

Band 7 Work Level Standards

1 ACHIEVES RESULTS	
Description	Behavioural Indicators
1.1 Achieves Team Objectives and Delivers on Intended Results	
Competent performers at this level plan the activities of the team, allocate resources wisely and take responsibility for the outcomes and performance of the team despite challenging objectives. They also ensure the team objectives are achieved.	<ul style="list-style-type: none"> Plans, schedules, prioritises and delegates work within the team effectively Monitors the effective use of financial resources within the team in accord with AFP requirements Monitors progress towards objectives and intervenes when necessary to overcome difficulties Takes personal responsibility for achieving the objectives of the team and meets objectives as required
1.2 Builds Capability and Responsiveness within the Team	
Competent performers at this level make sure that the team has the skills required to meet the objectives, both now and in the future, and that the team responds flexibly to changing priorities and demands.	<ul style="list-style-type: none"> Ensures critical skills and knowledge are maintained and updated within the team – plans capability development for the future Ensures team members use information technology effectively and record information to AFP standards Is flexible and able to adapt the work of the team to changing priorities and the demands of investigations or projects
1.3 Adapts to, Supports and Manages Change	
Competent performers at this level seek ways to improve the work of the team and actively encourage the changes and improvements from the broader organisation.	<ul style="list-style-type: none"> Seeks ways to improve the way that the work is done or ways to save money Implements change within the team with skill and with a good understanding of the difficulty of achieving lasting change and taking individual responses to change into account Actively seeks organisational change and encourages team members to understand and adapt to change
1.4 Uses Expertise to Achieve Team Objectives	
Competent performers at this level make use of the skills and knowledge available to them both within the team or externally to ensure that they meet the team's objectives. They also seek to find and grow external expertise.	<ul style="list-style-type: none"> Identifies the professional or technical requirements critical for success in any investigation or project and makes sure this is available to achieve the objectives Strategically uses external expertise to further develop and enhance the skills and knowledge of the team Provides challenging work for team members that provides them with development opportunities in professional and technical areas

2 CONTRIBUTES TO STRATEGIC THINKING	
Description	Behavioural Indicators
2.1 Supports Shared Purpose and Direction	
Competent performers at this level ensure effective communication with the team about the purpose of their work and how this relates to the broader organisational objectives.	<ul style="list-style-type: none"> • Ensures team members are provided with opportunities to question and reflect on the purpose of their work • Supports and promotes the broader objectives of the AFP • Systematically keeps team members informed of changes in objectives, priorities or the way that work is done
2.2 Thinks Ahead and Anticipates Changes	
Competent performers at this level ensure they consider the impact of day to day work or decisions on future needs, and modify their decisions. They anticipate likely changes and make changes proactively.	<ul style="list-style-type: none"> • Ensures future requirements are discussed and identifies ways to modify current work to better meet anticipated needs • Communicates the likely future needs and changes to the team in a way that helps the team to adapt and anticipate • Engages with others to identify emerging trends in work, technical, political and social issues
2.3 Seeks, Shares and Applies Information on Broader Issues	
Competent performers at this level make time and systematically ensure they keep up to date with the broader environment in which the team operates, and use this broader perspective to help the team achieve its objectives.	<ul style="list-style-type: none"> • Systematically collects information about the broader organisational, technical, political or social issues that might have an impact on the work of the team • Identifies issues that are likely to have an impact on the team and shares this information with the team • Compares the work of the team with best practice in other teams to encourage improved performance • Understands the broader relationships within AFP stakeholders and enhances the relationships in this area
2.4 Shows Judgement, Intelligence and Commonsense	
Competent performers at this level systematically make or recommend good decisions based on good consideration of the issues, identification of the options and logical arguments clearly supporting the decision or recommendation.	<ul style="list-style-type: none"> • Draws on information from a range of sources and uses experience and commonsense to analyse what is important and how it should be used • Develops innovative and effective options based on good knowledge of the issues • Displays logic and strategic thinking in recommending an option or in making a decision • Systematically evaluates recommendations and decisions once they are implemented and uses this to inform future decisions

3 CULTIVATES PRODUCTIVE WORKING RELATIONSHIPS	
Description	Behavioural Indicators
3.1 Develops Internal and External Networks	
Competent performers at this level seek opportunities to develop and enhance their professional and organisational networks, and engage with their customers to ensure high levels of service.	<ul style="list-style-type: none"> • Seeks opportunities to participate in and enhance professional and organisational networks • Systematically captures information on networks and shares this with the team • Frequently engages with stakeholders and clients to ensure that their needs are met and high levels of service provided • Exchanges information with others to develop high levels of cooperation and sharing
3.2 Creates and Maintains a Cooperative Team Environment	
Competent performers at this level ensure team members are involved in the work of the team, ensure their contribution is recognised and actively encourage collaboration and cooperation.	<ul style="list-style-type: none"> • Actively builds rapport and encourages an understanding of the needs of others within the team • Systematically and regularly recognises the contribution of team members in ways that increase their motivation • Models cooperative and collaborative behaviours within the team in sharing workloads and assisting others, and encourages others to behave in a similar way
3.3 Values and Uses Individual Differences and Diversity	
Competent performers at this level invariably model tolerance and respect and encourage diversity within the team in terms of ways of working, new ideas, interpersonal style and knowledge of other cultures.	<ul style="list-style-type: none"> • Actively seeks diversity in the make-up of the team to increase flexibility and responsiveness • Discerns the preferred working styles of team members and factors this into management of people and tasks • Encourages tolerance and understanding, including in honest discussion of sensitive issues • Treats people with respect and courtesy regardless of their views or style of argument and does not show favouritism or bias in dealing with people
3.4 Guides, Mentors and Develops People	
Competent performers at this level ensure they engage with team members to assist them to develop their capabilities. They support their development, suggest changes in behaviour, coach new skills and give honest feedback.	<ul style="list-style-type: none"> • Systematically and frequently discusses development issues with team members and develops practical plans and assistance, while encouraging teams members to develop their own skills • Looks for opportunities outside the team to help meet the development needs of team members • Frequently provides clear, constructive and timely feedback to team members in a way that encourages learning • Set clear performance standards and addresses under-performance with skill, courage and tenacity

4 SHOWS PERSONAL DRIVE AND INTEGRITY	
Description	Behavioural Indicators
4.1 Demonstrates Professional and Ethical Behaviours	
Competent performers at this level not only adhere to the AFP standards and values and act in accord with legislation, policies and regulations; they also ensure that there is a professional and ethical environment within the team.	<ul style="list-style-type: none"> • Models the AFP professional and ethical behaviours at all times • Meets commitments given to others • Encourages a strong knowledge of the legislative, policy and regulation framework within the team, and encourages conformance to these requirements within the team • Shows commitment to the AFP and always supports organisational policies despite personal preferences
4.2 Displays Initiative, Courage and Resilience	
Competent performers at this level are proactive and display initiative in addressing issues, show courage when the risks and consequences are substantial, and display resilience in the face of setbacks and criticism. They acknowledge mistakes and learn from them.	<ul style="list-style-type: none"> • Proactively identifies issues that need to be addressed and takes action to solve the problem • Evaluates the risks of action or inaction, makes an informed decision and accepts the consequences • Consistently displays drive and energy in achieving outcomes despite setbacks, challenges and changes in priorities or resources • Acknowledges mistakes and learns from them – admits to a lack of knowledge and seeks clarification or assistance
4.3 Models an Effective Work-Life Balance	
Competent performers at this level not only model an effective work-life balance, they also assist team members to achieve the right balance for the individual.	<ul style="list-style-type: none"> • Promotes and models an informed work-life balance • Considers the personal health and well-being of team members in the allocation of work and the achievement of objectives • Ensures team members actively support and access AFP work-life strategies
4.4 Demonstrates Self-Knowledge and a Commitment to Growth	
Competent performers at this level ensure they have a well-informed view of their own strengths and weaknesses, have a plan to develop their own capabilities and take personal responsibility for advancing their career.	<ul style="list-style-type: none"> • Makes time to discuss own development options with others, both within and outside the immediate work area • Has an agreed and documented plan to further develop own capabilities and then implements it despite competing priorities • Ensures feedback and views of own strengths and weaknesses are systematically and regularly collected • Sets targets for personal development and monitors progress in developing new capabilities

5 COMMUNICATES WITH INFLUENCE	
Description	Behavioural Indicators
5.1 Communicates Clearly	
<p>Competent performers at this level have the ability to communicate clearly and concisely with work colleagues or clients either orally or in writing, often skilfully using presentations, project plans and meetings to communicate more effectively.</p>	<ul style="list-style-type: none"> • Shows skill in facilitating and encouraging others' input in meetings, including non-verbal communication • Produces written work that is concise, well-expressed and accurately conveys the intended message, with minimal need for correction • Makes presentations to groups that engage the audience and leaves clear messages • Chooses the best available way to communicate messages to others in order to produce the desired outcome
5.2 Keeps Self and Others Informed	
<p>Competent performers at this level use their own knowledge and judgement to anticipate what information is important to others and ensure that it is shared. They also seek opportunities to hear the views of others and share their own views with team members</p>	<ul style="list-style-type: none"> • Proposes innovative or challenging ideas in a group discussion with skill; inviting feedback and discussion, responding flexibly and seeking a mutually beneficial outcome • Anticipates information that would have an impact on others' work and brings this to their attention – balancing the need to treat some information as sensitive with the benefits of sharing information
5.3 Listens, Understands and Adapts to Audience	
<p>Competent performers at this level ensure they understand the ideas and concerns of others and modify their arguments to better meet the needs of the intended audience. They encourage an environment within the team of talking, sharing ideas and respecting different views.</p>	<ul style="list-style-type: none"> • Displays highly developed listening skills – asking questions and reflecting back understanding to ensure effective communication • Ensures the development of a deep understanding of key issues or problems of clients, including the rational and emotional issues, and then proposes a more effective solution to the whole problem • Influences others by thoughtful understanding of the issues and an appreciation of the needs and motives of the audience.
5.4 Negotiates and Works to Reconcile Diverse Views	
<p>Competent performers at this level have a good understanding of negotiation skills and apply this to resolving issues within the team.</p>	<ul style="list-style-type: none"> • Displays a thorough understanding of negotiation techniques, but shows sensitivity and understanding at all times • Listens to and evaluates differing ideas and views and attempts to bring these together in a mutually satisfactory way • Creates a team environment that genuinely and openly tests ideas and finds common ground • Recognises when to escalate workplace conflicts to a higher level for resolution