

## Band 5 Work Level Standards

### 1. Organising your work, making sound decisions and achieving outcomes

ACHIEVES RESULTS	
Description	Behavioural Indicators
<p>Competent performers at this level take responsibility for achieving the objectives they are allocated and managing their own work through to completion. They require minimal supervision to achieve high quality outcomes for complex projects or in demanding environments. They anticipate and adapt to changing priorities and develop new ways of working within the team.</p>	<ul style="list-style-type: none"> <li>• Takes responsibility for complex projects or demanding environments and delivers on the intended results</li> <li>• Commits to action and takes personal responsibility for own contribution to the achievement of team objectives</li> <li>• Consistently delivers on objectives within agreed timeframes and to agreed standards despite competing priorities</li> <li>• Anticipates and encourages changes to priorities and develops improved ways of working with enthusiasm and focus</li> <li>• Shares knowledge and skills with others to achieve team outcomes – encourages others to share information</li> </ul>

SUPPORTS A CORPORATE PERSPECTIVE	
Description	Behavioural Indicators
<p>Competent performers at this level ensure they are up to date with the corporate objectives and priorities, anticipate external changes and seek better practices in other organisations. They have a clear understanding of how their work and the work of the team contributes to the AFP objectives and to society. Their decision making is professional, considered, well-documented and invariably correct. They plan for the future and consider the implications of broader issues in their day to day work.</p>	<ul style="list-style-type: none"> <li>• Systematically ensures up to date knowledge of the corporate and team objectives and priorities</li> <li>• Has a clear understanding of the purpose of their work and how this links to the overall objectives of the AFP and contributes to society</li> <li>• Shows good judgement in the face of competing or complex priorities to decide on own day to day work tasks</li> <li>• Thinks and plans ahead – anticipates changes in the environment or emerging problems and works to resolve them – develops and shares plans with others</li> <li>• Consistently demonstrates good judgement in decision making by exploring the nature of the problem, researching information, considering options, documenting evidence and making logical recommendations</li> <li>• Contributes creative and innovative solutions or new</li> </ul>



	ways to work based on knowledge of best practice in other organisations
--	---

## SHOWS PERSONAL DRIVE AND INTEGRITY

Description	Behavioural Indicators
<p>Competent performers at this level display behaviours that are consistent with key cultural values of the AFP in their day to day work. They are enthusiastic about their work, show initiative and cope well with setbacks or criticism. They have a positive influence on other team members and encourage high ethical and professional standards. They are also self-motivated, seeking frequent feedback and actively developing their own skills and careers.</p>	<ul style="list-style-type: none"> <li>• Understands the AFP’s cultural, ethical and professional standards and displays these at all times – providing a model for other team members</li> <li>• Shows personal commitment and loyalty to the AFP – supporting policies despite personal preferences</li> <li>• Bounces back after setbacks or criticism, remains positive and finds ways to improve</li> <li>• Learns from and accepts responsibility for the consequences of own actions - honestly admits to making mistakes</li> <li>• Sets high personal expectations - takes giving a commitment seriously and then delivers on that commitment</li> <li>• Seeks broad feedback and uses this to develop self-knowledge - has a clear idea of future career directions and has set personal development objectives</li> <li>• Balances the competing demands of work and life and encourages this balance in other team members</li> <li>• Seeks to inspire and have a positive influence on the motivation and the ethical and professional standards of other team members</li> </ul>

## 2. Communicating and working effectively with other people

### CULTIVATES PRODUCTIVE WORKING RELATIONSHIPS

Description	Behavioural Indicators
<p>Competent performers at this level contribute as a senior member of the team by encouraging cooperation, tolerance of individual differences, effective feedback, sharing of knowledge and a focus on the objectives of the team. They network and build effective relationships with key people within the AFP, with other agencies and with their clients. They seek to create an effective team environment and support the team leader in</p>	<ul style="list-style-type: none"> <li>• Devotes time to building effective professional networks</li> <li>• Invariably treats other people with respect and courtesy</li> <li>• Recognises differences in ideas and individual styles of working and values these differences</li> <li>• Actively supports the team leader in developing a strong team relationship by encouraging cooperation, tolerance of individual differences, effective feedback, sharing of knowledge and a focus on the objectives of the team</li> <li>• Provides, seeks, values and acts upon constructive and regular feedback</li> <li>• Seeks opportunities to encourage others to develop their own capabilities and assist with coaching,</li> </ul>

this area.	mentoring or finding the resources
------------	------------------------------------

## COMMUNICATES WITH INFLUENCE

Description	Behavioural Indicators
<p>Competent performers at this level communicate clearly and concisely about technical issues in writing, orally and with a wide range of stakeholders. They display high level communication skills in a range of situations including presentations, interviews, meetings and negotiations. They also contribute to the way the team complies with the protocols and established pathways for sharing information within the AFP.</p>	<ul style="list-style-type: none"> <li>• Produces written work that is concise, well-expressed and accurately conveys the intended message – ensuring it is adapted to meet the needs of the audience – even when the subject matter is highly technical</li> <li>• Takes time to listen and ask questions, modifying the message accordingly, in face to face communication – reflecting back what is heard to ensure clear communication</li> <li>• Displays good communication skills in running meetings, making presentations, conducting interviews and negotiating</li> <li>• Encourages the contribution of others in an open, honest and non-judgemental way</li> <li>• Contributes to the strategies and judgements within the team in assessing information that is sensitive and uses established guidelines in determining if that information can be shared or disseminated</li> </ul>

### 3. Applying technical knowledge, expertise and skills

## TECHNICAL KNOWLEDGE

Description	Knowledge Areas
<p>Competent performers at this level are seen as technical experts. They apply extensive and expert technical knowledge to meet the objectives of the team. They take complete responsibility for complex, challenging or sensitive projects. They play a leading role in promoting higher technical capabilities within the team.</p>	<ul style="list-style-type: none"> <li>• AFP's policies, procedures and practices in their specialist area – how things are done, what the quality standards are and how the IT systems assist the work</li> <li>• Legislation, Regulations and external standards that apply to the work of the team – the legal and accountability requirements that impact on the work of the team</li> <li>• Contemporary issues in the technical area of expertise – the social, political and broader technological issues that impact on the work of the team</li> </ul>

## TECHNICAL SKILLS

Description	Skill Areas
-------------	-------------

Competent performers at this level display expert and highly practised skills in taking responsibility for complex, challenging or sensitive projects. They play a leading role in promoting higher technical capabilities within the team.

- Takes the appropriate actions in managing complex, challenging or sensitive projects in an effective, timely and professional way – according to the standards set within the team and within the AFP
- Collects, evaluates, organises and shares information accurately and efficiently autonomously
- Manages the overall integration of tasks and activities to produce effective project outcomes or meet ongoing standards of service delivery
- Takes responsibility for develop the technical capabilities of the team in a particular area