

## Band 9 Work Level Standards

<b>1 ACHIEVES RESULTS</b>	
<b>Description</b>	<b>Behavioural Indicators</b>
<b>1.1</b>	<b>Achieves Business Area Objectives and Delivers on Intended Results</b>
Competent performers at this level take comprehensive responsibility for the resources, outcomes and performance of a business area, deliver on the desired outcomes and maintain a balance between short and long term demands	<ul style="list-style-type: none"> <li>• Prepares business area plans that align with organisational objectives and expectations, and allocates resources to achieve outcomes</li> <li>• Consistently ensures AFP accountability requirements are met and that the effective use of financial resources within the business area are in accord with AFP requirements</li> <li>• Sets clear objectives for the business area, monitors progress towards objectives and intervenes when necessary</li> <li>• Takes responsibility and is accountable for delivery of business area performance and results</li> </ul>
<b>1.2</b>	<b>Builds Capability and Responsiveness within the Business Area</b>
Competent performers at this level assess the capability of the business area and build the capability of the area systematically.	<ul style="list-style-type: none"> <li>• Plans capability development for the business area and sets targets for the future – building capability consistently</li> <li>• Clearly identifies critical skills and knowledge and ensures they are maintained and updated within the business area</li> <li>• Ensures business area compliance with legislative, policy and regulatory frameworks</li> </ul>
<b>1.3</b>	<b>Leads and Manages Change</b>
Competent performers at this level continually and actively seek to drive strategic, organisational change within the business area. They also actively contribute to broader organisational change	<ul style="list-style-type: none"> <li>• Encourages innovation or suggestions for change within the business area</li> <li>• Implements broader organisational change within the business area with strong commitment, personal example and good knowledge of change management techniques</li> <li>• Actively seeks to contribute to broader organisational change within the AFP</li> </ul>
<b>1.4</b>	<b>Uses Expertise to Achieve Team Objectives</b>
Competent performers at this level integrate external expertise with the business area expertise to produce effective outcomes. They take longer-term and AFP-wide views of building capability and anticipate future challenges	<ul style="list-style-type: none"> <li>• Identifies the professional or technical requirements critical for success in any part of the business area or for particular patterns of investigations/projects, and takes action to ensure the expertise is available</li> <li>• Strategically uses external expertise and challenging work to further develop and enhance the skills and knowledge of the people in the business area</li> </ul>

<b>2 CONTRIBUTES TO STRATEGIC THINKING</b>	
<b>Description</b>	<b>Behavioural Indicators</b>
<b>2.1 Promotes Shared Purpose and Direction</b>	
Competent performers at this level inspire a sense of purpose and direction in their team and create a shared understanding. They set the direction of the team within the broader AFP and community context.	<ul style="list-style-type: none"> <li>• Creates a shared understanding of what has to be achieved and why this is important</li> <li>• Encourages questions and reflections on the purpose of the work of the business area</li> <li>• Links the broader objectives of the AFP to the work of the business area</li> <li>• Invariably keeps people informed of changes in objectives, priorities or the way that work is done</li> </ul>
<b>2.2 Thinks Ahead and includes Broader Perspectives</b>	
Competent performers at this level anticipate, discuss and plan for future requirements or broader AFP or community issues, and link this to changes in the day to day work of the business area	<ul style="list-style-type: none"> <li>• Ensures future requirements are discussed and analysed - identifies ways to modify current work to better meet anticipated needs</li> <li>• Understands the impact of political issues on AFP policy and direction, and encourages that understanding in others</li> <li>• Maintains up to date knowledge of emerging trends in work, technical, political, law enforcement and social issues</li> </ul>
<b>2.3 Harnesses Information and Opportunities</b>	
Competent performers at this level make time and systematically ensure they keep up to date with the broader environment in which the AFP operates, and use this broader perspective to help the business area achieve its objectives, adapt to changes and improve performance.	<ul style="list-style-type: none"> <li>• Systematically collects information about the broader organisational, technical, political or social issues that might have an impact on the business area</li> <li>• Compares the work practices of the business area with best practice in other areas of the AFP or in external organisations to encourage improved performance</li> <li>• Keeps up to date with information technology advances and seek opportunities to implement advances to improve work practices in the business area</li> </ul>
<b>2.4 Shows Judgement, Intelligence and Commonsense</b>	
Competent performers at this level cope with high degrees of complexity and uncertainty, yet still deliver professional considered decisions that integrate thorough analysis with judgement based on experience	<ul style="list-style-type: none"> <li>• Evaluates complex or uncertain information quickly, critically and accurately to identify core issues and possible solutions</li> <li>• Develops innovative and effective options based on broad or detailed knowledge of the issues and experience</li> <li>• Displays logic and strategic thinking in making a decision; balancing risks and ambiguity to make timely decisions</li> <li>• Systematically evaluates decisions once they are implemented and uses this to inform future decisions</li> </ul>

<b>3 CULTIVATES PRODUCTIVE WORKING RELATIONSHIPS</b>	
<b>Description</b>	<b>Behavioural Indicators</b>
<b>3.1 Nurtures Internal and External Networks</b>	
Competent performers at this level build strong and diverse networks on a systematic basis, and engage with their customers to ensure high levels of service.	<ul style="list-style-type: none"> <li>• Sets targets and makes resources available to build organisational and professional networks</li> <li>• Systematically captures information on networks and encourages the sharing of networks within the business area</li> <li>• Systematically and frequently engages with stakeholders and clients to ensure that their needs are met and high levels of service provided</li> </ul>
<b>3.2 Facilitates Cooperation and Partnerships</b>	
Competent performers at this level create a cooperative and collaborative environment; one that is responsive and flexible in meeting the objectives and where each person's contribution is recognised	<ul style="list-style-type: none"> <li>• Balances the need to achieve business area objectives with the individual needs of team members – makes reasonable demands of people in order to achieve high performance</li> <li>• Systematically and regularly recognises the contribution of people in the business area in ways that increase their motivation</li> <li>• Models cooperative and collaborative behaviours within the team in sharing workloads and assisting others, and rewards others for demonstrating collaborative behaviours</li> </ul>
<b>3.3 Values and Uses Individual Differences and Diversity</b>	
Competent performers at this level create a culture that is based on tolerance and respect and which encourages diversity within the business area in terms of ways of working, new ideas, interpersonal style and knowledge of other cultures.	<ul style="list-style-type: none"> <li>• Actively seeks diversity in the make-up of the business area to increase flexibility and responsiveness</li> <li>• Encourages people to understand the preferred working styles of others and factors this into ways of working with each other</li> <li>• Encourages tolerance and understanding, including in honest discussion of sensitive issues</li> <li>• 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</li> </ul>
<b>3.4 Guides, Mentors and Develops People</b>	
Competent performers at this level genuinely care about the people in the business area and seek through challenge, training and mentoring to enhance their work capabilities and career prospects. They give honest and timely feedback based on clearly articulated performance standards.	<ul style="list-style-type: none"> <li>• Encourages people to take responsibility to develop their own skills while systematically supporting and resourcing the implementation of practical development and career plans</li> <li>• Looks for challenging opportunities both within the business area and externally help meet development needs</li> <li>• Frequently provides clear, constructive and timely feedback to team members in a way that encourages learning</li> <li>• Sets clear performance standards and addresses under-performance with skill, courage and tenacity</li> </ul>

<b>4 SHOWS PERSONAL DRIVE AND INTEGRITY</b>	
<b>Description</b>	<b>Behavioural Indicators</b>
<b>4.1 Demonstrates Professional and Ethical Behaviours</b>	
Competent performers at this level set clear expectations of an ethical and professional environment within the business area; they conform to those values themselves and expect others to do the same. They act on non-conformance or unethical behaviours consistently	<ul style="list-style-type: none"> <li>• Models the AFP professional and ethical behaviours at all times</li> <li>• Encourages a strong knowledge of the legislative, policy and regulation framework within the AFP, and encourages conformance to these requirements within the business area</li> <li>• Shows commitment to the AFP and always supports organisational policies despite personal preferences</li> <li>• Acts quickly to address non-conformance with values or other examples of unprofessional or unethical behaviour</li> </ul>
<b>4.2 Displays Initiative, Courage and Resilience</b>	
Competent performers at this level are determined, highly motivated and action oriented. They display initiative in addressing issues, show courage when required, and display resilience in the face of setbacks and criticism. They support and encourage other team members in displaying initiative, courage and resilience.	<ul style="list-style-type: none"> <li>• Proactively identifies issues that need to be addressed and takes action to solve the problem</li> <li>• Evaluates the risks of action or inaction, makes an informed decision and accepts the consequences</li> <li>• Consistently displays drive and energy in achieving outcomes</li> <li>• Acknowledges mistakes and learns from them – admits to a lack of knowledge and seeks clarification or assistance</li> <li>• Supports team members when they need to display courage or resilience in challenging circumstances</li> </ul>
<b>4.3 Models an Effective Work-Life Balance</b>	
Competent performers at this level create an environment in the team where achieving an effective work-life balance over the longer-term is given a high priority.	<ul style="list-style-type: none"> <li>• Promotes and models an informed work-life balance</li> <li>• Considers the personal health and well-being of team members in the allocation of work and the achievement of objectives</li> <li>• Encourages discussion and a longer-term perspective of the importance of work-life balance within the team</li> </ul>
<b>4.4 Demonstrates Self-Knowledge and a Commitment to Growth</b>	
Competent performers at this level aspire to being more effective by building their own capabilities. They ensure they have a well-informed view of their own strengths and weaknesses, have articulated a plan, make time for development and take personal responsibility for advancing their career.	<ul style="list-style-type: none"> <li>• Makes time to discuss own development options with others, both within and outside the immediate work area</li> <li>• Has an agreed and documented plan to further develop own capabilities and then implements it despite competing priorities</li> <li>• Ensures feedback and views of own strengths and weaknesses are systematically and regularly collected – acts on the feedback and strives to achieve higher performance</li> <li>• Sets targets for personal development, monitors progress in developing new capabilities and applies them to work situations</li> </ul>

<b>5 COMMUNICATES WITH INFLUENCE</b>	
<b>Description</b>	<b>Behavioural Indicators</b>
<b>5.1</b>	<b>Communicates Clearly</b>
Competent performers at this level not only communicate clearly and concisely either orally or in writing, they also display high level communication skills in common situations such as meetings, presentations, facilitating discussions and interviews.	<ul style="list-style-type: none"> <li>• Shows sophisticated and professional skill in facilitating and encouraging others' input in meetings or interviews</li> <li>• Produces written work that is concise, well-expressed and accurately conveys the intended message, with minimal need for correction – can coach others in this area</li> <li>• Makes presentations to groups that engage the audience, leaves clear messages and achieves the objectives</li> <li>• Chooses the best available style and technique to communicate messages to others in order to produce the desired outcome</li> </ul>
<b>5.2</b>	<b>Keeps Self and Others Informed</b>
Competent performers at this level create a shared understanding within the business area on how to share information and what factors to consider in making the decision to share information or not.	<ul style="list-style-type: none"> <li>• Sets standards and shapes values of the business area around the decisions to share or not to share key information</li> <li>• Anticipates information that would have an impact on others' work or the morale of the business area and brings this to their attention – balancing the need to treat some information as sensitive with the benefits of sharing information</li> </ul>
<b>5.3</b>	<b>Listens, Understands and Adapts to Audience</b>
Competent performers at this level devote considerable effort to understanding the needs of the intended audience, so that they can adapt their messages to be more effective in engaging, influencing or persuading	<ul style="list-style-type: none"> <li>• Displays highly developed listening skills – asking questions and reflecting back understanding to ensure effective communication</li> <li>• 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</li> <li>• Clearly identifies the needs and level of understanding of any audience before adapting the messages to have greater influence over the way they are received.</li> </ul>
<b>5.4</b>	<b>Negotiates and Works to Reconcile Diverse Views</b>
Competent performers at this level are display professional negotiation skills based on a formal understanding of negotiation strategies and tactics and through experience	<ul style="list-style-type: none"> <li>• Displays a thorough understanding of negotiation strategies and tactics based on formal training and experience in negotiations</li> <li>• Takes time to prepare thoroughly for a negotiation, identifying objectives, strategies and potential issues to be raised, including organisational support for the approach proposed</li> <li>• Listens to and evaluates differing ideas and views and attempts to bring these together in a mutually satisfactory way</li> <li>• Creates a business area environment that genuinely and openly tests ideas and finds common ground</li> </ul>

