



Selection Documentation and Applicant Information

APS / CSO Level 3-4 Customer Service Officers Service Delivery (Adelaide)

One APS Career... Thousands of Opportunities

Department of Human Services Child Support Agency

Closing Date: 5pm (AEST), Thursday 14 May 2009

Late applications will not be accepted

This document has been prepared to help you apply for advertised vacancies in the Department of Human Services. Any further information required should be sought from the DFP Network website on <http://csa.dfp.com.au/aps3may2009> before the application is submitted.

Introduction

Thank you for your inquiry about working in the Department of Human Services. This kit provides information on the Department, employment requirements and how to apply for a position. We appreciate your interest and, if you are successful, you will be working as part of a team who have a crucial role in influencing the strategic focus and co-ordination of service delivery for Australians.

We have flexible and innovative work practices that aim for balance between work and family life. We are seeking talented, innovative people with a wide variety of skills and competencies.

We are committed to creating a diverse working environment. Indigenous Australians, people with a disability and from diverse cultural and linguistic backgrounds are encouraged to apply. Applicants may wish to indicate any special needs in their application so the selection committee can be appropriately prepared.

As part of the Australian Public Service (APS) we support our people by providing development opportunities and flexible working conditions.

One APS Career...Thousands of Opportunities.

Our Department

The Human Services Portfolio is about people and the services we may need at different stages of our lives. It consists of the Portfolio Department - including the Core Department, the Child Support Agency and CRS Australia - and the Portfolio agencies, Centrelink, Medicare Australia and Australian Hearing.

Together the Portfolio Department and the Portfolio agencies work to improve the development, delivery and co-ordination of social and health-related services to all Australians. Each day, about a million people make contact with a Human Services agency.

Further information is available from the Department's website - www.humanservices.gov.au.

Child Support Agency

With a vision that children can rely on their parents for the financial and emotional support necessary for their wellbeing, the Child Support Agency (CSA) plays a central role in supporting separated and separating families across Australia.

CSA calculates, collects and transfers payments between parents. We also help separated and separating parents through a range of self-help tools and active referrals to Government and community support services.

Further information is available from the Child Support Agency's website - www.csa.gov.au

Position Title:	Customer Service Officers (CSO)
Team/Branch:	Service Delivery
Location:	Adelaide Permanent Part Time Positions – Midday to 7.00pm, Monday to Friday (32.5 hours per week)
	Please note: There will be no access to flexible working arrangements for permanent part-time positions. Successful applicants will be required to be available full-time during the hours of 8.30am to 5.00pm Monday to Friday, for the initial 6 week training period.
Classification:	APS/CSO Level 3-4
Salary Range:	\$48,014 to \$58,751
Number of Vacancies:	Several permanent part-time positions
Duration:	Ongoing
Reports to:	Team Leader – APS/CSO Level 6

Function:

CSOs undertake a broad range of administrative activities to provide a high level of customer service through the resolution of specific customer issues or via a more intensive case management approach in a telephone based environment.

Duties:

CSO 3-4s work in teams under the general direction of a team leader. They undertake a broad range of customer service and administrative activities.

This role requires providing services to separated parents in accordance with the CSA's Customer Service Principles, which includes facilitation of payments to support children, appropriate referrals, and collection of outstanding child support (debt). Provision of services to customers is primarily over the telephone via rostered phone shifts or proactive customer contact, although there is some face to face contact generally when rostered on to counter enquiries or via appointments.

CSO3-4s are expected to manage cases via resolution of specific customer issues or via a more intensive case management approach. In supporting customer outcomes CSO3-4s will liaise with other Agency staff, customers and external agencies. They must be emotionally resilient as they deal with sensitive and emotional issues, working with customers to deliver the most appropriate outcome for their individual circumstances.

In this role staff are required to gather and interpret information and make decisions based on the information and in accordance with relevant legislation, policies, procedures and delegations. Customer Service Officers are responsible for delivering results in accordance with business targets and plans and are expected to operate with a high level of productivity. CSO3-4s exercise a degree of flexibility and sound judgment.

Experience in this role will lead to responsibility for buddying and on the job training of less experienced staff within the team.

All CSA staff are expected to display behaviours consistent with the APS Values and the APS Code of Conduct.

Key Communications

- Work in a team under the general direction of a CSO6 Team Leader;
- To achieve outcomes for customers CSO3-4's will liaise with other Agency staff, customers and external agencies.

Primary Responsibilities

- Understand and respond to customer enquiries with empathy and professionalism and in accordance with CSA's Customer Service Principles;
- Undertake rostered phone and/or counter shifts;
- Ensure a customer's circumstances are accurately reflected in their child support assessments;
- Collect child support payments, discuss arrears, negotiate payment arrangements and enforce outstanding payments;
- Make correct decisions in accordance with legislation and procedures;
- Customer education, provide options and tailored solutions to meet customer needs;
- Refer customers appropriately to other internal service options and external organisations;
- Manage individual work load in accordance with team targets that align to organisational goals;
- Exercise appropriate delegations;
- Participate effectively in a team environment.

Other Responsibilities

- Investigate and manage customer issues;
- Manage customer enquiries via phone, intrays and correspondence;
- Apply a holistic approach to customer issues;
- Deal with all customers of a case to achieve outcomes;
- Initiate customer contact;
- Research and make decisions;
- Appropriate escalation of customer enquiries;
- Conduct assessments of a customer's financial circumstances;
- Undertake customer location searches;
- Be proactive and take responsibility for own development;
- Compile output statistics;
- Uphold diversity and work with individual differences in a team environment;
- Support change.

Qualifications and Experience

- Computer literacy;
- Prior experience in a customer service role and in dealing with difficult customers issues would be an advantage.

How to Apply for a Job in the Department of Human Services

A. Submitting Your Application

If you decide to apply for a job in the Department of Human Services, you will be required to submit your application online via the DFP Network website at <http://csa.dfp.com.au/aps3may2009>. Your online application will include:

- your personal particulars;
- details about employment history, training and professional development and relevant qualifications; and
- the name and contact details for two referees, preferably one being your current supervisor

If you are going to be absent from work and / or home at any time within one month following closure of the application period, please note this on your application and, if possible, provide alternative contact details.

B. Lodging Your Application

Your full application must be submitted by **5pm (AEST) on Thursday 14 May 2009**. Your application should be submitted via the DFP Network website at <http://csa.dfp.com.au/aps3may2009>

C. Acknowledgment of Your Application

DFP Network will acknowledge all applications received. When you lodge your application electronically, you will receive a return email advising that your application has been received. If you submit an application and do not receive acknowledgement within a few days, it is your responsibility to contact DFP Network to check that your application has been received.

Introduction

This document has been prepared to help you apply for advertised vacancies in the Department of Human Services and should be read in conjunction with the job description, required capabilities / selection criteria and application form. Any further information required should be sought from the contact officer before the application is submitted. In this document, you will find information about employment requirements and selection process information.

Employment Requirements

All employees of the Department of Human Services are part of the Australian Public Service (APS) and governed by the *Public Service Act 1999*.

APS employees are required, under the Code of Conduct, to behave at all times in a way which upholds the APS Values. The APS Values provide the real basis and integrating element of the Service, its professionalism, its integrity and its impartial and responsive service to the government of the day.

Further information on the following topics is available on the websites listed:

- APS Code of Conduct - www.apsc.gov.au/conduct
- APS Values - www.apsc.gov.au/values

To be eligible to apply for these vacancies you must be an Australian citizen. If you are not an Australian citizen, but are eligible for citizenship, your application may be considered.

Applicants should note that all positions are subject to character and security clearances, health clearance, Australian citizenship requirements, and, if applicable, formal qualifications.

A probationary period will apply to successful applicants who are not already ongoing APS employees.

If you are an APS employee, the Department may check with your current APS agency to confirm if you:

- have breached the APS Code of Conduct;
- have been sanctioned for a breach of the APS Code of Conduct; or
- are the subject of a conduct allegation which has not been resolved.

If relevant, the Department will use this information to consider your suitability for employment in the position.

If you accepted a redundancy benefit from an APS agency or a Commonwealth employer, you are ineligible to be engaged with the Department if it is less than 12 months since your employment ended.

For further information on conditions of employment, you may access the *Department of Human Services / Child Support Agency Collective Agreement 2008 – 2011* via:
<http://www.csa.gov.au/publications/pdf/CSACollectiveAgreement2008-2011.pdf>

Any financial assistance associated with relocation expenses will be subject to negotiation.

Note: All positions within the Department of Human Services are positions of trust. Positions specifically located in the Manuka site (Canberra Avenue, Griffith, ACT) will require a minimum protected security clearance.

The Selection Process in the Department of Human Services

All recruitment selections and employment decisions for the Department of Human Services are based on merit. Section 10 (2) of *the Public Service Act 1999* defines a decision relating to engagement or promotion being merit based if:

- a) an assessment is made of the relative suitability of the candidates for the duties, using a competitive selection process;
- b) the assessment is based on the relationship between the candidates' work-related qualities and the work-related qualities genuinely required for the duties;
- c) the assessment focuses on the relative capacity of the candidates to achieve outcomes related to the duties; and
- d) the assessment is the primary consideration in making the decision.

All applications submitted prior to 5pm (AEST) on 14 May 2009 will be considered.

Representatives of the Department of Human Services will work with DFP Network using a streamlined selection process to identify suitable candidates for the advertised position. The selection process will consist of:

- an initial assessment of the **online applications**
- short listed applicants will then participate in a behavioural-based **telephone interview** which will also reconfirm your personal details and how your skills and experience enable you to meet the selection criterion
- if successful in the telephone interview you will be invited to attend an **assessment centre** which will assess your performance against the selection criterion using specialised techniques, activities and an interview
- **referee reports** from your nominated referees, who should be able to provide comments on your work performance against each selection criterion, will then be sought.

The selection criterion you will be assessed against is detailed at **Attachment A** and further information relating to the capability requirements for the CSO 3/4 level is detailed at **Attachment B**.

To further assist you to apply for a position in the Australian Public Service (APS) visit:

www.apsc.gov.au/publications07/crackingthecode.htm

Supervisor / Referee Comments

It is not necessary to provide written referee reports with your application. However, current contact details for your supervisor and referee should be provided. The selection panel will only seek supervisor / referee comments on the most competitive applicants for the advertised positions. It is important that the nominated supervisor or referee be in the position to comment on and rate your recent work performance. The selection panel can request a written report or seek verbal comments at any stage of the selection process. Notes on these discussions and any written reports will be made available to applicants.

Interviews and Assessment Centre

As an applicant, you will be regarded as being available for interview from the date applications close. If you are going to be absent for any length of time, the period must be stated on the covering letter.

Applicants should be aware that short listing is rigorous and that interviews are not automatically granted. Only the most competitive applicants, i.e. those that have demonstrated strong claims to the position, will be fully assessed. Only applicants included on the shortlist will be contacted regarding the next phase of the selection process.

The selection panel may decide that interviews are not necessary and make the decision to fill the vacancy based on written applications and referee / supervisor reports only. If granted an interview, the selection panel will assess the applicant's capabilities against the selection criteria / capability requirements.

Withdrawal of Application

Please advise in writing or by email to DFP Network at csa@dfp.com.au if you decide to withdraw from the selection process.

Selection Results

You will be notified by DFP Network of the outcome of the selection process by letter or email. You may also check Public Service Gazette notices at www.apsjobs.gov.au/ for further details of the outcome of completed selection processes. Individual feedback is available on request from DFP Network once the process is finalised.

In some instances, the selection exercise to fill a vacancy at this level may be used to create an order of merit. An order of merit can be used for up to 12 months, from the date that the original vacancy was advertised, to fill subsequent vacancies.

Privacy

The Department of Human Services understands and respects the right to privacy and has introduced privacy safeguards. The information provided in job applications will only be used for the selection exercise and related procedures. The personal information collected by Department of Human Services for management and recruitment purposes as required by *the Public Service Act 1999* will not be disclosed without your consent except where authorised or required by law. Non-identifying information may be used for statistical purposes.

Selection Criteria / Capability Requirements

The Department of Human Services uses a combination of selection criteria and capability requirements to determine an applicant's suitability for a position.

The selection criteria for a Customer Service Officer 3-4 are detailed below:

1. Demonstrated ability to understand and respond to customer enquiries with empathy and professionalism and in accordance with CSA Customer Service Principles.
2. Ability to apply sound judgement and common sense in decision making within a legislative environment.
3. Ability to refer customers with outstanding issues to appropriate internal options or external organisations to support resolution of their issues.
4. Excellent interpersonal skills, including conflict resolution and the ability to negotiate child support payments while taking into account individual circumstances.
5. Able to participate effectively in a team environment.
6. Ability to manage workload and deliver individual results in accordance with team and business targets and plans.

APS/CSO Level 3

When applying for a position, you must address the Selection Criteria outlined in the *Selection Documentation and Applicant Information* kit, giving consideration to the capabilities outlined in the Capability Framework. This may include providing examples that exemplify the relevant capabilities pertaining to the criterion you are addressing.

Capability Framework

The **Capability Framework** articulates the capabilities, behaviours, attributes, abilities, values and skills that underpin effective performance at a particular work level.

The following capabilities apply to APS/CSO Level 3 staff:

Capability 1: Contributes to Strategic Thinking

Supports Shared Purpose and Direction

- Demonstrates a general understanding of the Australian Public Service (APS) environment and of the department's role and functions.
- Is aware of initiatives and corporate plans.
- Understands and recognises the importance of processes and outputs in the work area.
- Understands how own performance goals and goals of work area link with the broader role and function.
- Incorporates relevant strategies and policies into performance expectations for own work.

Thinks Strategically

- Understands the implications of corporate strategies/goals for own work goals and targets.
- Contributes to planning for the achievement of work area goals.

Harnesses Information and Opportunities

- Locates information that is relevant to own work to inform work goals and practices and aid understanding of issues; recognises the relevance of new information for own work.
- Maintains an awareness of the work activities of colleagues.
- Recognises opportunities for new and revised practices and makes suggestions for work area improvements.
- Learns about other work areas and takes steps to communicate with them.

Shows Judgement, Intelligence and Common Sense

- Seeks information from appropriate sources and analyses it to determine its applicability and utility to own work.
- Develops practical solutions based on a logical and common sense approach.
- Produces a range of options to address problems.
- Interprets and applies legislation and policies and guidelines to make decisions in routine and straightforward situations.
- Anticipates how issues/practices will have a broader impact.

Capability 2: Achieves Results

Identifies and uses resources wisely

- Is committed to using resources, including technology, effectively, efficiently and lawfully.
- Contributes ideas to improve efficiency in the work practices and the use of resources.
- Participates willingly in practices designed to effect continuous workplace improvement.

Applies and builds professional expertise

- Develops and uses own expertise appropriately to perform work tasks.
- Encourages others to learn and use policies and procedures and to keep their knowledge up to date.
- Uses colleagues and customers' feedback and suggestions to improve the quality of own knowledge, work outputs and services.
- Gives accurate, consistent and relevant advice to colleagues and customers on a range of matters.

Responds positively to change

- Copes effectively with changing demands and shifting priorities and during periods of uncertainty.
- Supports and provides some input into change initiatives.
- Modifies own work practices to respond to changing circumstances and organisational objectives.
- Talks to others about the benefits of change.
- Is open to taking on new work responsibilities, if needed.

Takes responsibility for managing work projects to achieve results

- Organises own work effectively under limited guidance.
- Sets priorities and monitors work flow to achieve goals within set timeframes.
- Monitors own work performance against stated objectives and works independently on specific tasks or activities.
- Persists with work tasks, works through difficulties and seeks alternative paths to solutions.
- Takes personal responsibility for work outputs and/or services provided to customers.
- Keeps others informed of progress.

Capability 3: Supports Productive Working Relationships

Nurtures internal and external relationships

- Establishes rapport and deals sensitively, courteously and equitably with customers and stakeholders.
- Encourages positive relationships within the team.
- Liaises effectively with team members and customers.

Listens to, understands and recognises the needs of others

- Works with customers and across relevant work areas to ensure a co-operative and coherent approach to meeting customer's needs.
- Responds to internal and external customers in a timely manner.
- Follows up to ensure that customer needs are met.
- Works as a supportive and co-operative team member and acknowledges the efforts and achievements of others.
- Supports others in difficult situations.

Values individual differences and diversity

- Treats others with respect and courtesy; demonstrates trust, respect and understanding towards others.
- Is aware of and endorses the benefits of supporting individual differences and workplace diversity.
- Shows respect to colleagues and customers from all backgrounds and cultures.
- Understands things from different perspectives and sees the value of individual differences and viewpoints.

Shares learning and supports others

- Provides support, advice, and guidance for others.
- Provides encouragement to others and feedback on performance when required.
- Keeps team members informed and shares information.

Provides excellent customer service

- Demonstrates respect towards customer groups and makes efforts to understand customer expectations and preferences.
- Provides accurate, timely, consistent and appropriate service to customers and works to improve own capacity to do so.

Capability 4: Displays Personal Drive and Integrity

Demonstrates public service professionalism and probity

- Provides a professional service to customers; behaves professionally under difficult circumstances.
- Applies ethical work practices and demonstrates integrity in all aspects of work.
- Maintains the confidentiality of information; employs routine practices to maintain the security of information.
- Knows and upholds the APS values and the APS Code of Conduct.
- Adheres to professional codes of ethics and practice and OH&S requirements.
- Takes responsibility for own actions.
- Understands and complies with legal and regulatory frameworks.
- Is honest and impartial when giving advice to customers and stakeholders.

Engages with risk and shows personal courage

- Accepts responsibility for mistakes and tries to learn from situation; supports others to do the same.
- Demonstrates willingness to seek advice and assistance from others if required.
- Remains positive, self-assured and focused under pressure or in the face of criticism.
- Examines self critically and changes own approach or style if necessary.
- Considers risks that will impact on own work and applies appropriate steps to mitigate those risks.

Commits to action

- Develops new insights, approaches or ideas in relation to own work and work of area.
- Makes suggestions for improving systems and processes within work area.
- Develops plans to guide actions and shows commitment to achieving outcomes and objectives.

Promotes and adopts a positive and balanced approach to work

- Shows resilience and optimism and persists with tasks despite barriers or difficult circumstances.
- Pro-actively supports others in difficult periods and makes self available to others for advice and support.
- Seeks a balance between work and home life to maintain personal wellbeing.

Demonstrates self awareness and a commitment to personal development

- Seeks opportunities to develop work related skills and engage in ongoing learning.
- Participates in performance management processes.
- Seeks feedback from peers, subordinates and customers on own performance.
- Shows understanding of own strengths and limitations and is appropriately responsive to feedback.
- Gives constructive feedback to others.

Capability 5: Communicates with Influence

Communicates clearly and concisely

- Presents and explains things in a way that is clear to others; recognises when ambiguities or misunderstandings may exist and resolves these.
- Focuses communication on key points and communicates in 'plain English'.
- Written and oral communication is clear and easy to follow.
- Prepares written communication and standard correspondence that follows the appropriate format, is accurate, well structured and readable.
- Communicates routine technical information clearly.
- Can lead and direct discussions with other staff and customers.

Listens, understands and adapts to audience

- Attends to others when they are speaking and asks appropriate questions.
- Changes communication style to suit the circumstances.
- Presents in a way that serves to engage the audience.
- Encourages discussion among others.
- Welcomes and responds well to feedback; modifies approach in response to audience feedback.

Negotiates to reconcile diverse views

- Consults effectively with relevant others; seeks input from relevant sources.
- Assists in resolving differences and disagreements with customers and responds effectively to conflicts and disagreements.

Capability 6: Develops and Uses Professional and Technical Expertise

Develops and uses technical, professional or specialist knowledge and expertise

- Has sound knowledge of the procedures and guidelines relevant to the work area and the ability to apply these to the tasks at hand.
- Demonstrates sound capability in applying technical, professional or specialist skills and knowledge within a limited area.
- Has a sound understanding of and ability to use the tools, systems and technology needed to complete work tasks.
- Understands and applies relevant legislation, policy, governance and regulatory frameworks as required.
- Seeks assistance where necessary and appropriate.

APS/CSO Level 4

When applying for a position, you must address the Selection Criteria outlined in the *Selection Documentation and Applicant Information* kit, giving consideration to the capabilities outlined in the Capability Framework. This may include providing examples that exemplify the relevant capabilities pertaining to the criterion you are addressing.

Capability Framework

The **Capability Framework** articulates the capabilities, behaviours, attributes, abilities, values and skills that underpin effective performance at a particular work level.

The following capabilities apply to APS/CSO Level 4 staff:

Capability 1: Contributes to Strategic Thinking

Supports Shared Purpose and Direction

- Demonstrates a sound understanding of the Australian Public Service (APS) environment and of the department's role and functions.
- Understands and communicates departmental strategies and policies that are relevant to own work.
- Contributes to the development of section work plans.
- Incorporates relevant corporate strategies and policies into performance expectations for own work.

Thinks Strategically

- Understands the implications of corporate strategies/goals for own work goals and targets and 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.

Harnesses Information and Opportunities

- Seeks and uses information from various sources to aid understanding of issues and to inform plans and decisions.
- Ensures own knowledge is current and applicable to work area.
- Maintains an awareness of the work activities of colleagues and makes use of opportunities for collaboration.
- Implements improved work systems and practices.
- Learns about other work areas and takes steps to share information.
- Investigates process- and system-based problems.

Shows Judgement, Intelligence and Common Sense

- Explores information critically to gain a well-developed understanding of issues; considers broad issues and their implications.
- Develops practical and well-thought through solutions and addresses problems and makes adjustments as necessary.
- Produces a range of options to address problems.
- Interprets and applies legislation and policies and guidelines to make decisions across a range of situations.
- Has a broad view of issues and context and is able to reason objectively to develop practical solutions to work issues.
- Is able to conduct basic research tasks and to analyse and report on findings.

Capability 2: Achieves Results

Identifies and uses resources wisely

- Actively contributes to a culture where resources, including technology, are used effectively, efficiently and lawfully.
- Contributes ideas to improve efficiency in the workplace in terms of practices and the use of resources.
- Makes some contribution to planning the work of the area to improve standards of performance and delivery.
- Identifies opportunities for using own expertise to contribute effectively to the team.

Applies and builds professional expertise

- Develops and uses own expertise appropriately to perform tasks and support the work of the area.
- Guides others in learning and using policies and procedures and assists them to their knowledge up to date.
- Uses colleagues and customers' feedback and suggestions to improve the quality of knowledge, work outputs and services in work area.
- Gives accurate, consistent and relevant advice to colleagues, customers and external parties and other stakeholders.

Responds positively to change

- Anticipates issues that are likely to arise in a changing environment.
- Supports and provides input into change initiatives.
- Modifies own work practices to respond to changing circumstances and organisational objectives: assists others to do the same.
- Talks to others about the benefits of change.
- Is open to taking on new work responsibilities, if needed.

Takes responsibility for managing work projects to achieve results

- Contributes to planning own and team work targets and deadlines.
- Sets priorities and monitors work flow to achieve workplace goals within set timeframes.
- Regularly monitors own work performance against stated objectives; works independently to manage specific tasks, processes or activities.
- Persists with work tasks, works through difficulties and seeks alternative paths to solutions: collaborates with others where necessary.
- Takes personal responsibility for work outputs and/or services provided to customers.
- Keeps others informed of progress and re-evaluates milestones where necessary.

Capability 3: Supports Productive Working Relationships

Nurtures internal and external relationships

- Takes the initiative in building rapport and maintaining relationships with internal and external customers and stakeholders.
- Creates a working environment that encourages a positive and co-operative approach.
- Liaises effectively with members of relevant networks internally and externally.
- Is able to represent the corporate objectives in dealing with stakeholders and customers.

Listens to, understands and recognises the needs of others

- Works with customers and across relevant work areas to ensure a co-operative and coherent approach to meeting customer's needs.
- Responds to internal and external customers in a timely manner.
- Follows up to ensure that customer needs are met.
- Recognises and encourages positive efforts from others.
- Actively participates as a team member and supports participative decision making.

Values individual differences and diversity

- Demonstrates trust, respect and understanding towards others.
- Is aware of and endorses the benefits of supporting individual differences and workplace diversity.
- Shows respect to colleagues and customers from all backgrounds and cultures.
- Recognises individual differences at work and attempts to understand diverse perspectives.
- Encourages an environment in which diversity is valued and accepted.

Shares learning and supports others

- Provides effective, regular support, advice, guidance and coaching for others: follows up with others on effectiveness of advice and support.
- Provides encouragement to others and feedback on performance when required.

Provides excellent customer service

- Ensures customers feel valued and respected and demonstrates understanding of the expectations and preferences of customers.
- Takes responsibility for ensuring that an accurate, timely, consistent and appropriate service is given to customers.
- Understands customer service processes and practices and the importance of effective customer service.

Capability 4: Displays Personal Drive and Integrity

Demonstrates public service professionalism and probity

- Provides a professional service to customers under all circumstances.
- Role models ethical behaviour.
- Knows and upholds the APS values and the APS Code of Conduct, adheres to professional codes of ethics and practice and OH&S requirements and encourages this behaviour in others.
- Takes responsibility for own compliance with guidelines and codes of conduct and responds appropriately to address problems.
- Maintains current knowledge of and upholds legal and regulatory frameworks.
- Is honest and impartial when giving advice to advice customers and stakeholders.

Engages with risk and shows personal courage

- Accepts responsibility for mistakes and tries to learn from situation; *guides* others in doing the same.
- Demonstrates willingness to seek advice and assistance from others if required.
- Remains positive, self-assured and focused under pressure or in the face of criticism.
- Examines self critically and changes own approach or style if necessary.
- Considers risks that will impact on own work and applies appropriate steps to mitigate those risks.

Commits to action

- Develops new insights, approaches and ideas in relation to own work, work of area and systems that cross work area boundaries.
- Develops plans to guide actions, with milestones, to ensure that objectives are delivered.

Promotes and adopts a positive and balanced approach to work

- Shows resilience and optimism and persists with tasks despite barriers or difficult circumstances.
- Pro-actively supports others in difficult periods; makes self available for advice and responds positively to others' requests for advice and support.
- Balances work and life and acts to maintain personal health and wellbeing; assists others to do the same.

Demonstrates self awareness and a commitment to personal development

- Actively reviews and monitors own performance and accesses opportunities for ongoing development.
- Participates in performance management processes.
- Seeks feedback from peers, subordinates and customers on own performance.
- Demonstrates awareness of own strengths and limitations and is appropriately responsive to feedback.
- Gives feedback that is clear and well targeted in a way that is likely to motivate a positive response.

Capability 5: Communicates with Influence

Communicates clearly and concisely

- Presents and explains things in a way that is clear to others; recognises when ambiguities or misunderstandings may exist and resolves these.
- Written and oral communication is clear and easy to follow.
- Prepares standard correspondence that is well structured and easily understood.
- When following non-standard formats, uses a structure that aids understanding.
- Communicates routine technical information clearly.
- Can lead and direct discussions with other staff and customers.

Listens, understands and adapts to audience

- Engages in active listening and ensures common understanding of issues.
- Tailors communication to audience and circumstances.
- Encourages discussion and checks audience understanding; accurately summarises audience input.
- Welcomes and responds well to feedback; modifies approach in response to audience feedback.

Negotiates to reconcile diverse views

- Consults effectively with relevant others; Identifies others' concerns and expectations.
- When required, is able to be persuasive and appropriately assertive when presenting own view.
- Is generally able to resolve conflicts and differences with customers and respond effectively to conflicts and disagreements; is able to act as a calming influence in difficult situations with customers.

Capability 6: Develops and Uses Professional and Technical Expertise

Develops and uses technical, professional or specialist knowledge and expertise

- Has specialised knowledge and understanding of policies, procedures and guidelines and/or specialised technical knowledge relevant to the work area.
- Provides appropriate advice in area of professional/technical specialisation.
- Ensures knowledge, skills and expertise are current and appropriate to complete work objectives.
- Has ability to use more specialised tools, systems and technology within the area of expertise.
- Understands and applies relevant legislation, policy, governance and regulatory frameworks as required.
- Seeks assistance where necessary and appropriate.