

ASIO People Capability Framework

This framework outlines the three key capability streams that, when used in combination, drive effective performance and development and are critical to ASIO's success. Depending on your classification level and job context, you will use these capability streams to different degrees and with different emphasis. The three capability streams are core, leadership and technical.

CORE CAPABILITIES

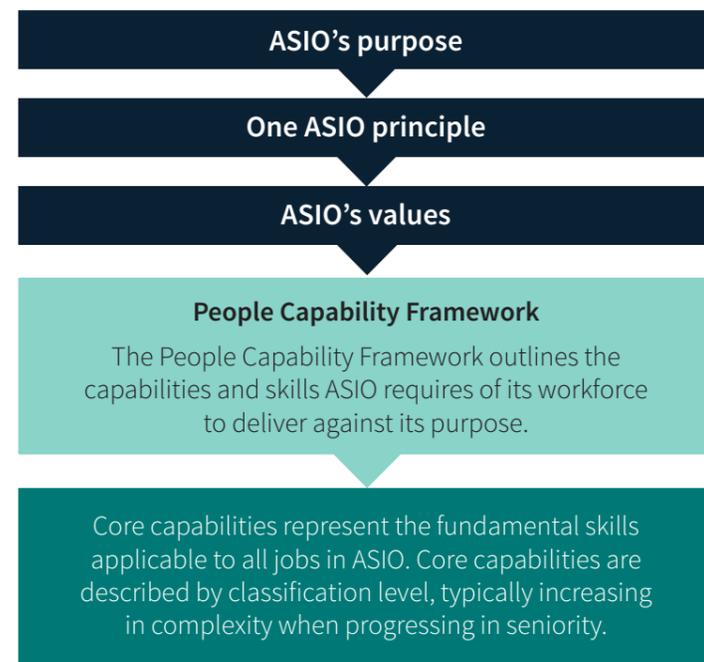
Core capabilities are the essence of the framework. They are common to all staff and describe a set of non-technical abilities that underpin successful performance, irrespective of discipline. These are enduring capabilities that enable you to operate and evolve in changing contexts, to address complex challenges, and to learn new skills. Core capabilities reflect 'how' we operate as employees to achieve our purpose. Core capabilities are complemented by leadership behaviours and technical skills.

LEADERSHIP BEHAVIOURS

Leadership behaviours are the translation of the One ASIO principle and ASIO's values into observable actions that empower us to lead ourselves, our teams and the Organisation to success.

TECHNICAL SKILLS

Technical skills are the tactical knowledge or expertise needed to achieve work outcomes within a specific context. Technical skills are specific to a particular function, tool or outcome. The accelerated pace of change has reduced the longevity of technical skills, requiring you to continuously learn and develop in order to maintain technical expertise.



The ASIO People Capability Framework provides the scaffolding for the Organisation to develop strategies to meet its critical workforce needs. It also enables:

Individuals to

- understand the capability requirements of their role;
- reflect on their own performance and identify areas for development;
- prepare an individual development plan in consultation with their manager; and
- identify the requirements of potential future roles to support career and development planning.

Managers to

- develop or redesign role requirements;
- clearly articulate expectations linking capabilities to work objectives;
- guide performance and development discussions with employees; and
- plan and action fit-for-purpose development activities for employees.

The following resources are available to support individuals and managers to apply the People Capability Framework:

 **CORE CAPABILITY GUIDE**

The Core Capability Guide describes the core capabilities through behaviour-based statements that capture the intent of each capability in a tangible manner, according to classification levels.

 **LEADERSHIP BEHAVIOURS GUIDE**

The Leadership Behaviours Guide empowers all employees to see themselves as leaders from where they are. It enables employees to reflect on how they're contributing to ASIO's overall success.

 **TECHNICAL SKILLS GUIDE**

The Technical Skills Guide explains the link between the job family model, technical skills and job role profiles. Job role profiles describe the requirements associated with roles in particular technical fields.

 **REFLECTION AND DEVELOPMENT TOOLS**

Reflection and development tools assist employees and managers to manage performance, including identifying suitable development activities and nurturing talent.



Indicative focus on core, leadership and technical capabilities by classification level