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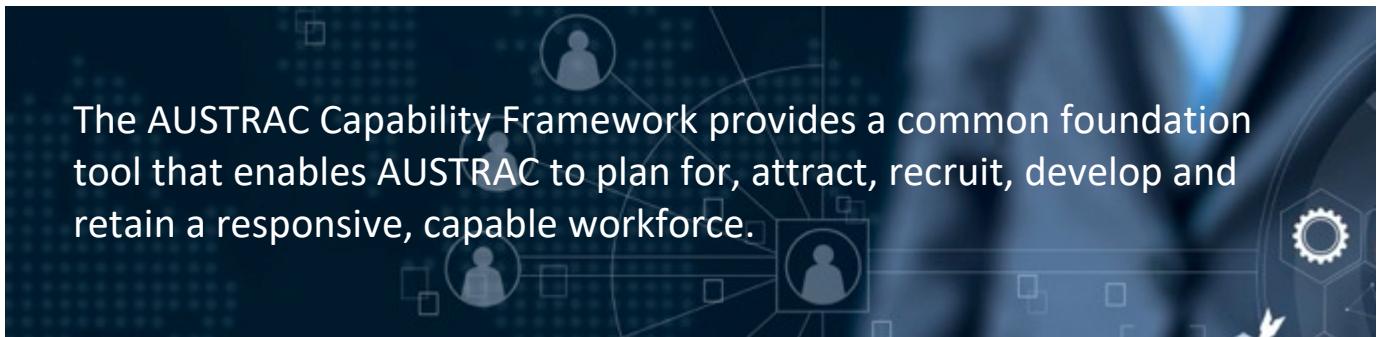
# CAPABILITY FRAMEWORK



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The AUSTRAC Capability Framework provides a common foundation tool that enables AUSTRAC to plan for, attract, recruit, develop and retain a responsive, capable workforce.

# About the Capability Framework



Capabilities are the knowledge, skills, behaviours and abilities required to perform a role effectively.

The AUSTRAC Capability Framework describes broad capabilities expected of AUSTRAC employees, at each level. The actual capabilities expected will vary dependent on the requirements of the employee's role within AUSTRAC.

## Composition of the Capability Framework

The AUSTRAC Capability Framework describes 24 capabilities across four core groups. Each core capability:

- has a title, made up of key words which summarise the capability
- has a descriptor, which outlines indicative behaviours that demonstrate the capability
- is mapped against proficiency levels which align with the APS and Executive Level classifications as they apply within AUSTRAC.

## Professional Capabilities

The Capability Framework currently describes the core capabilities that may be required for a broad range of roles within AUSTRAC.

To supplement these core capabilities, a bank of Professional Capabilities, which are specific to each job family, occupation and/or role, will be developed progressively. These Professional Capabilities will be used in conjunction with the core capabilities as currently described in the Capability Framework.

# Core Groups and Capabilities

The AUSTRAC Capability Framework describes 24 capabilities across four core groups. Each capability is mapped against proficiency levels, and has indicative behaviours describing the expectations at each level.



## Values Based

Demonstrates integrity, behaves ethically, promotes AUSTRAC and APS values and principles, and embraces diversity

## Creative and Innovative

Produces new ideas, approaches or insights to effectively resolve problems

## Communicate Effectively

Expresses information clearly, speaking fluently and presenting views with skill and confidence

## Plan and Organise

Sets clearly defined objectives, identifying and organising resources required to achieve tasks, and managing time effectively

## Adapt and Respond to Change

Embraces new ideas and change initiatives, accepts ambiguity and adapts to changed circumstances

## Resilience

Maintains a positive outlook under pressure, managing emotions and maintaining productivity

## Drive and Achievement

Accepts and tackles demanding goals with enthusiasm, identifying and communicating any development needs

## People Focussed

Builds team spirit, working respectfully and collaboratively with others, and taking an empathetic approach

## Relate and Network

Rapidly establishes and maintains excellent working relationships, building wide and effective networks and using humour appropriately to develop warmth

## Persuade and Influence

Gains clear agreement and commitment from others by persuading, negotiating and influencing effectively, taking care to actively manage impressions, and advocating for others when needed

## Lead and Supervise

Motivates and empowers others, providing clear direction, development and coaching, and modelling behavioural standards

## Decide and Initiate Action

Initiates and generates activity and takes responsibility for actions, making timely, clear decisions

## Write and Report

Writes clearly, succinctly and correctly, structuring information to meet the needs of the target audience

## Analysis

Analyses data to identify components, patterns and relationships

## Learn and Research

Rapidly learns new tasks, and gathers comprehensive information to inform decision-making

## Formulate Strategies and Concepts

Sets, develops and works towards strategies aligned with AUSTRAC goals

## Deliver Client Focussed Results

Sets and delivers high standards, focussed on meeting client and stakeholder needs

## Apply Expertise

Continually develops and applies specialist and technical expertise to achieve work outcomes, sharing with others freely

## Environmental Scanning

Actively maintains awareness of events within and external to AUSTRAC, effectively identifying those that may have an impact

## Finance

Understands and applies financial processes to achieve value for money and minimise financial risk

## Technology

Understands and uses available technologies to maximise efficiencies and effectiveness

## Procurement and Contract Management

Understands and applies procurement processes to ensure effective purchasing and contract performance

## Project Management

Understands and applies effective planning, coordination and control methods

## Procedures and Instructions

Understands and complies with legislation, policies, procedures and lawful instructions, advocating compliance and demonstrating commitment to AUSTRAC

## Proficiency Levels

Within each group, each core capability is mapped against six proficiency levels (see picture below). These proficiency levels are aligned with the APS Level and Executive Level classifications, as they apply within AUSTRAC (i.e. APS 3 to APS 6, EL1 and EL2). This mapping provides the behaviours expected at each level of proficiency.

**Note:** Within AUSTRAC roles are evaluated against the APS work level standards, using the APS Evaluation Tool. It is important for both employees and managers to understand that all roles may have components at higher and lower levels than the overall work level, as the tool ensures an on-balance assessment of the entire role. If you have any queries about the classification of your role, please contact Human Resources.

UNCLASSIFIED For Official Use Only			
	<b>Values Based</b> Demonstrates integrity, behaves ethically, promotes AUSTRAC and APS values and principles, and embraces diversity		
 <b>Capable</b> APS 3	<ul style="list-style-type: none"> <li>Provides a professional service.</li> <li>Provides honest and impartial advice.</li> <li>Upholds relevant codes of ethics and practice.</li> <li>Demonstrates willingness to seek assistance from others.</li> </ul>	<ul style="list-style-type: none"> <li>Accepts responsibility for mistakes and tries to learn from situations.</li> <li>Supports the benefits of individual difference and diversity.</li> </ul>	
 <b>Proficient</b> APS 4	<ul style="list-style-type: none"> <li>Provides a quality professional service.</li> <li>Provides honest and impartial advice.</li> <li>Models relevant codes of ethics and practice.</li> <li>Demonstrates willingness to seek assistance from others.</li> </ul>	<ul style="list-style-type: none"> <li>Accepts responsibility for mistakes and tries to learn from situations.</li> <li>Recognises individual differences at work and attempts to understand diverse perspectives.</li> </ul>	
 <b>Practised</b> APS 5	<ul style="list-style-type: none"> <li>Demonstrates high levels of professionalism and independence.</li> <li>Provides a high level of honest and impartial advice.</li> <li>Provides leadership in ethical behaviour.</li> <li>Promotes and upholds relevant codes of ethics and practice and aligns business processes accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>Accepts responsibility for and acknowledges mistakes and is willing to seek advice from others.</li> <li>Displays the courage and commitment to maintain a difficult position.</li> <li>Is prepared to address difficult issues.</li> <li>Recognises individual differences and working styles and manages diversity in the workplace.</li> </ul>	
 <b>Established</b> APS 6	<ul style="list-style-type: none"> <li>Demonstrates the highest levels of professionalism and independence.</li> <li>Provides a high level of honest and impartial advice.</li> <li>Provides leadership in ethical behaviour.</li> <li>Promotes and upholds relevant codes of ethics and practice and aligns business processes accordingly.</li> <li>Appropriately addresses behaviour that is inconsistent with AUSTRAC values.</li> </ul>	<ul style="list-style-type: none"> <li>Accepts responsibility for and acknowledges mistakes and is willing to seek advice or help from others.</li> <li>Displays the courage and commitment to maintain a difficult position.</li> <li>Is prepared to challenge and address difficult or controversial issues.</li> <li>Promotes an understanding of, and commitment to, diversity principles and manages diversity in the workplace.</li> </ul>	
 <b>Advanced</b> EL 1	<ul style="list-style-type: none"> <li>Demonstrates the highest levels of professionalism and independence.</li> <li>Provides a high level of honest and impartial advice to Government, clients and stakeholders.</li> <li>Provides leadership in ethical behaviour.</li> <li>Promotes and upholds relevant codes of ethics and practice and aligns business processes accordingly.</li> <li>Appropriately addresses behaviour that is inconsistent with AUSTRAC and APS values.</li> </ul>	<ul style="list-style-type: none"> <li>Accepts responsibility for and acknowledges mistakes and is willing to seek advice or help from others.</li> <li>Displays the courage and commitment to maintain a difficult position.</li> <li>Is prepared to challenge and address difficult or controversial issues.</li> <li>Provides leadership in managing diversity in the workplace, including promoting and implementing workplace diversity principles and plans.</li> </ul>	
 <b>Expert</b> EL 2	<ul style="list-style-type: none"> <li>Models the highest levels of professionalism and independence.</li> <li>Provides a high level of honest and impartial advice to Government, clients and stakeholders.</li> <li>Provides leadership in ethical behaviour.</li> <li>Promotes and upholds professional codes of ethics and practice and aligns business processes accordingly.</li> <li>Investigates behaviour that is inconsistent with AUSTRAC and APS values and makes appropriate decisions on further action.</li> </ul>	<ul style="list-style-type: none"> <li>Accepts responsibility for and acknowledges mistakes and is willing to seek advice or help from others.</li> <li>Displays the courage and commitment to maintain a difficult position.</li> <li>Is prepared to challenge and address difficult or controversial issues and supports others in doing so.</li> <li>Provides leadership in managing and promoting diversity in the workplace, including implementing workplace diversity principles, plans and practices.</li> <li>Anticipates reactions from people with differing perspectives.</li> </ul>	
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PERSONAL ATTRIBUTES

## PERSONAL ATTRIBUTES





## Values Based

Demonstrates integrity, behaves ethically, promotes AUSTRAC and APS values and principles, and embraces diversity

 <b>Capable</b> APS 3	Provides a professional service. Provides honest and impartial advice. Upholds relevant codes of ethics and practice. Demonstrates willingness to seek assistance from others.	Accepts responsibility for mistakes and tries to learn from situations. Supports the benefits of individual difference and diversity.
	Provides a quality professional service. Provides honest and impartial advice. Models relevant codes of ethics and practice. Demonstrates willingness to seek assistance from others.	Accepts responsibility for mistakes and tries to learn from situations. Recognises individual differences at work and attempts to understand diverse perspectives.
 <b>Proficient</b> APS 4	Provides a high level of honest and impartial advice. Provides leadership in ethical behaviour. Promotes and upholds relevant codes of ethics and practice and aligns business processes accordingly.	Accepts responsibility for and acknowledges mistakes and is willing to seek advice from others. Displays the courage and commitment to maintain a difficult position. Is prepared to address difficult issues. Recognises individual differences and working styles and manages diversity in the workplace.
	Demonstrates high levels of professionalism and independence. Provides a high level of honest and impartial advice. Provides leadership in ethical behaviour. Promotes and upholds relevant codes of ethics and practice and aligns business processes accordingly.	Accepts responsibility for and acknowledges mistakes and is willing to seek advice or help from others. Displays the courage and commitment to maintain a difficult position. Is prepared to challenge and address difficult or controversial issues. Promotes an understanding of, and commitment to, diversity principles and manages diversity in the workplace.
 <b>Practised</b> APS 5	Appropriately addresses behaviour that is inconsistent with AUSTRAC values.	Accepts responsibility for and acknowledges mistakes and is willing to seek advice or help from others. Displays the courage and commitment to maintain a difficult position. Is prepared to challenge and address difficult or controversial issues. Promotes an understanding of, and commitment to, diversity principles and manages diversity in the workplace.
	Demonstrates the highest levels of professionalism and independence. Provides a high level of honest and impartial advice to Government, clients and stakeholders. Provides leadership in ethical behaviour. Promotes and upholds relevant codes of ethics and practice and aligns business processes accordingly.	Accepts responsibility for and acknowledges mistakes and is willing to seek advice or help from others. Displays the courage and commitment to maintain a difficult position. Is prepared to challenge and address difficult or controversial issues. Provides leadership in managing diversity in the workplace, including promoting and implementing workplace diversity principles and plans.
 <b>Advanced</b> EL 1	Appropriately addresses behaviour that is inconsistent with AUSTRAC and APS values.	Accepts responsibility for and acknowledges mistakes and is willing to seek advice or help from others. Displays the courage and commitment to maintain a difficult position. Is prepared to challenge and address difficult or controversial issues. Provides leadership in managing diversity in the workplace, including promoting and implementing workplace diversity principles and plans.
	Models the highest levels of professionalism and independence. Provides a high level of honest and impartial advice to Government, clients and stakeholders. Provides leadership in ethical behaviour. Promotes and upholds professional codes of ethics and practice and aligns business processes accordingly.	Accepts responsibility for and acknowledges mistakes and is willing to seek advice or help from others. Displays the courage and commitment to maintain a difficult position. Is prepared to challenge and address difficult or controversial issues and supports others in doing so. Provides leadership in managing and promoting diversity in the workplace, including implementing workplace diversity principles, plans and practices.
 <b>Expert</b> EL 2	Investigates behaviour that is inconsistent with AUSTRAC and APS values and makes appropriate decisions on further action.	Anticipates reactions from people with differing perspectives.



## Creative and Innovative

Produces new ideas, approaches or insights to effectively resolve problems



### Capable

APS 3



### Proficient

APS 4



### Practised

APS 5



### Established

APS 6



### Advanced

EL 1



Shows a willingness to try new ways of working.  
Generates and shares creative ideas and suggestions for improvement.

Looks for new or more precise ways of meeting goals set by others.

Tries new ways of working to improve own processes.  
Generates and shares creative ideas and suggestions for improvement.

Finds new and more effective ways of meeting goals set by others.

Identifies and implements improved ways of doing things for self and team.

Generates enthusiasm within the team for creative ideas and suggestions.

Encourages creativity and innovation.

Translates creative ideas into workplace improvements.

Makes specific changes in work methods to improve outcomes, quality and timeliness of service.

Open to and experiments with innovative approaches.  
Analyses both success and failure to identify opportunities for improvement.

Inspires and harnesses the creativity of others.  
Demonstrates good judgment about the creative ideas and suggestions of others that will work.

Constantly looks for continuous improvement opportunities and ways to innovate, and encourages others to do the same.

Translates creative ideas into workplace improvements.

Is open to new ideas and ways of thinking, and empowers others to explore new approaches to long-standing or emerging problems.

Exercises judgement in deciding which ideas are likely to work, and manages the risks associated with implementation.

Actively seeks out alternative ways to deliver cost-effective services to clients.

Identifies opportunities for innovation and business improvement and addresses barriers to facilitate outcomes.

Encourages and supports others in taking calculated risks to deliver innovative solutions.

Is open to new ideas and ways of thinking, and empowers others to explore new and innovative approaches to long-standing or emerging problems.

Exercises judgement in deciding which ideas are likely to work, and manages the risks associated with implementation.

Actively seeks out alternative ways to deliver cost-effective services to clients.

Builds a climate that is creative and committed to continuous improvement.

Identifies opportunities for innovation and business improvement and addresses barriers to facilitate outcomes.

Encourages and supports others in taking calculated risks to deliver innovative solutions.



PERSONAL ATTRIBUTES

## Communicate Effectively

Expresses information clearly, speaking fluently and presenting views with skill and confidence

**Capable**

APS 3

Communicates clearly, concisely and unambiguously.  
Listens attentively and asks appropriate questions.

Ensures communication is appropriate to ensure audience understanding.  
Encourages discussion among others.

**Proficient**

APS 4

Communicates clearly, concisely and unambiguously.  
Explains ideas thoroughly and concisely.  
Engages in active listening and seeks clarification of own understanding.

Tailors communication to audience and circumstances and ensures common understanding of issues.  
Encourages discussion and checks audience understanding.

**Practised**

APS 5

Communicates clearly, concisely and unambiguously.  
Acts as an effective representative of work area.  
Engages in active listening and seeks clarification of own understanding.

Tailors communication to audience and circumstances and ensures common understanding of issues.  
Encourages discussion, welcomes and responds to feedback and adapts approach to ensure audience understanding.

**Established**

APS 6

Presents information in a clear, timely and effective manner, which addresses task requirements.  
Communicates constantly and meaningfully with employees.  
Represents the work area professionally.  
Clearly articulates the work area's views and position.  
Engages in active listening and seeks clarification of own understanding.

Tailors communication and approach to audience and circumstances and ensures common understanding of issues.  
Delivers information in a manner that is accessible and relevant to the intended audience.  
Leads discussion and appreciates diverse viewpoints.  
Welcomes and responds to feedback and checks audience understanding.

**Advanced**

EL 1

Presents information with a high level of proficiency and for maximum effect.  
Structures communication appropriately to ensure understanding and address task requirements.  
Communicates constantly and meaningfully with employees.  
Represents the work area and AUSTRAC professionally.  
Clearly articulates the work area's views and position.

Engages in active listening and seeks clarification of own and others' understanding.  
Recognises and interprets non-verbal cues appropriately.  
Effectively adapts communication style and technical complexity of message to meet audience levels of understanding.  
Leads and facilitates discussion, debate and feedback.  
Creates opportunities for others to be heard.

**Expert**

EL 2

Presents information with a high level of proficiency and for maximum effect.  
Structures communication appropriately to ensure understanding and address task requirements.  
Communicates constantly and meaningfully with employees.  
Represents the work area professionally and with diplomacy.  
Clearly and tactfully articulates the views of the work area and of AUSTRAC.  
Engages in active listening and seeks clarification of own and others' understanding.

Recognises and interprets non-verbal cues appropriately.  
Effectively adapts communication style and technical complexity of message to meet specific audience levels of understanding.  
Uses a communication approach that ensures common understanding of issues.  
Leads and facilitates discussion, debate and feedback.  
Anticipates likely reactions and instils in others a comprehensive understanding of complex and technical ideas.



## Plan and Organise

Sets clearly defined objectives, identifying and organising resources required to achieve tasks, and managing time effectively



### Capable

APS 3

Demonstrates ability to organise work, set priorities and monitor work flow to achieve workplace goals within set timeframes.

Takes an organised, methodical approach to work and addresses priority tasks first.



### Proficient

APS 4

Contributes to planning own and team work targets and deadlines.

Sets priorities and monitors work flow to achieve workplace goals within set timeframes.

Identifies more and less critical activities and operates accordingly, reviewing and adjusting as required.



### Practised

APS 5

Coordinates own and team activities to ensure work deadlines and targets are met.

Assigns work, sets priorities, and monitors workflow and standards for self and team.

Develops and implements systems and procedures to guide work and track progress.



### Established

APS 6

Takes responsibility for managing work in a team, including assigning work, setting priorities, and monitoring workflow and standards.

Demonstrates a strong commitment to meeting agreed work targets and standards.

Sets clearly defined objectives and priorities and operates accordingly, reviewing and adjusting as required.

Recognises actual and potential barriers and finds effective ways to deal with them.



### Advanced

EL 1

Sets time aside to think and plan.

Delegates responsibilities to ensure goals are met.

Takes responsibility for managing work area including assigning and managing workloads, identifying resource needs and ensuring workplace goals are accomplished within deadlines.

Seeks feedback from stakeholders to gauge performance, is accountable and takes personal responsibility for own and team work outputs and/or services provided to clients.



### Expert

EL 2

Sets time aside to think and plan.

Delegates responsibilities to ensure goals are met.

Takes responsibility for managing business unit including assigning workloads, monitoring resources, work flows and standards and ensuring workplace and AUSTRAC's goals/objectives are delivered within deadlines.

Identifies risks that may impede completion and escalates issues that are critical to the achievement of AUSTRAC's goals and objectives.

Provides sufficient support to enable others to deliver on objectives within planned timeframes.

Seeks feedback from stakeholders on performance and progress of work area about objectives, and accepts responsibility for results.



## Adapt and Respond to Change

Embraces new ideas and change initiatives, accepts ambiguity and adapts to changed circumstances



### Capable

APS 3

Shows flexibility in responding to uncertainty and changing demands in the workplace.

Supports and provides some input into change initiatives.

Demonstrates capacity to modify own work practices to support changing circumstances and organisational focus.

### Proficient

APS 4

Shows flexibility in responding to uncertainty and changing demands.

Modifies own work practices to support changing circumstances and organisational focus.

Supports and provides input into change initiatives.

Helps others in dealing with uncertainty and change.

### Practised

APS 5

Participates in the implementation of change initiatives. Accommodates changing priorities and operating environments and responds with initiative and flexibility to periods of uncertainty and ambiguity.

Modifies own work practices to support changing circumstances and organisational focus.

Actively helps and supports others in dealing with uncertainty and change.

### Established

APS 6

Actively supports change processes and participates in the implementation of change initiatives.

Ensures current work plans and activities support change initiatives in the work area.

Accommodates changing priorities and operating environments and responds with initiative, flexibility and resourcefulness to periods of uncertainty and ambiguity.

Provides guidance and direction to others dealing with uncertainty and change.

### Advanced

EL 1

Effectively implements change and translates change initiatives into practical strategies.

Evaluates progress in change initiatives and makes necessary adjustments.

Demonstrates initiative, flexibility and resourcefulness in dealing with uncertainty and change.

Engages others in change processes and provides clear guidance and support for those transitioning through change processes.

### Expert

EL 2

Effectively addresses emerging challenges and risks and embraces and implements change initiatives.

Engages others in change processes and provides direction in times of uncertainty.

Demonstrates a high level of initiative, flexibility and resourcefulness when dealing with uncertainty and change.

Clarifies purpose and benefits of change for others.

Undertakes planning to transition through change initiatives and evaluates progress and outcomes.



## Resilience

Maintains a positive outlook under pressure, managing emotions and maintaining productivity



### Capable

APS 3

Shows resilience and optimism and persists with tasks despite barriers or difficult circumstances.  
Maintains a balanced perspective on issues and supports others in times of crisis.

Balances work and life, and acts to maintain personal health and wellbeing.



### Proficient

APS 4

Shows resilience and optimism and persists to achieve good outcome despite barriers or difficult circumstances.  
Maintains a balanced perspective on issues and supports others in times of crisis.

Responds appropriately to criticism and conflict situations.  
Balances work and life, and acts to maintain personal health and wellbeing.



### Practised

APS 5

Shows resilience and optimism and persists to achieve good outcomes despite barriers or difficult circumstances.  
Maintains a balanced perspective on issues and supports others in times of crisis.

Responds appropriately to criticism and conflict situations.  
Adopts appropriate strategies to balance work and life and maintain a reasonable workload.



### Established

APS 6

Maintains focus and motivation even when faced with setbacks or difficult circumstances.  
Is resilient and optimistic when resolving barriers to good outcomes.  
Maintains a balanced perspective on issues and in high pressure environments and supports employees in times of crisis.

Responds appropriately to criticism and conflict situations and is able to minimise conflict.  
Adopts appropriate strategies to balance work and life and maintain a reasonable workload for self.



### Advanced

EL 1

Maintains focus and motivation even when faced with setbacks or difficult circumstances.  
Is resilient, optimistic and persistent when resolving barriers to good outcomes.  
Maintains a balanced perspective on issues in high pressure environments and supports employees in times of crisis.

Responds appropriately to criticism and conflict situations and is able to minimise conflict.  
Promotes an appropriate work-life balance amongst team members.



### Expert

EL 2

Maintains momentum and sustains energy when faced with setbacks or stakeholder criticism.  
Is resilient, optimistic and persistent when resolving barriers to good outcomes.  
Maintains a balanced perspective on issues and in high pressure environments and supports employees in times of crisis.

Responds appropriately to criticism and conflict situations and is able to minimise conflict.  
Promotes an appropriate work-life balance amongst team members.



PERSONAL ATTRIBUTES

## Drive and Achievement

Accepts and tackles demanding goals with enthusiasm, identifying and communicating any development needs



### Capable

APS 3

Takes personal responsibility for work outputs.  
Uses suggestions and professional input of others to maximise the quality of work outputs and services.

Demonstrates ability to organise work, set priorities and monitor work flow to achieve workplace goals within set timeframes.



### Proficient

APS 4

Takes personal responsibility for work outputs.  
Recognises and acts on opportunities for improvement.  
Sets priorities and monitors work flow to achieve workplace goals within set timeframes.

Regularly monitors own work performance against stated objectives and is able to work independently and manage specific tasks, processes or activities.



### Practised

APS 5

Takes personal responsibility for work outputs.  
Seeks out opportunities for improvement and takes action to revise practices accordingly.  
Constructively evaluates own and team's performance and negotiates responsibilities for work outcomes.

Coordinates own and team activities to ensure work deadlines and targets are met.  
Takes responsibility for ongoing personal and professional development and seeks opportunities to extend skills and knowledge.



### Established

APS 6

Demonstrates a strong commitment to meeting agreed work targets and standards.  
Works independently and takes personal responsibility for own and team work outputs.  
Assesses own performance to identify areas of development need.

Monitors performance of a specified work area, is accountable for results, establishes priorities and plans for work completion.  
Demonstrates awareness of own capabilities.



### Advanced

EL 1

Supports high levels of responsiveness to changing demands and high standards of performance in work area.  
Works to create the environment for success by providing opportunities for the expansion of capability in others and effectively utilising key individuals.  
Supports a culture of achievement and excellence within area of responsibility.

Seeks feedback from stakeholders to gauge performance, is accountable and takes personal responsibility for own and team work outputs.  
Critically assesses own performance to identify areas of development need.



### Expert

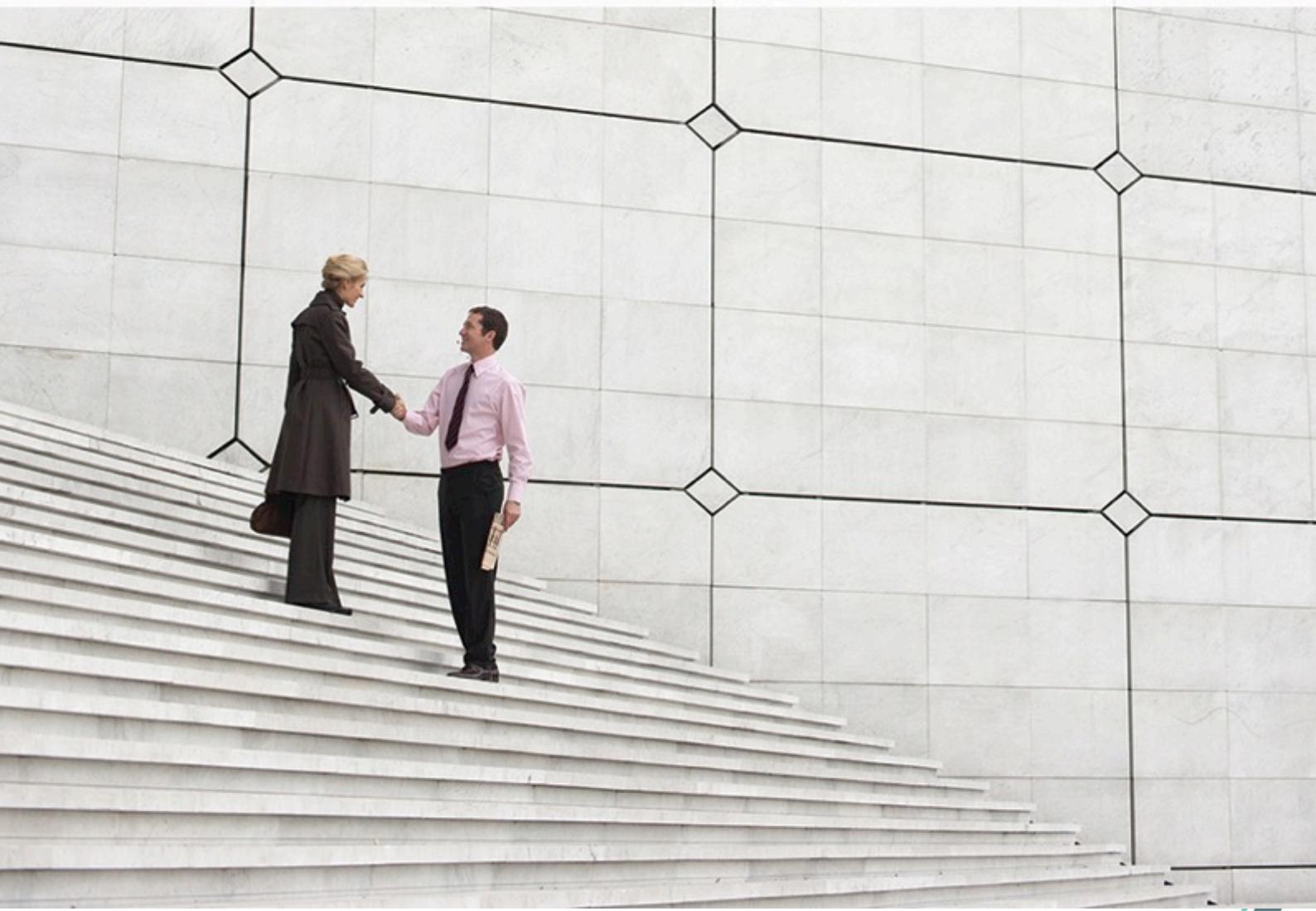
EL 2

Supports a flexible environment characterised by responsiveness to changing demands and commitment to optimal business processes.  
Investigates and instigates opportunities for continuous improvement activities across work areas to improve AUSTRAC's capability.  
Is committed to creating the environment for success and takes responsibility for the expansion of capability in others.  
Promotes and supports a culture of achievement and excellence.

Identifies risks that may impede completion and escalates issues that are critical to the achievement of AUSTRAC's goals and objectives.  
Seeks feedback from stakeholders on performance and progress of work area about objectives and accepts responsibility for results.  
Critically assesses own performance to identify areas of development need.  
Demonstrates awareness of own capabilities.



# RELATIONSHIPS





## People Focussed

Builds team spirit, working respectfully and collaboratively with others, and taking an empathetic approach



Works as a productive, supportive team member and acknowledges the efforts and achievements of others.

Keeps team members informed and shares information. Polite and considerate in dealing with others.

### Capable

APS 3



Works collaboratively and encourages cooperation with team members and clients.

Actively participates as a valuable team member and supports participative decision making.

### Proficient

APS 4



Works collaboratively with team members and with a range of internal and external clients.

Recognises contributions made by others and rewards achievements.

Expresses own views in a constructive and diplomatic way.

Reflects on how own emotions impact on others.

### Practised

APS 5



Works collaboratively and maintains cooperative partnerships.

Establishes a culture of cooperation within team and fosters participative decision making.

Recognises and rewards the achievements of others.

Uses understanding of individuals to get the best

Detests the underlying concerns, interests or emotions that lie behind what is being said and done.

outcomes for the person and for the work area.

### Established

APS 6



Fosters rapport and teamwork and liaises across business areas, rewarding cooperative efforts.

Encourages, contributes towards and supports an environment where the contributions of others are recognised and achievements acknowledged.

Promotes an environment of teamwork and cooperation.

Uses understanding of individuals to get the best

Detests the underlying concerns, interests or emotions that lie behind what is being said and done.

outcomes for the person and for the work area.

### Advanced

EL 1



Fosters rapport and teamwork and liaises across business areas, rewarding cooperative efforts.

Detests the underlying concerns, interests or emotions that lie behind what is being said and done.

Promotes an environment of teamwork and cooperation and provides leadership in implementing participative decision making.

Encourages, contributes towards and supports an environment where the contributions of others are recognised and achievements acknowledged.

Facilitates relations and achieves best results despite difficulties.

Uses understanding of individuals to get the best

outcomes for the person, the work area and AUSTRAC.

### Expert

EL 2



Fosters rapport and teamwork and liaises across business areas, rewarding cooperative efforts.

Encourages, contributes towards and supports an environment where the contributions of others are recognised and achievements acknowledged.

Promotes an environment of teamwork and cooperation and provides leadership in implementing participative decision making.

Uses understanding of individuals to get the best

Facilitates relations and achieves best results despite difficulties.

outcomes for the person, the work area and AUSTRAC.



## Relate and Network

Rapidly establishes and maintains excellent working relationships, building wide and effective networks and using humour appropriately to develop warmth



Establishes rapport and deals sensitively, courteously and equitably with clients and stakeholders.

Liaises effectively with team members and clients.

### Capable

APS 3



Takes the initiative in building rapport and maintaining relationships with internal and external clients and stakeholders.

Works cooperatively with clients and across relevant work areas to ensure collaborative approach.

### Proficient

APS 4

Liaises effectively through relevant networks internally and externally.

Works effectively across work areas to ensure a collaborative approach.



Takes the initiative in building rapport and maintaining relationships with internal and external clients and stakeholders.

Works, liaises and consults effectively across work areas and with other stakeholders.

### Practised

APS 5

Pursues professional networks and liaises effectively across a range of relevant internal and external networks.



Develops productive professional relationships with a wide range of clients and stakeholders.

Is responsive to stakeholder needs.

Establishes practical and effective professional networks internally and externally.

Works, liaises and consults effectively across work areas and with other stakeholders to enrich relationships.

APS 6



Builds and maintains relationships within the AUSTRAC and Home Affairs, across the APS, with Government, stakeholders and business partners.

Anticipates and ensures responsiveness to stakeholder needs.

Develops and sustains productive internal and external networks relevant to business area and seeks to develop mutually beneficial relationships.

Works collaboratively and widely to establish and develop cooperative relationships and mutually beneficial alliances.



Seeks opportunities to develop and maintain relationships within AUSTRAC and Home Affairs, across the APS, with Government, and with stakeholders and business partners in pursuit of strategic outcomes.

Anticipates and ensures responsiveness to stakeholder needs.

Develops and sustains productive internal and external networks relevant to business area and seeks to develop mutually beneficial relationships.

Facilitates cooperative and collaborative working relationships across stakeholders and AUSTRAC and works to maintain and enhance them.

Encourages input from key stakeholders.

### Established

APS 6

### Advanced

EL 1



Seeks opportunities to develop and maintain relationships within AUSTRAC and Home Affairs, across the APS, with Government, and with stakeholders and business partners in pursuit of strategic outcomes.

Anticipates and ensures responsiveness to stakeholder needs.

Develops and sustains productive internal and external networks relevant to business area and seeks to develop mutually beneficial relationships.

Facilitates cooperative and collaborative working relationships across stakeholders and AUSTRAC and works to maintain and enhance them.

Encourages input from key stakeholders.

### Expert

EL 2



## Persuade and Influence

Gains clear agreement and commitment from others by persuading, negotiating and influencing effectively, taking care to actively manage impressions, and advocating for others when needed



**Capable**

APS 3

Consults effectively with relevant others.  
Makes efforts to understand others' needs.  
Helps in resolving differences and responding effectively to diverse interactions.

Is appropriately respectful when liaising with colleagues and clients from a diverse range of backgrounds and cultures.



**Proficient**

APS 4

Recognises need for communication and identifies others' concerns and expectations.  
When needed, is able to be persuasive when presenting own view.  
Is generally able to resolve conflicts and differences and respond effectively to diverse interactions.

Demonstrates awareness of, and respect for, cultural differences when liaising with colleagues and clients from a diverse range of backgrounds and cultures.



**Practised**

APS 5

Researches information and negotiates from an informed and credible position.  
Recognises need for communication and facilitates difficult relations effectively with internal and external stakeholders.

Has skills in resolving conflicts and differences and responding effectively to diverse interactions.  
Demonstrates awareness of, and respect for, cultural differences when liaising with colleagues and clients from a diverse range of backgrounds and cultures.



**Established**

APS 6

Researches information and develops a sound negotiating position.  
Recognises the need for communication and compromise and stays composed rather than confrontational or defensive.  
Negotiates from well-informed and credible position and is committed to positive outcomes and resolution of issues.

Facilitates difficult relations effectively with internal and external stakeholders.  
Effectively liaises, negotiates and resolves conflict with colleagues and clients from a diverse range of backgrounds and cultures based on a sound appreciation of, and respect for, cultural differences.



**Advanced**

EL 1

Demonstrates a sound understanding of negotiation position and a clear grasp of key issues, likely arguments and areas for compromise.  
Understands organisational objectives and negotiates from a position of authority and credibility.  
Is able to influence others and frame arguments persuasively.  
Stays composed rather than confrontational or defensive.

Shows commitment to positive outcomes and resolution of issues despite difficult relations when dealing with internal and external stakeholders.  
Effectively liaises, negotiates and resolves conflict with colleagues and clients from a diverse range of backgrounds and cultures based on a sound appreciation of, and respect for, cultural differences.



**Expert**

EL 2

Demonstrates a strong understanding of negotiation position and a firm grasp of key issues, likely arguments and areas for compromise.  
Understands organisational objectives and negotiates from a position of authority and credibility.  
Is able to influence others and frame arguments persuasively.  
Stays composed rather than confrontational or defensive.

Effectively liaises, negotiates and resolves conflict with colleagues and clients from a diverse range of backgrounds and cultures based on a sound appreciation of, and respect for, cultural differences.  
Identifies common ground and uses a diverse range of perspectives to generate mutually beneficial solutions in negotiations with internal and external stakeholders.



## Lead and Supervise

Motivates and empowers others, providing clear direction, development and coaching, and modelling behavioural standards



### Capable

APS 3

- Uses suggestions and professional input of others to maximise the quality of work outputs and services.
- Monitors own work performance against stated objectives and works independently on specific tasks or activities.

When needed, provides support, advice, guidance and coaching for others.



### Proficient

APS 4

- Considers own and team performance and identifies opportunities for effective resource use.
- Integrates and applies professional input of others to maximise the quality of work outputs and services.

Where possible, provides ongoing support, advice, guidance and coaching for others.

Undertakes performance management responsibilities in a timely and constructive manner when needed.



### Practised

APS 5

- Educes others on the relationship between strategic decisions and work area processes and outputs.
- Constructively evaluates own and team's performance and negotiates responsibilities for work outcomes.
- Provides effective ongoing support, advice, guidance and coaching for others.

Provides encouragement to others and feedback on performance when needed.

Undertakes performance management responsibilities in a timely and constructive manner and recognises underperformance.



### Established

APS 6

- Communicates a sense of purpose and meaningful direction to colleagues, clients and stakeholders.
- Ensures optimal use of own and team's expertise in supporting business objectives.
- Monitors the performance of others in team to ensure appropriate levels of expertise are available in meeting AUSTRAC objectives.
- Encourages others to draw upon own specialist and technical expertise.

Coaches others and encourages career development.

Provides effective and constructive feedback and encouragement to others.

Demonstrates commitment towards and seeks opportunities for the ongoing learning and development of employees.

Undertakes performance management responsibilities in a timely and constructive manner.

Recognises and deals with underperformance effectively.



### Advanced

EL 1

- Works to create the environment for success by providing opportunities for the expansion of capability in others and effectively utilising key individuals.
- Takes responsibility for managing work area including assigning and managing workloads, identifying resource needs and ensuring workplace goals are accomplished within deadlines.
- Supports a culture of achievement and excellence within area of responsibility.

Takes responsibility for developing capability in a team environment by coaching others.

Identifies opportunities for people to engage in continuous learning and development and provides effective feedback.

Undertakes performance management responsibilities in a timely and constructive manner and fosters active participation in performance management processes.



### Expert

EL 2

- Provides vision and meaningful direction to employees, clarifies priorities and inspires employees to achieve them.
- Seeks out and develops relevant professional or specialist expertise within and outside of the organisation to optimally support the achievement of business objectives.
- Takes responsibility for managing business unit including assigning workloads, monitoring resources, work flows and standards and ensuring workplace and AUSTRAC's goals/ objectives are delivered within deadlines.
- Promotes and supports a culture of achievement and excellence.

Takes responsibility for developing capability in a team environment by coaching others.

Encourages and motivates and makes opportunities available for people to engage in continuous learning and development.

Recognises and develops talent in people.

Undertakes performance management responsibilities in a timely and constructive manner, and fosters active participation in performance management processes.



**RESULTS**



## Decide and Initiate Action

Initiates and generates activity and takes responsibility for actions, making timely, clear decisions



### Capable

APS 3

Interprets and applies legislation and guidelines to make decisions in routine situations.

Shows action orientation and commitment to achieving outcomes and objectives.

Demonstrates personal drive and enthusiasm towards work.



### Proficient

APS 4

Interprets and applies legislation and guidelines for decision making tasks using sound reasoning.

Shows action orientation and commitment to achieving own and team outcomes and objectives.

Demonstrates personal drive and enthusiasm towards work.



### Practised

APS 5

Interprets and applies legislation and guidelines for decision making in situations involving a degree of ambiguity or uncertainty.

Shows commitment to progressing work and achieving outcomes and objectives of team.

Shows initiative in undertaking work tasks.

Demonstrates personal drive and enthusiasm in progressing work.



### Established

APS 6

Interprets and applies legislation to make decisions in situations involving subtlety or intricacy and requiring sound judgment.

Shows commitment to achieving the objectives of work area.

Shows initiative in addressing issues and achieving objectives.

Demonstrates personal drive and enthusiasm in progressing work and encourages this in others.



### Advanced

EL 1

Exercises astute judgment and decision making with a sensitivity to issues impacting on the work area and AUSTRAC.

Is able to apply legislation and policy to novel or complex situations.

Evaluates rational and emotional elements of situations and commits to definite action.

Assumes personal responsibility for achieving outcomes and objectives within area of responsibility.

Is proactive in overcoming problems and achieving objectives.

Demonstrates personal drive and enthusiasm to ensure goals are achieved and encourages this in others.



### Expert

EL 2

Exercises astute judgment and decision making skills with a sensitivity to issues impacting on AUSTRAC and Home Affairs.

Is able to apply legislation and policy to situations that are novel, sensitive or controversial.

Evaluates rational and emotional elements of situations and commits to definite action, sometimes with incomplete information.

Assumes personal responsibility for achieving outcomes and objectives within area of responsibility.

Is proactive in overcoming problems and achieving objectives.

Demonstrates personal drive and uses a range of strategies to promote enthusiasm and commitment to achieving goals in others.



## Write and Report

Writes clearly, succinctly and correctly, structuring information to meet the needs of the target audience



### Capable

APS 3

Focuses on key points and writes in 'plain English'. Prepares written communication and standard correspondence that is accurate, generally well-structured and readable.

Ensures written communication is appropriate to ensure audience understanding.



### Proficient

APS 4

Communicates proficiently in writing. Prepares standard and nonstandard correspondence in a manner that is easily understood. Communicates routine technical information clearly.

Tailors written communication to audience and circumstances and ensures common understanding of issues.



### Practised

APS 5

Communicates proficiently in writing. Explains technical and complex information clearly. Prepares written work that is well constructed and needs minimal editing.

Prepares a range of correspondence in a form that is easily understood. Tailors written communication to audience and circumstances and ensures common understanding of issues.



### Established

APS 6

Presents written information in a clear, timely and effective manner. Translates technical and complex information appropriately for intended audience. Produces written work that is well constructed and needs minimal editing.

Tailors written communication to audience and circumstances and ensures common understanding of issues. Delivers information in a manner that is accessible and relevant to the intended audience.



### Advanced

EL 1

Presents written information with a high level of proficiency and for maximum effect. Translates technical and complex information coherently and concisely for a range of audiences and ensures understanding. Structures written communication appropriately to ensure understanding.

Effectively adapts writing style and the technical complexity of the message to meet specific audience levels of understanding. Uses a communication approach that ensures common understanding of issues.



### Expert

EL 2

Presents written information with a high level of proficiency and for maximum effect. Translates technical and complex information coherently and concisely for a range of audiences, including senior management and Government. Structures written communication appropriately to ensure understanding.

Effectively adapts communication style and the technical complexity of the message to meet specific audience levels of understanding. Uses a communication approach that ensures common understanding of issues. Anticipates likely reactions and instils in others a comprehensive understanding of complex and technical ideas.



## Analysis

Analyses data to identify components, patterns and relationships



### Capable

APS 3



### Proficient

APS 4



### Practised

APS 5



### Established

APS 6



### Advanced

EL 1



### Expert

EL 2

Is able to analyse, report on, and use routine information related to work.  
Seeks information needed to solve problems.

Identifies and proposes practical solutions to problems.  
Implements and adjusts solutions when endorsed by manager.

Is able to undertake less complex research and to analyse and report on findings.  
Identifies and proposes practical solutions to problems.

Applies an appropriate level of investigation, consideration and critical evaluation to issues.  
Implements and adjusts solutions following consultation with others.

Has sound research and analytical skills and the ability to apply them to routine and more complex policy, projects and issues in the workplace.  
Analyses issues from different perspectives and draws sound inferences from information available.

Applies an appropriate level of investigation, consideration and critical evaluation to issues.  
Identifies and proposes workable solutions to problems.

Applies sound research and analytical skills to complex policy, projects and issues in the workplace.  
Analyses issues from different perspectives and draws sound inferences from information available, including patterns, trends and opportunities.

Shows sound understanding, critical analysis and reasoning skills in identifying and addressing complex and/or sensitive issues.  
Identifies and proposes workable solutions to problems.

Applies intellectual rigour and knowledge to understand, analyse and reason through complex and critical issues affecting AUSTRAC.  
Diagnoses trends, obstacles and opportunities in the internal and external environment.

Has a broad and encompassing view of issues and context.  
Formulates potential courses of action to achieve objectives.  
Anticipates risks and identifies opportunities.

Applies intellectual rigour and knowledge to understand, analyse and reason through complex and critical issues affecting AUSTRAC and Home Affairs.  
Diagnoses patterns, trends, obstacles and opportunities in the internal and external environment.

Has a broad and encompassing view of issues and context.  
Anticipates risks and identifies opportunities.  
Formulates potential courses of action to achieve objectives based on an in-depth understanding of the issues, patterns, trends, the external and internal environment and systems.



## Learn and Research

Rapidly learns new tasks, and gathers comprehensive information to inform decision-making



### Capable

APS 3



### Proficient

APS 4



### Practised

APS 5



### Established

APS 6



### Advanced

EL 1



### Expert

EL 2

Accesses available information to aid understanding of issues.

Seeks the expertise and advice of others.

Recognises the relevance of new information for own work.

Uses information from various sources to aid understanding of issues.

Ensures own knowledge is current and applicable to work area.

Keeps up-to-date with relevant information.

Has a broad view of issues and context and is able to reason objectively to develop practical solutions to work issues.

Investigates and uses information from various sources to aid understanding of issues.

Takes a broad view of issues, context and business impacts and is able to reason objectively to develop practical solutions to work issues.

Ensures own knowledge is current and applicable to work area.

Consults experts to gain broader and deeper understanding of a specific issue.

Investigates information and options from various sources to increase understanding of issues.

Seeks underlying reasons for a presenting issue.

Generates practical solutions to problems based on an understanding of the broader context of issues, and of the ramifications of decisions for the business area and stakeholders.

Investigates information and options from various sources to increase understanding of issues.

Uses a range of references and professional networks to conduct specific research.

Generates innovative and practical solutions to problems and understands the implications of decisions and actions for AUSTRAC's business objectives and stakeholders.

Monitors external sources and identifies underlying trends.

Identifies underlying trends and can see solutions for underlying issues.

Generates innovative solutions to problems and understands the implications of decisions and actions for AUSTRAC's business objectives and stakeholders.



## Formulate Strategies and Concepts

Sets, develops and works towards strategies aligned with AUSTRAC goals



### Capable

APS 3

Recognises the importance of processes and outputs in the work area and understands how these contribute to AUSTRAC's broader role and function.  
Works in a manner that is consistent with the long-term goals of the work area.

Understands the implications of issues for own work goals and targets.  
Contributes to planning for the achievement of work area goals.



### Proficient

APS 4

Recognises the importance of processes and outputs in the work area.  
Helps others to understand AUSTRAC's role and relevant policies and guidelines about the work of the area.  
Aligns own work to business directions and goals.

Identifies issues and problems that may impact on work area plans and objectives.  
Participates actively in planning for the achievement of work area goals.



### Practised

APS 5

Demonstrates a general understanding of AUSTRAC's priorities and business directions across the organisation.  
Educates others on the relationship between strategic decisions and work area processes and outputs.

Understands business processes and the broader factors influencing work plans and business objectives.  
Plans and aligns own and team work practices to business directions and goals.



### Established

APS 6

Supports strategic decisions and implements these in work area processes and outputs.  
Communicates a sense of purpose and meaningful direction to colleagues, clients and stakeholders.  
Articulates the relationship between AUSTRAC's strategic themes, business processes and outcomes and outputs and promotes understanding in others.

Aligns work practices to meet AUSTRAC's strategic objectives and considers the long-term consequences of actions and decisions.  
Is alert to changes in the broader work environment that may impact on work objectives.  
Understands the linkages between AUSTRAC work areas and incorporates this into planning and decision making.



### Advanced

EL 1

Provides input into the formulation of AUSTRAC's strategic direction and promotes AUSTRAC's priorities and business directions.  
Provides vision and meaningful direction and works with employees to translate strategic themes and priorities into business processes and outcomes and outputs.

Understands the internal and external factors influencing AUSTRAC and aligns organisational operations accordingly.  
Embraces organisational developments and plans accordingly to meet long- and short-term agenda.



### Expert

EL 2

Provides significant input into the formulation of AUSTRAC's strategic direction.  
Has a detailed and comprehensive understanding of AUSTRAC's strategic themes and priorities in the context of Home Affairs and the APS environment.  
Provides vision and meaningful direction to employees, clarifies priorities and inspires employees to achieve them.  
Works with employees to translate strategic direction into operational goals and build a shared understanding of AUSTRAC's strategic themes and priorities, core business processes and outcomes and outputs.

Understands AUSTRAC's operating environment and the changes occurring within the organisation and in a whole-of-government context.  
Embraces organisational developments, anticipates priorities and plans accordingly to address long- and short-term agenda.  
Aligns business processes with operational requirements and strategic themes and priorities.



## Deliver Client Focussed Results

Sets and delivers high standards, focussed on meeting client and stakeholder needs



### Capable APS 3

Takes personal responsibility for service provided to clients.  
Demonstrates respect towards culturally and linguistically diverse clients and makes efforts to understand client expectations and preferences.

Provide accurate, timely, consistent and appropriate service to clients.



### Proficient APS 4

Takes personal responsibility for service provided to clients.  
Ensures clients feel valued and respected.  
Demonstrates understanding of the expectations and preferences of clients from culturally and linguistically diverse groups.

Takes responsibility for delivering a high standard of client service that is accurate, timely, consistent and appropriate.  
Understands client service processes and practices and the importance of effective client service.



### Practised APS 5

Takes personal responsibility for service provided to clients.  
Ensures a high level of responsiveness and accessibility to clients.  
Works to strengthen and maintain relations with clients from culturally and linguistically diverse groups.

Monitors and manages client service delivery and ensures that it is accurate, timely, consistent and appropriate.  
Seeks feedback from clients on satisfaction and areas for potential improvement.



### Established APS 6

Takes personal responsibility for own and team services provided to clients.  
Routinely seeks to understand and respond to the needs of clients from culturally and linguistically diverse groups across a range of areas.

Monitors and manages a high level of client service delivery and promotes a culture of quality client service that is accurate, timely, consistent and appropriate.  
Monitors client satisfaction and takes action to address shortcomings.



### Advanced EL 1

Seeks feedback from stakeholders to gauge performance, is accountable, and takes personal responsibility for own and team services provided to clients.  
Incorporates the interests and needs of clients from culturally and linguistically diverse groups in business process design.

Promotes a strong client service focus and a commitment among others to providing quality client service.  
Manages a high level of customer service delivery and ensures client/stakeholder satisfaction and expectations are given high priority.



### Expert EL 2

Seeks feedback from stakeholders on performance and progress of work area about objectives and accepts responsibility for results.  
Incorporates the interests and needs of clients from culturally and linguistically diverse groups in business process design.

Actively manages client expectations and anticipates the impact of changing environments on client requirements.  
Promotes a strong client service focus and a commitment among others to providing quality client service.  
Manages a high level customer service delivery and ensures client and stakeholder satisfaction and expectations are given high priority.



## Apply Expertise

Continually develops and applies specialist and technical expertise to achieve work outcomes, sharing with others freely



### Capable

APS 3



### Proficient

APS 4



### Practised

APS 5



### Established

APS 6



### Advanced

EL 1



### Expert

EL 2

Develops and uses own expertise appropriately to perform work tasks.

Uses suggestions and professional input from others to maximise the quality of work outputs and services.

Demonstrates sound capability in applying technical, professional or specialist skills and knowledge within a limited area.

Develops and uses own expertise appropriately to perform tasks and support the work of the area.

Integrates and applies professional input from others to maximise the quality of work outputs and services.

Provides appropriate advice in area of professional or technical specialisation.

Ensures knowledge, skills and expertise are current and appropriate to complete work objectives.

Understands the technical and professional skills and expertise in the work area.

Ensures effective use of own and team's expertise in supporting work area objectives.

Consults appropriately and includes others to ensure comprehensive professional input is used.

Provides appropriate advice in area of professional or technical specialisation.

Resolves problems effectively using established practices and methodologies relevant to area of specialisation.

Ensures knowledge, skills and expertise are current and appropriate to complete work objectives.

Ensures optimal use of own and team's expertise in supporting business objectives.

Monitors the performance of others in business unit to ensure appropriate levels of expertise are available to meet business objectives.

Encourages others to draw upon own specialist and technical expertise.

Consults appropriately and includes others to ensure comprehensive professional input is used.

Demonstrates a high level of capability in applying technical, professional or specialist skills and knowledge and provides sound advice.

Resolves problems effectively using established practices, policies and methodologies relevant to area of specialisation and provides quality assurance.

Ensures knowledge, skills and expertise are current and appropriate to complete work objectives, including specialist tools, systems and technology.

Ensures optimal use of relevant professional or specialist expertise, including consulting externally as appropriate, to achieve business objectives.

Ensures own expertise contributes to achieving business unit outcomes and goals.

Consults and works inclusively with others to ensure comprehensive professional input is used.

Applies high level technical, professional or specialist knowledge and expertise to all aspects of work responsibilities.

Provides sound advice on complex technical or professional issues.

Makes significant contributions to particular area of professional or technical expertise and ensures work area output meets relevant policy or procedural quality requirements.

Is recognised as a professional or technical expert or specialist.

Seeks out and develops relevant professional or specialist expertise within and outside of the organisation to optimally support the achievement of business objectives.

Ensures own expertise contributes to achieving business unit outcomes and goals.

Monitors business performance and ensures comprehensive professional input is available and accessible.

Personally applies and ensures consistent application of the highest level of technical, professional or specialist knowledge and expertise to all aspects of work responsibilities.

Provides authoritative advice on highly complex technical or professional issues.

Ensures professional, technical and specialist expertise and knowledge applied in work area is consistent with or exceeds professional and industry standards and expectations both nationally and internationally.



## Environmental Scanning

Actively maintains awareness of events within and external to AUSTRAC, effectively identifying those that may have an impact

 <b>Capable</b>	<p>Works in a manner that is consistent with the long-term goals of the work area.</p> <p>Understands the implications of issues for own work goals and targets.</p>	<p>Demonstrates a general understanding of the Australian Public Service (APS) environment and of AUSTRAC's role and functions.</p> <p>Maintains an awareness of the work activities of colleagues.</p>
 <b>Proficient</b>	<p>Identifies issues and problems that may impact on work area plans and objectives.</p> <p>Participates actively in planning for the achievement of work area goals.</p>	<p>Demonstrates a sound understanding of the APS environment and AUSTRAC's role and functions.</p> <p>Maintains an awareness of the work activities of colleagues.</p>
 <b>Practised</b>	<p>Understands business processes and the broader factors influencing work plans and business objectives.</p> <p>Plans and aligns own and team work practices to business directions and goals.</p>	<p>Articulates AUSTRAC's role and function in the APS environment to others.</p> <p>Maintains an awareness of activities and changes within the business unit.</p>
 <b>Established</b>	<p>Is alert to changes in the broader work environment that may impact on work objectives.</p> <p>Understands the linkages between AUSTRAC work areas and incorporates this into planning and decision making.</p>	<p>Promotes AUSTRAC's strategic themes and priorities to others based on a sound understanding of AUSTRAC's role in the APS environment.</p> <p>Maintains an awareness of activities and changes within areas that affect own business area.</p>
 <b>Advanced</b>	<p>Understands the internal and external factors influencing AUSTRAC and aligns organisational operations accordingly.</p> <p>Has a broad knowledge of government policies and programmes and an appreciation of their application to AUSTRAC and Home Affairs operations.</p>	<p>Promotes AUSTRAC and Home Affairs' strategic themes and priorities to others based on a sound understanding of the APS environment.</p> <p>Investigates information and options from various sources to increase understanding of issues.</p>
 <b>Expert</b>	<p>Understands AUSTRAC's and Home Affairs' operating environments, and the changes occurring within these organisations and in a whole-of-government context.</p> <p>Gives consideration to the varying perspectives, interests and emerging needs of stakeholders and business areas.</p> <p>Aligns business processes with operational requirements and strategic themes and priorities.</p> <p>Has a wide ranging knowledge of Government policies and programmes and an appreciation of their application to AUSTRAC and Home Affairs operations.</p>	<p>Provides significant input into the formulation of AUSTRAC's strategic direction.</p> <p>Has a detailed and comprehensive understanding of AUSTRAC and Home Affairs' strategic themes and priorities in the context of the APS environment.</p> <p>Identifies and responds to areas of emerging risk and threat to AUSTRAC and identifies opportunities for process improvements and innovation.</p> <p>Understands the reasons behind and formulates strategies to improve AUSTRAC climate and culture.</p>



# BUSINESS ENABLERS





## Finance

Understands and applies financial processes to achieve value for money and minimise financial risk



### Capable

APS 3

Understands that AUSTRAC budgets are limited and must only be used for intended purposes.  
Is aware of financial delegation principles and processes.  
Understands compliance obligations related to using resources and recording financial transactions.

Appreciates the importance of accuracy and completeness in estimating costs, as well as calculating and recording financial data and transactions.



### Proficient

APS 4

Understands basic financial terminology, policies and processes.  
Takes account of financial and budget implications, including value for money in making recommendations in work area.

Presents basic financial information to a target audience in an appropriate format.



### Practised

APS 5

Understands core financial terminology, policies and processes.  
Takes account of financial and budget implications, including value for money in making recommendations in work area.  
Displays an awareness of financial risk and exposure and proposes solutions to address these.

Understands financial audit, reporting and compliance obligations and the actions needed to satisfy them.  
Identifies discrepancies or variances in financial and budget reports, and recommends corrective action where appropriate.



### Established

APS 6

Understands financial terminology, policies and processes.  
Understands impacts of funding allocations on business planning and budgets, including value for money, choice between direct provision and purchase of services, and financial implications of decisions.  
Understands the role of sound financial management and its impact on organisational effectiveness.

Understands and applies financial audit, reporting and compliance obligations.  
Identifies discrepancies or variances in financial and budget reports, and takes corrective action where appropriate.  
Seeks specialist advice and support where required.  
Makes decisions and prepares business cases incorporating financial considerations.



### Advanced

EL 1

Applies a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management.  
Identifies and analyses trends, reviews data and evaluates business options to ensure business cases are financially sound.  
Responds to financial and risk management audit outcomes, addressing areas of non-compliance.

Assesses relative cost benefits of direct provision or purchase of services.  
Understands and promotes the role of sound financial management and its impact on organisational effectiveness.  
Involves specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement.



### Expert

EL 2

Applies strategic management of financial and budgetary compliance and governance responsibilities within AUSTRAC.  
Defines AUSTRAC directions and sets priorities and business plans with reference to key financial indicators.  
Establishes effective governance to ensure the ethical and honest use of financial resources across AUSTRAC.

Anticipates operational and capital needs, and identifies the most appropriate financing and funding strategies to meet them.  
Ensures AUSTRAC informs strategic decisions with appropriate advice from finance professionals.  
Actively pursues financial risk minimisation strategies, plans and outcomes for AUSTRAC.



## Technology

Understands and uses available technologies to maximise efficiencies and effectiveness



### Capable

APS 3

Is committed to using technology effectively, efficiently and lawfully.  
Understands information, communication and document control policies and systems, and security protocols.  
Uses AUSTRAC's records and information management system appropriately.

Displays familiarity and confidence in the use of core office software applications and other technology used in role.  
Understands and uses computers, telecommunications, audio-visual equipment and other relevant technologies used within AUSTRAC.



### Proficient

APS 4

Actively contributes to a positive work culture where technology is used effectively, efficiently and lawfully.  
Understands and complies with information and communications security and acceptable use policies.  
Makes effective use of records, information and knowledge management functions and systems.

Applies practical skills in the use of all relevant technology, operating with familiarity and confidence, and supporting others to do so.  
Supports the implementation of systems improvement initiatives and the introduction and roll-out of new technologies.



### Practised

APS 5

Actively contributes to a positive work culture where technology is used effectively, efficiently and lawfully.  
Understands, acts on and monitors compliance with information and communications security and use policies.  
Supports compliance with AUSTRAC's records, information and knowledge management requirements.

Applies computer applications that enable performance of more complex tasks.  
Demonstrates a sound understanding of technology relevant to the work unit, and identifies and selects the most appropriate technology for assigned tasks.



### Established

APS 6

Implements and encourages work practices that support the efficient, effective and lawful use of technology.  
Works with employees to ensure compliance with information and communications security and use policies.  
Supports and monitors compliance with AUSTRAC's records, information and knowledge management requirements.

Shows commitment to the use of existing technologies, and ensures effective deployment of new technologies in the workplace.  
Identifies ways to leverage the value of technology to achieve team outcomes, using AUSTRAC's existing technology.  
Maintains a level of currency regarding emerging technologies and understands how they might be applied to support business outcomes.



### Advanced

EL 1

Actively encourages a positive culture within the team, to ensure commitment to the efficient, effective and lawful use of technology.  
Implements appropriate controls to ensure compliance with information and communications security and use policies.  
Implements and monitors appropriate records, information and knowledge management systems protocols and policies.

Seeks advice from appropriate technical experts to leverage information, communication and other technologies to achieve business outcomes.

Identifies ways to leverage the value of technology to achieve team outcomes, with reference to both AUSTRAC's existing technology and emerging technologies.



### Expert

EL 2

Supports a flexible environment characterised by responsiveness to changing demands and commitment to optimal use of technology.  
Establishes effective governance within the team to ensure compliance with information and communications security and use policies.  
Ensures policies and procedures for records, information and knowledge management are implemented within the work area, clearly explaining the reasons these policies exist and why compliance is important.

Encourages research and expert advice on the application of emerging technologies to achieve organisational outcomes.

Critically assesses business cases supporting the introduction of technology solutions to improve AUSTRAC's efficiency and effectiveness.

Identifies ways to leverage the value of technology to achieve work area outcomes, with reference to both AUSTRAC's existing technology and emerging technologies.



## Procurement and Contract Management

Understands and applies procurement processes to ensure effective purchasing and contract performance



### Capable

APS 3



### Proficient

APS 4



### Practised

APS 5



### Established

APS 6



### Advanced

EL 1



### Expert

EL 2

Undertakes and complies with ordering, receipting and payment processes.

Applies checking and quality control processes to activities which support procurement and contract management.

Understands and complies with legal, policy and organisational guidelines and procedures in relation to procurement and contract management.

Conducts delegated purchasing activities, complying with prescribed guidelines and procedures.

Understands and promotes legal, policy and organisational guidelines and procedures in relation to procurement and contract management.

Works with providers, suppliers and contractors to ensure that outcomes are delivered in line with time and quality requirements.

Promotes and meets requirements of legal, policy and organisational guidelines and procedures in relation to procurement and contract management.

Monitors procurement and contract management processes to ensure they are open, transparent and competitive, and that contract performance is effective.

Develops well written, well-structured procurement documentation that clearly sets out business requirements.

Evaluates tenders and selects providers in an objective and rigorous way, in line with established guidelines and principles.

Is aware of procurement and contract management risks, and actions expected to mitigate these.

Ensures government and organisational policy in relation to procurement and contract management is implemented within the work area.

Takes responsibility for procurement and contract management activities and decisions, and ensures guidelines and procedures are applied.

Monitors procurement and contract management risks and ensures that this informs contract development, management and procurement decisions.

Promotes the principles of risk management as applied to procurement projects, to identify and mitigate risk.

Professionally represents the work area in the resolution of complex or sensitive disputes with providers, suppliers and contractors.

Implements effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes.

Ensures government and organisational policy in relation to procurement and contract management is implemented within the work area.

Provides leadership in relation to the principles of risk management as applied to procurement projects within the work area, to identify and mitigate risk.

Monitors procurement and contract management risks and ensures that this informs contract development, management and procurement decisions.

Monitors and evaluates both compliance with and the effectiveness of procurement and contract management within the work area.

Professionally represents AUSTRAC in the resolution of complex and sensitive disputes with providers, suppliers and contractors.

Contributes expertise to establish effective governance processes for the organisation's provider, supplier and contractor management, tendering, procurement and contracting policies, processes and outcomes.



## Project Management

Understands and applies effective planning, coordination and control methods



### Capable

APS 3

- Plans and delivers tasks in line with agreed schedules.
- Monitors own progress against schedules, and seeks help to overcome barriers.

Participates in planning and gives suggestions about improvements to schedules.



### Proficient

APS 4

- Performs research and analysis to inform recommendations for project directions.
- Understands project goals, steps to be undertaken and expected outcomes.
- Prepares accurate documentation to support cost and resource estimates.

Participates in and contributes to reviews of progress and outcomes.

Identifies and escalates any possible variance from project plans.



### Practised

APS 5

- Prepares clear project proposals and defines scope and goals in measurable terms.
- Establishes performance outcomes and measures for key project goals, and defines monitoring, reporting and communication requirements.

Prepares accurate estimates of costs and resources required for more complex projects.

Communicates the project strategy and its expected benefits to others.

Monitors the completion of project milestones against goals and initiates amendments where necessary.



### Established

APS 6

- Prepares clear project proposals and defines scope and goals in measurable terms for more complex projects.
- Establishes performance outcomes and measures.
- Evaluates progress and identifies improvements to inform future projects for work area.

Prepares accurate estimates of costs and resources required for complex, potentially AUSTRAC-wide, projects.

Implements effective stakeholder engagement and communications strategies for all stages of projects.

Implements effective strategies to remedy variances from project plans, and minimise impacts.



### Advanced

EL 1

- Prepares scope and business cases for more ambiguous or complex projects, including cost and resource impacts.
- Accesses key subject-matter experts' knowledge to inform project plans and directions.
- Manages transitions between project stages and ensures that changes are consistent with organisational goals.

Monitors the completion of projects and implements effective and rigorous project evaluation methodologies to inform future planning.

Develops effective strategies to remedy variances from project plans, and minimise impacts.



### Expert

EL 2

- Implements effective governance processes for acceptance of projects based on sound business cases.
- Uses historical, political and broader context to inform project directions and mitigate risk.
- Ensures that project risks are managed effectively and appropriate strategies are in place to respond to variance.

Obtains the commitment of key stakeholders to major project strategies, including whole-of AUSTRAC initiatives, and ensures ongoing communication.

Implements systems for monitoring and evaluating effective management and expenditure of project budgets and resources, to achieve work area objectives.



## Procedures and Instructions

Understands and complies with legislation, policies, procedures and lawful instructions, advocating compliance and demonstrating commitment to AUSTRAC



### Capable

APS 3

Has sound knowledge of the policies, procedures and guidelines relevant to the work area and the ability to apply these to the tasks at hand.

Follows lawful instructions, seeking guidance on these appropriately.

Understands and applies relevant legislation, policy, governance and regulatory frameworks as needed.



### Proficient

APS 4

Has specialised knowledge and understanding of policies, procedures and guidelines relevant to the work area.

Follows lawful instructions, seeking guidance on these appropriately.

Understands and applies relevant legislation, policy, governance and regulatory frameworks as needed.



### Practised

APS 5

Has specialised knowledge and understanding of policies, procedures and guidelines relevant to the work area.

Follows lawful instructions, seeking guidance on these appropriately.

Demonstrates familiarity and compliance with legislative, policy and regulatory frameworks and works to build this in others.

Ensures any instructions provided to employees are reasonable and lawful, seeking guidance if necessary.



### Established

APS 6

Works effectively with relevant methodologies, legislation, policies and practices.

Follows lawful instructions, querying these appropriately if needed.

Resolves problems effectively using legislation, established practices, policies and methodologies relevant to area of specialisation, and provides quality assurance.

Ensures any instructions provided to employees are reasonable and lawful.

Demonstrates sound familiarity and compliance with legislative, policy and regulatory frameworks and works to build this in others.

Scans for links and potential implications of proposed policy options.



### Advanced

EL 1

Ensures work area output meets relevant policy/procedural quality requirements.

Ensures all instructions provided to employees are reasonable and lawful, providing guidance to others where necessary.

Develops procedures based on a high level of familiarity and compliance with legislative, policy and regulatory frameworks in area of expertise, and works to build high levels of familiarity in others.

Builds trusting relationships with stakeholders to inform policy development and gain commitment to implementation.

Scans for links and potential implications of proposed policy options.



### Expert

EL 2

Develops, implements, personally applies and ensures consistent application of policies/procedures within the work area.

Keeps up-to-date with a broad range of contemporary issues.

Provides comprehensive and expert advice, to implement legislation, policies and procedures in area of expertise across AUSTRAC.

Ensures all instructions provided to employees are reasonable and lawful, providing clear guidance to others where necessary.

Demonstrates familiarity and compliance with legislative, policy and regulatory frameworks more broadly, and works to build this in others.

Builds trusting relationships with stakeholders to inform policy development and gain commitment to implementation.

Scans for links and potential implications of proposed policy options.