniques.</p>
Judgement and Risk	<p>Responsible for completion of moderate to complex work at a highly competent to expert level.</p> <p>Investigates requirements, problems and opportunities to seek solutions.</p> <p>Identifies emerging issues in the work being undertaken. Recommends remediation actions if required, evaluating alternatives in terms of cost, performance and scalability.</p> <p>Monitors compliance.</p> <p>Sources and collects data. Performs compliance assessments of medium complexity and prepares reports.</p> <p>Identifies possible risks and their impact on work.</p> <p>Contributes to risk management activities.</p>	<p>Responsible for completion of complex to very complex work at an expert level and/or ensuring organisational currency of practice in the work type.</p> <p>Identifies where changes are required and advises stakeholders of the implications. Manages reviews of benefits and values of current methods.</p> <p>Recommends improvements or changes required.</p> <p>Creates and maintains records that meet legislative requirements, ensures others keep sound records and may validate records.</p> <p>Investigates major breaches and recommends improvements to ensure compliance.</p> <p>Evaluates risk to completion of activities, including impact assessments.</p> <p>Provides advice and guidance to manage risks.</p>	<p>Demonstrated expertise as a senior/advanced technical specialist level on at least one element of the work type.</p> <p>Able to assess work, across the work type, to ensure it is conducted to pre-determined standards.</p> <p>Determines the needs of the AFP, in line with business needs and strategic direction.</p> <p>Identifies alternatives & assesses feasibility, identifying business benefits in current and alternative practices in order to implement improvements.</p> <p>Identifies external information that is relevant to the needs of the work type in the AFP.</p> <p>Identifies and monitors environmental and market trends to assess impact on AFP.</p> <p>Ensures legal or regulatory compliance.</p> <p>Ensures principles are applied to reduce risk, including both internal and external threats.</p> <p>Ensures risks are considered with effective systems, control and treatments applied.</p>	<p>Demonstrated expertise as a senior/advanced technical specialist level using demonstrated expertise across multiple parts of the work type. In some cases may operate as an internal consultant.</p> <p>Identifies alternative strategies ensuring that the AFP approach is aligned with best practice in the work type and oversees implementation of improvements.</p> <p>Responsible for whole of AFP compliance with regulations, standards and codes of practice.</p> <p>Establishes strategies to address risks.</p> <p>Ensures that risks are consistently identified, managed and mitigated in order to achieve strategic outcomes.</p>
Independence and Decision-Making	<p>Works independently, contributing to development of solutions in a specific business or functional area.</p> <p>May consult with more experienced experts on complex work.</p> <p>Tests and measures work against specifications. Monitors performance against KPIs.</p> <p>Provides status reports on the work type to inform effective decision making, ensuring accurate information is presented effectively.</p>	<p>Influences the development of solutions in a specific business or functional area.</p> <p>Provides advice to others in the work type or to stakeholders.</p> <p>Conducts assessments to ensure work is aligned with organisational processes, systems and tools.</p> <p>Develops KPI's and uses them to monitor performance and identify opportunities for improvement.</p>	<p>Takes full responsibility for outcomes, quality and systems, provides quality assurance for complex work and provides authoritative advice.</p> <p>Oversees development of KPIs. Monitors progress, evaluates outcomes, tracks and reports against KPIs.</p> <p>Ensures lessons learned from reviews are documented and promoted to all stakeholders.</p>	<p>Leads provision of expert resources and systems required to execute the AFP's strategic and operational plans and improve organisational performance.</p> <p>Ensures consistency and compliance between AFP strategies policies, practice and guidelines and KPIs.</p> <p>Conducts review of AFP wide approach, including ensuring practices in the work type are current.</p>

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		<p>Manages iteration, review and maintenance of requirements.</p> <p>Uncovers gaps in the ability to implement plans for the work type and ensures materials are up to date.</p>	<p>Undertakes or manages complex reviews and evaluations.</p>	
Relationships	<p>Produces documents to support ongoing work that can be applied either within the business area or for wider audiences.</p> <p>Works collaboratively with stakeholders to identify benefits and options for consideration. Assists with stakeholder analysis.</p> <p>Proactively manages contracts. Monitors against agreed performance measures to enable early warning of performance issues.</p> <p>Works with stakeholders and service providers to achieve co-operation and resolve difficulties.</p>	<p>Develops and communicates plans to drive strategies.</p> <p>Works with key stakeholders to achieve goals, identify opportunities and facilitate co-operation.</p> <p>Monitors and assesses key deliverables to enable acceptance and achieve contract outcomes.</p> <p>Writes reports suitable for multiple stakeholders (business, legal, stakeholders).</p> <p>Ensures stakeholders and service providers adhere to planned activities and timeframes.</p>	<p>Outlines business messages for communication strategy.</p> <p>Develops and presents business cases for high level initiatives, approval, funding and prioritisation.</p> <p>Develops and leads communities of practice. Ensures buy in from stakeholders.</p> <p>Negotiates and resolves contractual issues, including leading negotiation.</p>	<p>Communicates strategy to organisation.</p> <p>Removes obstacles to implementing strategies, advocates or lobbies at the highest level.</p> <p>Develops and uses national and international networks to ensure appropriate development and application of research or project initiatives.</p> <p>Oversees or contributes to the planning and management of highly complex, strategic contracts.</p> <p>Negotiates highly complex issues or represents the AFP in the context of contentious and high profile issues.</p>
Professional Leadership	<p>Delivers agreed outcomes.</p> <p>Completes work independently taking into account environment, performance and sustainability.</p> <p>Identifies where change is required. Shares insights and findings.</p> <p>Complies with policies, standards, guidelines for the work type.</p> <p>Ensures implementation of the work type in accordance with policies and standards.</p>	<p>Defines outcomes required from tasks or projects, using detailed understanding of the requirements.</p> <p>Ensures that work generated, balances current needs and sustainability.</p> <p>Identifies and promotes change within the work type, providing support and planning to stakeholders during transition periods.</p> <p>Contributes to the development of processes, policy, standards and guidelines for the work type, including creation of business plans.</p> <p>Ensures that relevant strategies, policies, standards and practices are in alignment with the AFP's needs and are applied correctly.</p>	<p>Defines activities to ensure outcomes align with delivery of benefits.</p> <p>Is a champion for best practice and new ways of working, whose insights have a measurable impact on the AFP.</p> <p>Promotes change and is a continuous change champion.</p> <p>Prepares high level business documentation and models, including development of policy, standards and guidelines.</p> <p>Ensures that all plans and strategies align with overall direction.</p> <p>Develops strategies to enhance performance. Ensures appropriate standards (corporate, industry, national and international) are met, anticipating requirements due to regulatory change.</p>	<p>Ensures that projects and benefits align with strategic plans in the work type and the AFP.</p> <p>Represents AFP in area of expertise and leads improvements that impact across the AFP.</p> <p>Drives organisational change for the work type, establishing mechanisms to embed and reinforce change.</p> <p>Establishes organisational strategy to support future business need, consistent with other business strategies.</p> <p>Leads definition, implementation and communication of strategic frameworks.</p>
Project Management	<p>Establishes clear plans and timeframes for project implementation. Sees projects through to completion.</p> <p>Monitors project progression and manages priorities.</p>	<p>Establishes clear plans and timeframes for project implementation and outlines specific activities.</p> <p>Monitors project progression and adjusts plans as required.</p>	<p>Defines project objectives and drives translation into implementation strategies.</p> <p>Reviews project performance and identifies opportunities for continuous improvement.</p>	<p>Defines high-level objectives and supports translation into implementation strategies.</p> <p>Monitors progress on projects, identifying risks and critical success factors that may impact on outcomes. Adjusts plans as required.</p>

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Research and Innovation	<p>Undertakes objective, systematic analysis and draws accurate conclusions based on evidence.</p> <p>Identifies problems and works to resolve them.</p> <p>Thinks laterally, identifies, implements and promotes improved work practices.</p>	<p>Undertakes objective, systematic analysis and draws accurate conclusions based on evidence.</p> <p>Recognises the links between interconnected issues.</p> <p>Breaks through problems and weighs up the options to identify solutions.</p> <p>Explores possibilities and innovative alternatives.</p>	<p>Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues.</p> <p>Breaks through problems and weighs up the options to identify solutions. Explores possibilities and innovative alternatives.</p>	<p>Draws on information and alternate viewpoints and monitors information channels to understand new issues of importance.</p> <p>Monitors change in the environment.</p> <p>Addresses any critical information gaps.</p>
Additional stakeholder emphasis	<p>Builds and sustains positive relationships with team members, stakeholders and clients.</p> <p>Anticipates and is responsive to client and stakeholder needs and expectations</p>	<p>Builds and sustains relationships with a network of key people internally and externally.</p> <p>Anticipates and is responsive to internal and external client needs</p>	<p>Builds and sustains relationships with a network of key people internally and externally.</p> <p>Anticipates and is responsive to internal and external client needs.</p> <p>Looks for shared agendas and uses these to bring people together.</p>	<p>Builds and sustains relationships within the organisation, with a diverse range of external stakeholders.</p>

* Professional leadership defined as: technical mentoring, management of the technical aspects of a team's work, professional supervision, and provision of strategic advice relevant to the work type across the agency, change management, and strategic business planning.