

ATTORNEY-GENERAL'S DEPARTMENT PERFORMANCE EXPECTATIONS SES

The **AGD Performance Expectations** outline the capability needs of AGD employees to enable the department to achieve its outcomes in an increasingly complex and changing environment. The Performance Expectations guide consistent performance across AGD at each classification. The AGD Performance Expectations do not replace, but are aligned to the APS Work Level Standards (WLS) and Integrated Leadership System (ILS).

 Creates Solutions	 Demonstrates Agility	 Communicates Effectively	 Leads with Commitment	 Collaborates with Purpose	 Accountable for Quality Outcomes
<ul style="list-style-type: none"> • Develops organisational strategy, finding creative and efficient ways to deliver successful outcomes. • Champions better ways of doing business. • Develops and communicates long-term organisational vision, interpreting political and economic trends to identify opportunities. • Anticipates and pre-empts problems from a holistic perspective, considering systemic as well as local impact. • Encourages others to question traditional assumptions, supporting them to look for more efficient approaches, <i>then ensuring uptake.</i> • Anticipates and acknowledges the risks inherent in creating new ways of doing business, supporting innovation while demonstrating <i>effective leadership</i> in managing risk. • Sets organisational strategy for others, drawing attention to the links between tasks and strategic objectives. 	<ul style="list-style-type: none"> • Anticipates and removes barriers to the successful implementation of strategic vision. • Fosters agility by demonstrating willingness to relinquish existing approaches and roles to motivate others to do the same. • Responds constructively to setbacks. • Anticipates future organisational <i>and government priorities</i> when setting short-, medium- and long-term goals. • <i>Seeks</i> new information, approaches and ideas. • Sustains high levels of productivity <i>in a dynamic environment by championing the benefits of new approaches and securing stakeholder support.</i> • <i>Motivates</i> others to maintain focus and productivity by communicating a clear and compelling rationale for leadership decisions. • <i>Develops</i> an agile workforce by applying skills in a range of situations and coaching others to use skills flexibly. • Maintains and models composure under pressure. 	<ul style="list-style-type: none"> • Approaches discussions and negotiations with a strong grasp of key issues to deliver successful outcomes. • Confidently presents messages in a clear and articulate manner, translating strategic vision to suit the audience. • Delivers high quality, fit-for-purpose communication that <i>achieves organisational objectives.</i> • Flexibly uses communication channels to influence outcomes, deliver results and <i>promote</i> organisational strategy. • Listens and responds to others' verbal and non-verbal cues, checking understanding by asking probing questions. • Builds morale by communicating leadership decisions effectively. • Anticipates the perspectives of others in discussions and negotiations, and is prepared to engage. 	<ul style="list-style-type: none"> • Builds future organisational capability, anticipating future needs and ensuring the organisation is ready to respond. • Actively manages succession by coaching and mentoring others to share knowledge and build capability. • Displays awareness of self and others by adjusting leadership style to suit the environment. • <i>Embraces responsibility for</i> actions and decisions. • Takes responsibility for direct reports and team, and invests in their development. • Sets clear performance expectations, and provides timely, constructive feedback. • Addresses performance shortfalls in an appropriate, constructive and timely manner. • Supports other leaders, including direct reports, to manage performance. • Acknowledges and rewards the contributions of others. • Upholds and models the APS Values, Code of Conduct and Employment Principles. 	<ul style="list-style-type: none"> • Anticipates stakeholder perspectives and needs, pre-empts problems, and responds effectively to stakeholder issues. • Resolves conflict with diplomacy. • Champions the benefits of a workforce with diverse experience, education and backgrounds, encouraging others to work together. • Appropriately manages competing stakeholder interests and viewpoints. • <i>Creates and sustains</i> internal and external networks that align with strategy and enhance organisational performance. • Brings together diverse expertise where appropriate <i>to deliver outcomes and improve productivity.</i> • <i>Actively seeks input from relevant stakeholders to inform decision making and build relationships.</i> • <i>Demonstrates and promotes</i> collaborative work practices. • Anticipates and pre-empts barriers to collaboration, managing them effectively. 	<ul style="list-style-type: none"> • Creates a culture of achievement, delivering high quality outcomes on time and on budget. • Understands staff capacity and makes decisions in a timely manner to allow staff to progress work. • Manages risk without compromising deliverables. • Engages in strategic workforce planning, managing resources effectively to ensure achievement of organisational objectives. • Accepts responsibility for business planning, risk management and corporate outcomes. • Maintains a continuous improvement approach, <i>continually reflecting on own performance and striving to improve outcomes.</i> • Makes sound judgements about priorities, balancing short-, medium- and long-term goals.