Australian Government

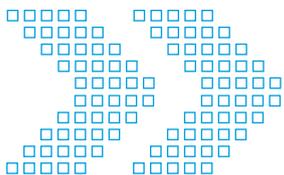**Australian Government**
Australian Security
Intelligence Organisation

ASIO Capability Framework

DIRECTOR-GENERAL'S MESSAGE

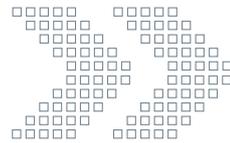I am pleased to present the Australian Security Intelligence Organisation's (ASIO) Capability Framework.

ASIO is committed to identifying and investigating threats to security and providing advice to protect Australia, its people and its interests. It is a responsibility that is not taken lightly, and ASIO needs to attract, develop and retain the highest quality workforce possible in order to meet that responsibility.

One of ASIO's key goals is to **attract, develop and retain a professional and highly competent workforce**—a significant challenge for us. This Capability Framework provides the basis to deliver the required people capability the Organisation is seeking. It is consistent with the Australian Public Service's Integrated Leadership System. It aims to provide employees, supervisors and executive managers with tools to identify and plan development opportunities for all staff.

In the following pages, you will be introduced to ASIO's 6+1 core capabilities. These are described in a series of behavioural statements, by job level, that are common to all ASIO employees. Comparing an individual employee's capabilities in the workplace with the Capability Framework will provide an objective and accurate way to identify strengths and developmental opportunities, enabling employees and their supervisors to meet any skill gaps and to plan for potential future roles.

This more structured approach to career development aims to help ASIO employees realise their potential through a better understanding of what is required of them. This framework is part of my future directive to sharpen the workforce and enable us to continue our journey towards a high-performing, learning organisation operating at a more 'industrial scale' and providing the intelligence edge for a secure Australia. Every employee will find part of the Capability Framework relevant to them, and I commend its use to you.

Duncan Lewis
Director-General

CONTENTS

CORE CAPABILITIES FOR ASIO EMPLOYEES

1 Promoting a security culture

Working in a security environment requires a focus on personal, organisational and national security awareness; the weighting of security in all decision-making to allow for the appropriate sharing of and responsibility to provide information; high levels of responsiveness; and security resilience.

2 Strategic thinking

Strategic thinking in the ASIO context requires a focus on challenging the status quo; taking a leadership role in the National Intelligence Community; driving an agenda of collaboration, shared purpose and direction; showing judgement, intelligence and commonsense; and scanning the horizon to assess and understand the contemporary security and policy environments to determine the impacts on our work.

3 Achieving results

Achieving results in the ASIO context requires a commitment to and responsibility for delivering high-quality outcomes aligned with ASIO's strategic agenda; a focus on monitoring and evaluating outcomes; the ability to deal with uncertainty, improve processes and implement change; a focus on identifying, accessing and sharing knowledge and resources to enhance success; and the continual development of leading-edge capability.

4 Productive working relationships

Productive working relationships in the ASIO context require a focus on cooperation and collaboration across the Organisation, the national security community, and the whole of government, including jurisdictions, industry and international partners; developing, maintaining and leveraging a range of networks and promoting supportive working relationships; supporting, guiding and developing others; and valuing individual differences and diversity.

5 Personal drive and integrity

Personal drive and integrity in the ASIO context require a commitment to Australia's security; the modelling of ASIO Values and Code of Conduct; resilience and self-awareness; initiative and a commitment to action; moral courage; and an ongoing commitment to personal development and professional excellence.

6 Communicating with influence

Communicating in the ASIO context requires a focus on providing accurate, timely and relevant advice and information tailored to the target audience; the ability to negotiate confidently and persuasively; and an effective and appropriate level of communication with all relevant stakeholders and decision-makers.

+1 Job-specific expertise

The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed

ASIO Capability Framework

The Australian Security Intelligence Organisation (ASIO) Capability Framework has been developed using the Australian Public Service (APS) Integrated Leadership System (ILS) and Work Level Standards (WLS) as a foundation. Our framework is future focused; it supports our strategic intent, reflects our language and our unique role and frames the workforce required to achieve excellence.

There are *6+1 core capabilities* defined by a *capability description*, further described by a series of specific *behavioural statements* that are common to all ASIO employees.

ASIO's Capability Framework may be used to support and guide our thinking in relation to workforce management and strategic workforce planning; recruitment, selection, promotion and mobility; induction and orientation; performance management; learning and development; and individual career planning. The Capability Framework underpins all stages of the employee lifecycle.

Recruitment	Selection and assessment	Engagement and induction	Performance management

Capability Framework

Workforce planning and succession management	Career planning/ promotion pathways	Learning and development opportunities

The Capability Framework is a cumulative model, with behaviours identified at one level becoming the 'floor level' for the levels above. The Capability Framework descriptions are level-specific rather than job-specific. The job-specific detail can be found through the Job Family Model.

The Capability Framework is useful for guiding capability development for:

▶ those who want to be more effective in their current role;

▶ those who are broadening their careers and developing capability by transitioning to a new role;

▶ those who are transitioning to the next level or higher levels; and

▶ those who are aspiring to leadership positions.

The Capability Framework is not intended to be inflexible or prescriptive; rather, it should be used as a resource to guide and inform our people strategies. For those roles that have additional job capability requirements, this framework will need to be read in conjunction with those specific technical documents or qualifications relevant to the function or work area.

The capability required at each level in our workforce is described by the degree of complexity. These behavioural statements provide examples of each specific capability per employment classification level and are not intended to be an exhaustive list. The behavioural statements have been developed to take account of the wide-ranging nature of work across ASIO. They will require a level of interpretation depending upon the broad job context and conditions with which the job responsibilities and work role are to be performed. Further detail can be sourced through the Human Resources Branch or referencing the ILS and WLS.

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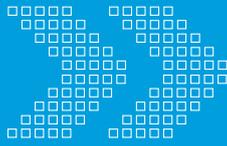
PROMOTING A SECURITY CULTURE

Working in a security environment requires a focus on personal, organisational and national security awareness; the weighting of security in all decision-making to allow for the appropriate sharing of and responsibility to provide information; high levels of responsiveness; and security resilience.

AE1/2/3

- ▶ Understands, applies and adheres to security standards and practice
- ▶ Tailors security requirements when interacting with others outside work
- ▶ Uses personal discretion when talking about work with family and others
- ▶ Recognises and seeks security advice and assistance when dealing with a new or unfamiliar situation
- ▶ Maintains appropriate professionalism in the face of criticism of ASIO to limit personal or professional compromise
- ▶ When required, supports and educates family and close friends about the risks or vulnerabilities of intelligence work

AE4/AE5/IET/ITE1/SIE(E)1

- ▶ Applies relevant security measures to allow quick and confident responses that maintain security standards in response to formal questions from people from outside ASIO
- ▶ Provides support to colleagues in meeting security responsibilities
- ▶ Maintains personal security responsibility when faced with situations that may potentially compromise security
- ▶ Seeks security advice to address emerging security issues
- ▶ Applies risk management assessments both personally and professionally to identify appropriate level of trust for those engaged with ASIO
- ▶ Identifies any risks or vulnerabilities that may impact on the ability to retain security protocols, and reports them to Internal Security Branch
- ▶ Demonstrates willingness to respond quickly and effectively to operational requirements by being flexible and adaptable while maintaining security awareness

AE6/IE/ITE2/ SIE(E)2

- ▶ Understands the impact of professional responsibilities on personal life and compensates appropriately
- ▶ Works to help others overcome any impediments to successfully working in a secure ASIO environment
- ▶ While applying security protocols, shares information critical to making an informed Organisational decision
- ▶ Responds quickly and applies reasonable judgement in unexpected situations
- ▶ Demonstrates sound security judgement in the absence of line management or immediate direction

CAPABILITY

ASIO Capability Framework

5

AEE1/SITEC/SIE(E)3/ AEE2/SITEB/SIE(E)4/ Coordinator/SITEA/SIE (E)5	▶ Shows resilience and discretion when being questioned or challenged
	▶ Remains calm and focused in situations that may compromise security
	▶ Has a well-developed understanding and awareness of the environment in which ASIO operates
	▶ Educates others on applying security protocols in the sharing of information and on how they operate in practical terms
	▶ Ensures staff have adequate knowledge and training to work effectively in a security context
	▶ Promotes and monitors the requirements for a secure working environment
	▶ Identifies security vulnerabilities in people or processes and takes action to address them, including informing Internal Security Branch
	▶ Ensures team members are fully equipped to deal with the pressures and personal constraints of working in a security environment
	▶ Thinks quickly and manages the risks associated with creating security solutions 'on the go', including recording, mitigating and advising of outcomes
	▶ Makes appropriate, effective, strategic and independent security decisions that may have a significant effect on others
	▶ Operates comfortably in a changing security environment to make decisions that protect security and progress Organisational goals

ALL SES	▶ Recognises the gravity of some recommended security solutions and makes decisions armed with all the available information
	▶ Supports others to operate effectively in an environment where Organisational judgements may be publicly noted and/or criticised
	▶ Quickly identifies security situations that require escalation beyond ASIO

2
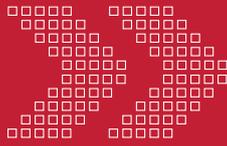
STRATEGIC THINKING

Strategic thinking in the ASIO context requires a focus on challenging the status quo; taking a leadership role in the National Intelligence Community; driving an agenda of collaboration, shared purpose and direction; showing judgement, intelligence and commonsense; and scanning the horizon to assess and understand the contemporary security and policy environments to determine the impacts on our work.

AE1/2

▸ Understands and supports ASIO's vision, mission and strategic agenda

▸ Asks questions if unsure about Organisational direction and the implications for own work tasks

▸ Understands the work environment and contributes to the development of work plans and team goals and prioritises own work based on ASIO objectives and team work plans

▸ Thinks and plans ahead, identifies barriers to completing own work and suggests improvements to work tasks

▸ Knows where to find information and asks questions to ensure better understanding of issues

▸ Follows direction provided by supervisor and keeps supervisor informed on work progress

AE3

▸ Identifies the relationship between ASIO priorities and own tasks and seeks to understand the underlying rationale for decisions

▸ Alerts people to potential issues that might impact on achieving Organisational objectives and suggests appropriate improvements to work tasks and business practices

▸ Knows where to find relevant information, asks questions, uses commonsense to decide what information needs to be passed on and keeps others informed on work progress

▸ Researches and analyses information and makes recommendations based on evidence

▸ Follows direction provided by supervisor and keeps supervisor informed on work progress

AE4

▸ Thinks tactically, contributes to ideas around workflow and process to support strategy

▸ Constructively questions ideas, undertakes analysis, draws information from multiple sources to form accurate conclusions to contribute to well-rounded solutions

▸ Recognises where a change to process or practice presents an opportunity for enhanced efficiency or effectiveness

▸ Questions existing practice and standards if they are not working and identifies and implements improved work practices

▸ Understands the reasons for decisions and recommendations, accepts new ideas and incorporates them into way of working

▸ Communicates and follows direction provided by supervisor and keeps supervisor informed on work progress

AE5/IET/ITE1/SIE(E)1

▸ Maintains an awareness of the work environment and identifies the broader influences that may present challenges to the achievement of outcomes

▸ Identifies the relationship between ASIO priorities and operational tasks

▸ Considers ASIO's strategic agenda when making decisions

▸ Questions existing processes, identifies problems and suggests potential improvements

▸ Formulates well-considered solutions drawn from up-to-date industry knowledge applied to work context

▸ Identifies opportunities for sharing knowledge, keeps self and others well informed on issues

AE6/IE/ITE2/SIE(E)2

▸ Understands, promotes and supports ASIO's strategic agenda and sets an appropriate supporting direction for the team

▸ Thinks laterally and integrates considerations from across the Organisation and the national security community when reaching decisions and making recommendations

▸ Questions what is in place, explores new ideas and different viewpoints and proposes improvements

▸ Investigates and analyses a range of ideas and their application to ASIO

▸ Takes every opportunity to provide input into the strategic direction of the team or organisation as a whole

▸ Scans the Organisational environment and monitors ASIO's priorities; keeps team members updated on direction

AEE1/SITEC/SIE(E)3

- Supports, implements and promotes ASIO's vision, mission and strategic agenda
- Sources information on best-practice approaches and considers their application in the ASIO context
- Communicates with the team about the relationship between ASIO's strategic agenda and operational tasks
- Identifies future trends or issues and engages with the Organisation and national security community to formulate appropriate responses
- Challenges existing approaches and practice and makes strategic suggestions for improvement
- Identifies critical information gaps; undertakes objective, systematic analysis: draws accurate conclusions based on evidence, recognising links between interconnected issues; weighs up options and considers innovative alternatives in identifying solutions
- Experiments with new approaches where appropriate and fosters a culture of innovation within the team and the broader Organisation

AEE2/SITEB/SIE(E)4

- Translates how the work of the directorate contributes to the Organisation, national security community and government priorities
- Engages enthusiastically with the Organisation, national security community and academia on a range of strategic issues
- Promotes a culture of innovation across the Organisation and national security community
- Gathers and investigates information and strategies from other sources and looks for opportunities to apply in own team
- Anticipates and seeks to minimise risks, explores possibilities and creative alternatives
- Scans the horizon and stimulates discussion about the future

Coordinator/SITEA/ SIE (E)5

- Maintains a strong awareness of government drivers and the implications for ASIO, anticipates priorities and develops long-term work plans
- Engages in constructive debate on Organisational issues, undertakes objective analysis, draws accurate conclusions, anticipates and seeks to minimise risks, explores possibilities and creative alternatives, demonstrates and contributes strong subject matter expertise
- Constructively challenges Organisational norms and presents alternatives that accord with the desired culture
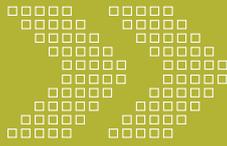- Focuses strategically, looks beyond the Organisation's current context and demonstrates over-the-horizon thinking

SESB1

- Articulates ASIO's strategic agenda and champions change implementation
- Demonstrates corporate consideration of issues by taking a broader Organisational view of decisions; is open-minded and values ideas from all parts of the Organisation
- Builds and embeds a contemporary understanding of the Australian community and factors it into decision-making
- Advocates with influence and takes responsibility for decisions
- Anticipates the shifting environment and responds to meet new challenges and mitigate risk
- Leads the agenda in information sharing across the national security community
- Pursues a strategic Organisational alignment with government direction and an understanding of international implications and factors that may impact on ASIO
- Synthesises complex information and discerns the key implications for ASIO in the context of government agendas and priorities

SESB2

- Contributes to and champions ASIO's vision, goals and strategic agenda and promotes a shared commitment to the strategic direction
- Leads and drives change implementation, creating Organisational strategies aligned with government objectives and likely future requirements
- Enhances ASIO's role within Australian society and considers multiple perspectives when assessing the ramifications of key issues for ASIO and the national security community
- Provides strategic advice to government that reflects analysis of a broad range of issues and the whole-of-government agenda. Considers emerging trends, identifies long-term opportunities and aligns Organisational operations with strategic and national security priorities. Develops solutions with long-term viability for ASIO and the Australian society. Balances Organisational requirements with desired whole-of-government outcomes

3

ACHIEVING RESULTS

Achieving results in the ASIO context requires a commitment to and responsibility for delivering high-quality outcomes aligned with ASIO's strategic agenda; a focus on monitoring and evaluating outcomes; the ability to deal with uncertainty, improve processes and implement change; a focus on identifying, accessing and sharing knowledge and resources to enhance success; and the continual development of leading-edge capability.

AE1/2

- ▸ Takes responsibility for the completion of assigned tasks and accepts more challenging tasks
- ▸ Manages own time and workload, makes alternative arrangements as required and communicates with supervisor
- ▸ Identifies the core and function-specific skills and capabilities needed to meet performance expectations
- ▸ Listens to the advice of those who have dealt with similar issues and circumstances
- ▸ Maintains accurate records and files

AE3

- ▸ Takes responsibility for managing work tasks, establishes task plans, monitors own progress against standards to meet agreed deadlines and deliver quality outcomes
- ▸ Responds in a positive and flexible manner to change and reschedules/reorganises own work in consultation with supervisor if priorities change
- ▸ Adapts effectively to day-to-day changes in work priorities, shares information and ensures others are kept informed of any relevant issues
- ▸ Applies the full range of their skills and capabilities to meet performance expectations and standards
- ▸ Regularly seeks feedback from supervisor to continually improve own performance

AE4

- ▸ Sees tasks through to completion, commits to achieving quality outcomes and adheres to documentation procedures
- ▸ Accepts and responds effectively to day-to-day work changes, shifting priorities and ambiguity
- ▸ Reschedules and reorganises own work to positively respond to changes in priorities and communicates outcomes to supervisor
- ▸ Challenges self to step outside normal work approaches and try new ways
- ▸ Applies expertise and develops own capabilities to meet performance expectations and achieve performance standards
- ▸ Seeks feedback from supervisor to gauge satisfaction and seeks guidance when required
- ▸ Uses appropriate information management systems to ensure information is kept up to date and available to others

AE5/IET/ITE1/SIE(E)1

- ▸ Constructs project plans with clear and appropriate milestones and time frames
- ▸ Monitors projects and task progress, identifying opportunities for improvement
- ▸ Meets operational and Organisational deadlines and maintains a focus on quality, negotiating responsibly for work outcomes
- ▸ Identifies contingencies while responding to changing situations and encourages cooperation in coping with change
- ▸ Understands, manages and responds efficiently and effectively to identified priorities
- ▸ Regularly seeks feedback from clients to gauge satisfaction with work outcomes
- ▸ Values specialist expertise and capitalises on the knowledge and skills of others

AE6/IE/ITE2/SIE(E)2

- ▸ Identifies and uses resources wisely, reviewing project performance, adjusting plans as required, applying team capabilities and negotiating responsibility for work outcomes
- ▸ Plans for and analyses operational requirements to meet objectives, using all available resources; converts information into actions and outcomes
- ▸ Ensures all relevant information or viewpoints are considered when making decisions or providing recommendations; negotiates to achieve consensus on the best course of action
- ▸ Investigates alternatives through research and contact with external agencies
- ▸ Contributes own expertise and also consults internal subject matter specialists. Utilises best-practice knowledge and skills to improve team outcomes
- ▸ Shares information with others and assists them to adapt to change

AEE1/SITEC/SIE(E)3

- Engages with and empowers staff to complete tasks; provides feedback on outcomes
- Identifies and uses all resources available to ensure success and remains flexible and responsive to changes in requirements
- Reviews project performance and focuses on identifying opportunities for continuous improvement; shares information with others and assists them to adapt
- Commits to achieving quality outcomes and ensures that documentation and procedures are maintained and that lessons learned are recorded, communicated and acted on
- Reviews and evaluates projects to ensure an understanding of the critical components of success
- Contributes own expertise and capitalises on expert knowledge of others

AEE2/SITEB/SIE(E)4

- Provides realistic assessment of task feasibility, establishes clear plans and time frames for project implementation; deals with uncertainty and delivers high-quality results
- Ensures the effective and efficient use of ASIO resources
- Commits to achieving quality directorate outcomes, ensures documentation and procedures are maintained, identifies critical success factors and instigates continuous improvement
- Challenges self and the team to achieve high-quality results aligned with ASIO's strategic agenda
- Identifies strategies for removing significant impediments to achieving results and sharing information
- Draws on the expertise of others, contributes own expertise to improve results and influence agency-wide strategic planning
- Acknowledges and provides appropriate recognition of staff achievements

Coordinator/SITEA/SIE E)5

- Driven to achieve outcomes; evaluates ongoing project performance, instigates continuous improvement, makes the connection with strategy
- Ensures all team members clearly understand their role, its connection with the broader outcomes, and what is expected
- Monitors progress and identifies risk that may impact on outcomes, adjust plans accordingly and checks with clients and stakeholders to evaluate results
- Responds in a positive and flexible manner to change and uncertainty and is responsible for implementing the change
- Develops high-level plans and strategies that clearly define required outcomes
- Contributes subject matter expertise to the branch direction and is focused on imparting knowledge to others

SESB1

- Drives an Organisational approach to improving access to information and knowledge across the national security community
- Deploys resources judiciously to ensure optimum results
- Builds effective teams with the range of capabilities and skills needed to get the best results
- Establishes systems and processes to effectively monitor ASIO's performance
- Identifies and addresses significant risks to the achievement of Organisational outcomes
- Reports achievements to key stakeholders; seeks feedback and engages them in developing improvements

SESB2

- Drives and champions Organisational capability and responsiveness by focusing on activities that support Organisational sustainability. Nurtures talent and engages in succession planning, focuses on developing the ASIO workforce to improve productivity and performance. Promotes and facilitates information accessibility and sharing across the national security community and international partners
- Advocates a culture of achievement and accountability, focusing on quality and the delivery of results across the division for ASIO. Continually exploring initiatives to improve effectiveness by harnessing technology and implementing continuous improvement activities
- Identifies and addresses significant risks to the achievement of national security outcomes
- Seeks operational efficiency and streamlines and adapts processes. Engages in flexible resource management and looks beyond the Organisation's boundaries to achieve an optimum resourcing combination
- Drives the change agenda, defines high-level objectives and ensures translation into practical implementation strategies. Coordinates projects across multiple agencies

4

PRODUCTIVE WORKING RELATIONSHIPS

Productive working relationships in the ASIO context require a focus on cooperation and collaboration across the Organisation, the national security community, and the whole of government, including jurisdictions, industry and international partners; developing, maintaining and leveraging a range of networks and promoting supportive working relationships; supporting, guiding and developing others; and valuing individual differences and diversity.

AE1/2

- ▶ Treats others with courtesy and respect; is polite and professional
- ▶ Demonstrates willingness to work effectively with others to achieve outcomes
- ▶ Keeps the team up to date with own tasks and projects
- ▶ Responds to changes in client needs, checking with supervisor before taking action
- ▶ Understands that others may have different views and expectations; tries to see things from those perspectives
- ▶ Understands and acts on feedback

AE3

- ▶ Understands the roles of others in the team
- ▶ Makes time for people, takes an interest in others' work and offers support when needed
- ▶ Shares information and ensures others are kept informed of issues
- ▶ Appreciates, values and responds to different personal styles
- ▶ Identifies learning opportunities and acts on constructive feedback

AE4

- ▶ Works collaboratively and operates as an effective team member, actively listening to colleagues and demonstrating an awareness of the contributions made by others
- ▶ Recognises the benefits of the diverse range of views and opinions found in ASIO; tries to see things from the other person's perspective
- ▶ Builds positive relationships and cooperates with colleagues from all areas of the Organisation
- ▶ Shares information with other team members, seeks input from them and ensures others are kept informed of issues
- ▶ Responds effectively to client needs, expectations and changing requirements

AE5/IET/ITE1/SIE(E)1

- ▶ Operates as an effective team member; provides guidance, offers full support when required, assists new staff in adapting to the ASIO environment
- ▶ Shares knowledge with other areas of ASIO and the national security community
- ▶ Develops good rapport with other agencies through regular and effective communication
- ▶ Consults with and shares information with others and explores diverse views to meet objectives
- ▶ Identifies learning opportunities for others and delegates tasks effectively, provides constructive feedback and recognises and notes underperformance where appropriate
- ▶ Manages client expectations by clarifying expectations, deadlines and changing requirements, while keeping clients informed of progress

AE6/IE/ITE2/SIE(E)2

- ▶ Appreciates and values diversity and acknowledges the work of others
- ▶ Supports new starters through proactive mentoring
- ▶ Develops and maintains relationships with stakeholders and represents ASIO effectively both internally and externally
- ▶ Anticipates and is responsive to client and stakeholder needs and expectations
- ▶ Effectively delegates tasks, balancing team workload and agreeing on clear performance standards; identifies workload issues in the team or elsewhere and offers assistance or makes adjustments
- ▶ Offers appropriate, helpful and accurate advice and comment; provides constructive and regular feedback
- ▶ Deals with underperformance promptly

AEE1/SITEC/SIE(E)3

- Motivates staff and effectively manages staff performance by agreeing on clear performance standards; gives timely praise and recognition and delivers constructive feedback in a manner that gains acceptance and achieves resolution
- Recognises possible constraints other areas of ASIO may face, when asking for assistance
- Identifies key stakeholders and builds strategic relationships with them
- Clearly articulates ASIO's needs when negotiating with other agencies and proactively offers assistance for a mutually beneficial relationship
- Recognises the different working styles of individuals; takes into account the pressures and viewpoints of staff, managers and stakeholders
- Supports staff to ensure effectiveness by providing constructive feedback and effective coaching, identifying learning opportunities, delegating tasks to empower employees and engaging in effective conflict resolution

AEE2/SITEB/SIE(E)4

- Identifies, builds and sustains long-term internal and external relationships, promotes ASIO objectives, recognises shared agendas and works toward mutually beneficial outcomes
- Represents ASIO and negotiates to advance ASIO's interests in cross-agency, international and other forums
- Motivates staff and effectively manages directorate staff performance by agreeing on clear performance standards. Gives timely praise and recognition, delivers constructive feedback in a manner that gains acceptance and achieves resolution
- Fosters an atmosphere where people are comfortable asking questions or admitting mistakes, creating a collaborative working environment that encourages regular open dialogue and flow of ideas, and utilises effective conflict resolution strategies
- Empowers people to make decisions and manage risk appropriately
- Acknowledges the role others play in success
- Deals with underperformance promptly

Coordinator/ SITEA/SIE E)5

- Asks for, considers and reflects on the views and opinions of others
- Builds and maintains strong internal and external networks and harnesses their skills and knowledge for use across ASIO
- Contributes and adds value to other work units or organisations by sharing knowledge and presenting options
- Recognises opportunities for enhanced networks when engaging with new or prospective partner organisations
- Finds opportunities to share information and ensure that others are kept informed of issues

SESB1

- Initiates and builds relationships with key players in government, the private sector, our international partners and other agencies for the benefit of the national security community
- Proactively seeks out key stakeholders and ensures regular dialogue with them; is an influential partner
- Provides regular, targeted feedback to the branch or division
- Keeps SES colleagues informed and engaged
- Is aware when teams or individuals are operating under pressure and makes time to motivate and provide support
- Takes the broader Organisational view when making decisions and eliminates silo thinking
- Empowers people and fosters a culture of risk management

SESB2

- Enhances and leverages external relationships that provide a rich intelligence network
- Encourages stakeholders to work together and establishes cross-agency approaches to address issues. Shows a commitment to client service through own actions and those of the Organisation
- Overcomes organisational silos by facilitating cooperation between organisations
- Identifies and develops talent. Encourages and motivates people to engage in continuous learning and empowers them by delegating responsibility for work. Sets clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback and manages underperformance. Offers support in times of high pressure. Celebrates success and engages in activities to maintain morale

5

22

PERSONAL DRIVE AND INTEGRITY

Personal drive and integrity in the ASIO context require a commitment to Australia's security; the modelling of ASIO Values and Code of Conduct; resilience and self-awareness; initiative and a commitment to action; moral courage; and an ongoing commitment to personal development and professional excellence.

AE1/2
- ▸ Understands and demonstrates behaviour in accordance with ASIO's Values and Code of Conduct
- ▸ Displays a willingness to assist others
- ▸ Gets on with the job and has pride in their work; approaches work with a positive attitude
- ▸ Is open and receptive to feedback
- ▸ Acknowledges mistakes and learns from the experience

AE3
- ▸ Applies energy and drive to achieving high-quality results
- ▸ Takes personal responsibility for accurate completion of work, provides accurate advice on issues, acknowledges mistakes and learns from them
- ▸ Seeks opportunities and additional responsibility in order to learn and grow
- ▸ Develops an understanding of their own strengths, capabilities and areas for improvement
- ▸ Remains calm under pressure, responds well to setbacks, stays focused; works effectively in difficult situations

AE4
- ▸ Consistently behaves in a way that models ASIO's Values and Code of Conduct
- ▸ Takes responsibility, shows initiative and commits energy and drive to meet goals and progress work
- ▸ Supports team members to get the job done
- ▸ Operates professionally when representing the work area and Organisation
- ▸ Seeks opportunities for personal and professional development
- ▸ Reflects and acknowledges areas of own performance that could be improved and seeks advice on how to improve
- ▸ Focuses on achieving objectives even in difficult circumstances; remains positive under pressure

AE5/IET/ITE1/SIE(E)1
- ▸ Operates and presents professionally when representing ASIO
- ▸ Takes personal responsibility for producing accurate, timely and high-quality work
- ▸ Provides impartial and forthright advice and justifies own position when challenged
- ▸ Recognises obstacles to getting the job done and discusses a way forward
- ▸ Looks for opportunities to extend knowledge, skills and experience
- ▸ Perseveres, remains positive and maintains composure under pressure
- ▸ Is motivated to continually learn and improve

AE6/IE/ITE2/SIE(E)2
- ▸ Takes personal responsibility for work outcomes and decisions
- ▸ Provides impartial and forthright advice and challenges issues constructively
- ▸ Positively responds to changes required in way of working when Organisational change occurs
- ▸ Demonstrates perseverance in difficult situations and works to achieve objectives
- ▸ Recognises own limitations in understanding an issue and commits to learning more
- ▸ Spends time to seek feedback and analyse own performance to identify strengths and opportunities for ongoing improvement

AEE1/SITEC/SIE(E)3	▶ Takes personal responsibility for own work, especially task understanding, time frames, deadlines, priorities and stakeholder needs
	▶ Gets on with the job, applies energy and drive and continues to move forward despite criticism or setbacks
	▶ Constructively challenges issues, discusses and recommends alternatives, engages with risk and shows personal courage
	▶ Takes personal responsibility for identifying own development needs and those of the team
	▶ Asks colleagues to provide feedback on own performance; responds positively and makes appropriate changes
	▶ Shares knowledge, experience and expertise with the team

AEE2/SITEB/SIE(E)4	▶ Ensures advice given is accurate, impartial and actionable
	▶ Makes clear, timely decisions and takes responsibility for them
	▶ Takes responsibility for outcomes; puts measures in place to ensure errors do not reoccur
	▶ Perseveres and focuses on achieving objectives even in difficult circumstances; maintains momentum and sustains directorate effort despite criticism and setbacks
	▶ Models ASIO's Values and Code of Conduct and ensures team is applying them in all work situations
	▶ Critically analyses own performance and seeks feedback from others. Shows strong commitment to self-development and embraces challenging new opportunities

Coordinator/SITEA/ SIE E)5	▶ Sets high professional standards for others to emulate
	▶ Challenges important issues constructively
	▶ Reflects and acts on opportunities for the team to grow and develop
	▶ Maintains momentum and sustains effort despite criticism or setbacks
	▶ Demonstrates high levels of self-awareness and a strong commitment to learning and self-development and embraces challenging new opportunities

SESB1	▶ Models and promotes ASIO's Values and Code of Conduct and addresses behaviour that is inconsistent with these standards
	▶ Acts with moral courage to make difficult Organisational decisions
	▶ Acts decisively when making Organisational changes
	▶ Is forthright and confident when providing advice
	▶ Supports other Organisational leaders and presents a united voice internally and externally
	▶ Seeks feedback on performance from subordinates, managers and clients

SESB2	▶ Exemplifies and promotes ASIO's Values and Code of Conduct and aligns business processes accordingly. Addresses breaches of protocol and probity. Operates professionally and within the boundaries of ASIO processes and legal, public and policy constraints. Represents ASIO effectively in public and internal and external forums and advocates ASIO's strategic agenda
	▶ Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes
	▶ Has a high level of self-awareness and acknowledges areas of both strength and limitation
	▶ Acts as a role model for leadership courage by consistently raising critical and difficult issues
	▶ Accepts accountability for mistakes made in the Organisation and ensures corrective action is taken
	▶ Retains focus on the end goal and overcomes significant barriers and obstacles. Rapidly recovers from setbacks. Uses self-insight to identify areas in which own capabilities complement other people's. Strives for continual learning

6 22
COMMUNICATING WITH INFLUENCE

Communicating in the ASIO context requires a focus on providing accurate, timely and relevant advice and information tailored to the target audience; the ability to negotiate confidently and persuasively; and an effective and appropriate level of communication with all relevant stakeholders and decision-makers.

AE1/2
- ▶ Listens, understands and asks clarifying questions when unsure
- ▶ Contributes to discussions in team meetings
- ▶ Focuses on making the key points when getting a message across to others
- ▶ Pays close attention to and considers the ideas of others

AE3
- ▶ Presents messages confidently
- ▶ Structures written and verbal material clearly and concisely
- ▶ Liaises with and questions clients about their specific needs
- ▶ Limits the use of jargon and abbreviations
- ▶ Anticipates the key concerns of the audience
- ▶ Picks up on non-verbal cues when interacting with others and responds appropriately

AE4
- ▶ Takes the time to understand other work areas in order to better clarify requirements for effective interaction
- ▶ Discusses issues credibly and thoughtfully
- ▶ Uses correct terminology, punctuation and grammar in written communication; adopts an appropriate level of formality depending on the audience
- ▶ Listens to differing ideas and views to ensure own clear understanding of the issues
- ▶ Identifies other people's expectations or concerns and acts on them
- ▶ Makes sure that the message they have given to others has been understood

AE5/IET/ITE1/SIE(E)1
- ▶ Focuses on articulate and clear communication of the key points
- ▶ Tailors communication style and language to the requirements of the audience and their level of knowledge, skill or experience
- ▶ Considers different points and views; factors into own thinking and argument formation and discusses issues credibly and thoughtfully
- ▶ Selects the appropriate method for communicating information effectively and does not allow misunderstandings to linger
- ▶ Approaches negotiations with a clear understanding of key issues and desired outcomes

AE6/IE/ITE2/SIE(E)2
- ▶ Focuses on getting information on the subject matter; educates themselves and others
- ▶ Anticipates and identifies relevant stakeholder concerns and expectations and considers the implications
- ▶ Follows up if there are unresolved issues or unanswered questions
- ▶ Translates verbal information into written communication without losing meaning or nuance
- ▶ Negotiates effectively, presenting a clear understanding of the desired outcomes and presents persuasive counter-arguments

AEE1/SITEC/SIE(E)3
- ▶ Structures messages clearly and succinctly
- ▶ Communicates complex technical or specialist information in a way that can be understood by an audience unfamiliar with the subject matter
- ▶ Recognises and responds to the primary interests of the audience
- ▶ Considers different views and angles and gives them appropriate weight
- ▶ Negotiates persuasively, demonstrating a clear understanding of required objectives and outcomes
- ▶ Identifies the tools or mechanisms best suited to communicate with stakeholders

AEE2/SITEB/SIE(E)4

- ▶ Provides the rationale for a particular viewpoint and pre-empts counter-arguments
- ▶ Explains complex information by using language and examples that the audience will understand
- ▶ Anticipates reactions, challenges and the position of the other party and constructs convincing arguments based on evidence and sound judgement
- ▶ Encourages debate to ensure understanding of all issues and implications and identifies common ground to facilitate agreement and acceptance of mutually beneficial solutions

Coordinator/SITEA/ SIE E)5

- ▶ Negotiates persuasively; approaches negotiations with a strong grasp of the key issues, having prepared well in advance, understands the desired objectives and associated strengths and weaknesses, anticipates the position of the other party and adapts approach accordingly. Encourages support of relevant stakeholders
- ▶ Constructs and delivers strong arguments capable of influencing others' views and opinions
- ▶ Uses a strong knowledge of ASIO's priorities and strategic agenda to craft compelling arguments for particular approaches
- ▶ Joins the dots for others to ensure complete understanding by all involved

SESB1

- ▶ Communicates with staff regularly on ASIO's strategic objectives
- ▶ Focuses on delivering Organisational messages externally to help shape policy and exert strategic influence
- ▶ Drives negotiation based on ASIO's strategic agenda
- ▶ Outlines the implications of new information or approaches and determines the implications for others when calling for any approach
- ▶ Acknowledges risks and possible disadvantages from alternative courses of action
- ▶ Fosters shared stewardship of ASIO's outcomes

SESB2

- ▶ Persuasive negotiator for ASIO in relation to the mission, strategic agenda and strategic objectives
- ▶ Key advocate for ASIO, focusing on the way the message is promulgated throughout the Organisation
- ▶ Identifies key stakeholders, engages support for achieving desired objectives and ensures negotiations remain on track

+1

JOB-SPECIFIC EXPERTISE

The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed.

+1 Job-specific expertise is described in relation to the 70:20:10 learning model, comprising experience, exposure and education. In this model 70% of learning is achieved through on-the-job *experience*; 20% is achieved through *exposure* to mentoring, coaching and feedback while on the job; and 10% of learning is achieved through formal *education*, including internal, external training or learning activities.

Experience	Exposure	Education
On-the-job tasks, special projects, secondments or transfers	Feedback, role models, coaching and mentoring	Degree, diploma, certificate or other instructor-led program

CAPABILITY BY JOB LEVEL

AE1/2

PROMOTING A SECURITY CULTURE

▸ Understands, applies and adheres to security standards and practice

▸ Tailors security requirements when interacting with others outside work

▸ Uses personal discretion when talking about work with family and others

▸ Recognises and seeks security advice and assistance when dealing with a new or unfamiliar situation

▸ Maintains appropriate professionalism in the face of criticism of ASIO to limit personal or professional compromise

▸ When required, supports and educates family and close friends about the risks or vulnerabilities of intelligence work

STRATEGIC THINKING

▸ Understands and supports ASIO's vision, mission and strategic agenda

▸ Asks questions if unsure about Organisational direction and the implications for own work tasks

▸ Understands the work environment and contributes to the development of work plans and team goals and prioritises own work based on ASIO objectives and team work plans

▸ Thinks and plans ahead, identifies barriers to completing own work and suggests improvements to work tasks

▸ Knows where to find information and asks questions to ensure better understanding of issues

▸ Follows direction provided by supervisor and keeps supervisor informed on work progress

ACHIEVING RESULTS

▸ Takes responsibility for the completion of assigned tasks and accepts more challenging tasks

▸ Manages own time and workload, makes alternative arrangements as required and communicates with supervisor

▸ Identifies the core and function-specific skills and capabilities needed to meet performance expectations

▸ Listens to the advice of those who have dealt with similar issues and circumstances

▸ Maintains accurate records and files

PRODUCTIVE WORKING RELATIONSHIPS

▸ Treats others with courtesy and respect; is polite and professional

▸ Demonstrates willingness to work effectively with others to achieve outcomes

▸ Keeps the team up to date with own tasks and projects

▸ Responds to changes in client needs, checking with supervisor before taking action

▸ Understands that others may have different views and expectations; tries to see things from those perspectives

▸ Understands and acts on feedback

AE1/2 (CONTINUED)

PERSONAL DRIVE AND INTEGRITY

- ▶ Understands and demonstrates behaviour in accordance with ASIO's Values and Code of Conduct
- ▶ Displays a willingness to assist others
- ▶ Gets on with the job and has pride in their work; approaches work with a positive attitude
- ▶ Is open and receptive to feedback
- ▶ Acknowledges mistakes and learns from the experience

COMMUNICATING WITH INFLUENCE

- ▶ Listens, understands and asks clarifying questions when unsure
- ▶ Contributes to discussions in team meetings
- ▶ Focuses on making the key points when getting a message across to others
- ▶ Pays close attention to and considers the ideas of others

+1 JOB SPECIFIC EXPERTISE

- ▶ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**
- ▶ +1 Job-specific expertise is described in relation to the 70:20:10 learning model, comprising experience, exposure and education. In this model 70% of learning is achieved through on-the-job *experience*; 20% is achieved through *exposure* to mentoring, coaching and feedback while on the job; and 10% of learning is achieved through formal *education*, including internal, external training or learning activities.

Experience	Exposure	Education
On-the-job tasks, special projects, secondments or transfers	Feedback, role models, coaching and mentoring	Degree, diploma, certificate or other instructor-led program

AE3

PROMOTING A SECURITY CULTURE

- ▶ Understands, applies and adheres to security standards and practice
- ▶ Tailors security requirements when interacting with others outside work
- ▶ Uses personal discretion when talking about work with family and others
- ▶ Recognises and seeks security advice and assistance when dealing with a new or unfamiliar situation
- ▶ Maintains appropriate professionalism in the face of criticism of ASIO to limit personal or professional compromise
- ▶ When required, supports and educates family and close friends about the risks or vulnerabilities of intelligence work

STRATEGIC THINKING

- ▶ Identifies the relationship between ASIO priorities and own tasks and seeks to understand the underlying rationale for decisions
- ▶ Alerts people to potential issues that might impact on achieving Organisational objectives and suggests appropriate improvements to work tasks and business practices
- ▶ Knows where to find relevant information, asks questions, uses commonsense to decide what information needs to be passed on and keeps others informed on work progress
- ▶ Researches and analyses information and makes recommendations based on evidence
- ▶ Follows direction provided by supervisor and keeps supervisor informed on work progress

ACHIEVING RESULTS

- ▶ Takes responsibility for managing work tasks, establishes task plans, monitors own progress against standards to meet agreed deadlines and deliver quality outcomes
- ▶ Responds in a positive and flexible manner to change and reschedules/reorganises own work in consultation with supervisor if priorities change
- ▶ Adapts effectively to day-to-day changes in work priorities, shares information and ensures others are kept informed of any relevant issues
- ▶ Applies the full range of their skills and capabilities to meet performance expectations and standards
- ▶ Regularly seeks feedback from supervisor to continually improve own performance

PRODUCTIVE WORKING RELATIONSHIPS

- ▶ Understands the roles of others in the team
- ▶ Makes time for people, takes an interest in others' work and offers support when needed
- ▶ Shares information and ensures others are kept informed of issues
- ▶ Appreciates, values and responds to different personal styles
- ▶ Identifies learning opportunities and acts on constructive feedback

AE3 (CONTINUED)

PERSONAL DRIVE AND INTEGRITY

- ▶ Applies energy and drive to achieving high-quality results
- ▶ Takes personal responsibility for accurate completion of work, provides accurate advice on issues, acknowledges mistakes and learns from them
- ▶ Seeks opportunities and additional responsibility in order to learn and grow
- ▶ Develops an understanding of their own strengths, capabilities and areas for improvement
- ▶ Remains calm under pressure, responds well to setbacks, stays focused; works effectively in difficult situations

COMMUNICATING WITH INFLUENCE

- ▶ Presents messages confidently
- ▶ Structures written and verbal material clearly and concisely
- ▶ Liaises with and questions clients about their specific needs
- ▶ Limits the use of jargon and abbreviations
- ▶ Anticipates the key concerns of the audience
- ▶ Picks up on non-verbal cues when interacting with others and responds appropriately

+1 JOB SPECIFIC EXPERTISE

- ▶ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**
- ▶ +1 Job-specific expertise is described in relation to the 70:20:10 learning model, comprising experience, exposure and education. In this model 70% of learning is achieved through on-the-job *experience*; 20% is achieved through *exposure* to mentoring, coaching and feedback while on the job; and 10% of learning is achieved through formal *education*, including internal, external training or learning activities.
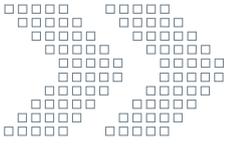
Experience	Exposure	Education
On-the-job tasks, special projects, secondments or transfers	Feedback, role models, coaching and mentoring	Degree, diploma, certificate or other instructor-led program

AE4

PROMOTING A SECURITY CULTURE

- ▸ Applies relevant security measures to allow quick and confident responses that maintain security standards in response to formal questions from people from outside ASIO
- ▸ Provides support to colleagues in meeting security responsibilities
- ▸ Maintains personal security responsibility when faced with situations that may potentially compromise security
- ▸ Seeks security advice to address emerging security issues
- ▸ Applies risk management assessments both personally and professionally to identify appropriate level of trust for those engaged with ASIO
- ▸ Identifies any risks or vulnerabilities that may impact on the ability to retain security protocols, and reports them to Internal Security Branch
- ▸ Demonstrates willingness to respond quickly and effectively to operational requirements by being flexible and adaptable while maintaining security awareness

STRATEGIC THINKING

- ▸ Thinks tactically, contributes to ideas around workflow and process to support strategy
- ▸ Constructively questions ideas, undertakes analysis, draws information from multiple sources to form accurate conclusions to contribute to well-rounded solutions
- ▸ Recognises where a change to process or practice presents an opportunity for enhanced efficiency or effectiveness
- ▸ Questions existing practice and standards if they are not working and identifies and implements improved work practices
- ▸ Understands the reasons for decisions and recommendations, accepts new ideas and incorporates them into way of working
- ▸ Communicates and follows direction provided by supervisor and keeps supervisor informed on work progress

ACHIEVING RESULTS

- ▸ Sees tasks through to completion, commits to achieving quality outcomes and adheres to documentation procedures
- ▸ Accepts and responds effectively to day-to-day work changes, shifting priorities and ambiguity
- ▸ Reschedules and reorganises own work to positively respond to changes in priorities and communicates outcomes to supervisor
- ▸ Challenges self to step outside normal work approaches and try new ways
- ▸ Applies expertise and develops own capabilities to meet performance expectations and achieve performance standards
- ▸ Seeks feedback from supervisor to gauge satisfaction and seeks guidance when required
- ▸ Uses appropriate information management systems to ensure information is kept up to date and available to others

PRODUCTIVE WORKING RELATIONSHIPS

- ▸ Works collaboratively and operates as an effective team member, actively listening to colleagues and demonstrating an awareness of the contributions made by others
- ▸ Recognises the benefits of the diverse range of views and opinions found in ASIO; tries to see things from the other person's perspective
- ▸ Builds positive relationships and cooperates with colleagues from all areas of the Organisation
- ▸ Shares information with other team members, seeks input from them and ensures others are kept informed of issues
- ▸ Responds effectively to client needs, expectations and changing requirements

AE4 (CONTINUED)

PERSONAL DRIVE AND INTEGRITY

- ▶ Consistently behaves in a way that models ASIO's Values and Code of Conduct
- ▶ Takes responsibility, shows initiative and commits energy and drive to meet goals and progress work
- ▶ Supports team members to get the job done
- ▶ Operates professionally when representing the work area and Organisation
- ▶ Seeks opportunities for personal and professional development
- ▶ Reflects and acknowledges areas of own performance that could be improved and seeks advice on how to improve
- ▶ Focuses on achieving objectives even in difficult circumstances; remains positive under pressure

COMMUNICATING WITH INFLUENCE

- ▶ Takes the time to understand other work areas in order to better clarify requirements for effective interaction
- ▶ Discusses issues credibly and thoughtfully
- ▶ Uses correct terminology, punctuation and grammar in written communication; adopts an appropriate level of formality depending on the audience
- ▶ Listens to differing ideas and views to ensure own clear understanding of the issues
- ▶ Identifies other people's expectations or concerns and acts on them
- ▶ Makes sure that the message they have given to others has been understood

+1 JOB SPECIFIC EXPERTISE

- ▶ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**
- ▶ +1 Job-specific expertise is described in relation to the 70:20:10 learning model, comprising experience, exposure and education. In this model 70% of learning is achieved through on-the-job *experience*; 20% is achieved through *exposure* to mentoring, coaching and feedback while on the job; and 10% of learning is achieved through formal *education*, including internal, external training or learning activities.
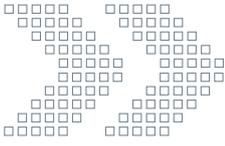
Experience	Exposure	Education
On-the-job tasks, special projects, secondments or transfers	Feedback, role models, coaching and mentoring	Degree, diploma, certificate or other instructor-led program

AE5/IET/ITE1/SIE(E)1

PROMOTING A SECURITY CULTURE

- ▶ Applies relevant security measures to allow quick and confident responses that maintain security standards in response to formal questions from people from outside ASIO
- ▶ Provides support to colleagues in meeting security responsibilities
- ▶ Maintains personal security responsibility when faced with situations that may potentially compromise security
- ▶ Seeks security advice to address emerging security issues
- ▶ Applies risk management assessments both personally and professionally to identify appropriate level of trust for those engaged with ASIO
- ▶ Identifies any risks or vulnerabilities that may impact on the ability to retain security protocols, and reports them to Internal Security Branch
- ▶ Demonstrates willingness to respond quickly and effectively to operational requirements by being flexible and adaptable while maintaining security awareness

STRATEGIC THINKING

- ▶ Maintains an awareness of the work environment and identifies the broader influences that may present challenges to the achievement of outcomes
- ▶ Identifies the relationship between ASIO priorities and operational tasks
- ▶ Considers ASIO's strategic agenda when making decisions
- ▶ Questions existing processes, identifies problems and suggests potential improvements
- ▶ Formulates well-considered solutions drawn from up-to-date industry knowledge applied to work context
- ▶ Identifies opportunities for sharing knowledge, keeps self and others well informed on issues

ACHIEVING RESULTS

- ▶ Constructs project plans with clear and appropriate milestones and time frames
- ▶ Monitors projects and task progress, identifying opportunities for improvement
- ▶ Meets operational and Organisational deadlines and maintains a focus on quality, negotiating responsibly for work outcomes
- ▶ Identifies contingencies while responding to changing situations and encourages cooperation in coping with change
- ▶ Understands, manages and responds efficiently and effectively to identified priorities
- ▶ Regularly seeks feedback from clients to gauge satisfaction with work outcomes
- ▶ Values specialist expertise and capitalises on the knowledge and skills of others

PRODUCTIVE WORKING RELATIONSHIPS

- ▶ Operates as an effective team member; provides guidance, offers full support when required, assists new staff in adapting to the ASIO environment
- ▶ Shares knowledge with other areas of ASIO and the national security community
- ▶ Develops good rapport with other agencies through regular and effective communication
- ▶ Consults with and shares information with others and explores diverse views to meet objectives
- ▶ Identifies learning opportunities for others and delegates tasks effectively, provides constructive feedback and recognises and notes underperformance where appropriate
- ▶ Manages client expectations by clarifying expectations, deadlines and changing requirements, while keeping clients informed of progress

ASIO Capability Framework

AE5/IET/ITE1/SIE(E)1 (CONTINUED)

PERSONAL DRIVE AND INTEGRITY

- ▶ Operates and presents professionally when representing ASIO
- ▶ Takes personal responsibility for producing accurate, timely and high-quality work
- ▶ Provides impartial and forthright advice and justifies own position when challenged
- ▶ Recognises obstacles to getting the job done and discusses a way forward
- ▶ Looks for opportunities to extend knowledge, skills and experience
- ▶ Perseveres, remains positive and maintains composure under pressure
- ▶ Is motivated to continually learn and improve

COMMUNICATING WITH INFLUENCE

- ▶ Focuses on articulate and clear communication of the key points
- ▶ Tailors communication style and language to the requirements of the audience and their level of knowledge, skill or experience
- ▶ Considers different points and views; factors into own thinking and argument formation and discusses issues credibly and thoughtfully
- ▶ Selects the appropriate method for communicating information effectively and does not allow misunderstandings to linger
- ▶ Approaches negotiations with a clear understanding of key issues and desired outcomes

+1 JOB SPECIFIC EXPERTISE

- ▶ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**
- ▶ +1 Job-specific expertise is described in relation to the 70:20:10 learning model, comprising experience, exposure and education. In this model 70% of learning is achieved through on-the-job *experience*; 20% is achieved through *exposure* to mentoring, coaching and feedback while on the job; and 10% of learning is achieved through formal *education*, including internal, external training or learning activities.
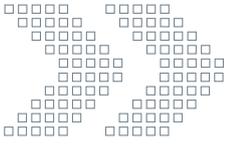
Experience	Exposure	Education
On-the-job tasks, special projects, secondments or transfers	Feedback, role models, coaching and mentoring	Degree, diploma, certificate or other instructor-led program

AE6/IE/ITE2/SIE(E)2

PROMOTING A SECURITY CULTURE

▸ Understands the impact of professional responsibilities on personal life and compensates appropriately

▸ Works to help others overcome any impediments to successfully working in a secure ASIO environment

▸ While applying security protocols, shares information critical to making an informed Organisational decision

▸ Responds quickly and applies reasonable judgement in unexpected situations

▸ Demonstrates sound security judgement in the absence of line management or immediate direction

STRATEGIC THINKING

▸ Understands, promotes and supports ASIO's strategic agenda and sets an appropriate supporting direction for the team

▸ Thinks laterally and integrates considerations from across the Organisation and the national security community when reaching decisions and making recommendations

▸ Questions what is in place, explores new ideas and different viewpoints and proposes improvements

▸ Investigates and analyses a range of ideas and their application to ASIO

▸ Takes every opportunity to provide input into the strategic direction of the team or organisation as a whole

▸ Scans the Organisational environment and monitors ASIO's priorities; keeps team members updated on direction

ACHIEVING RESULTS

▸ Identifies and uses resources wisely, reviewing project performance, adjusting plans as required, applying team capabilities and negotiating responsibility for work outcomes

▸ Plans for and analyses operational requirements to meet objectives, using all available resources; converts information into actions and outcomes

▸ Ensures all relevant information or viewpoints are considered when making decisions or providing recommendations; negotiates to achieve consensus on the best course of action

▸ Investigates alternatives through research and contact with external agencies

▸ Contributes own expertise and also consults internal subject matter specialists. Utilises best-practice knowledge and skills to improve team outcomes

▸ Shares information with others and assists them to adapt to change

PRODUCTIVE WORKING RELATIONSHIPS

▸ Appreciates and values diversity and acknowledges the work of others

▸ Supports new starters through proactive mentoring

▸ Develops and maintains relationships with stakeholders and represents ASIO effectively both internally and externally

▸ Anticipates and is responsive to client and stakeholder needs and expectations

▸ Effectively delegates tasks, balancing team workload and agreeing on clear performance standards; identifies workload issues in the team or elsewhere and offers assistance or makes adjustments

▸ Offers appropriate, helpful and accurate advice and comment; provides constructive and regular feedback

▸ Deals with underperformance promptly

AE6/IE/ITE2/SIE(E)2 (CONTINUED)

PERSONAL DRIVE AND INTEGRITY

- ▶ Takes personal responsibility for work outcomes and decisions
- ▶ Provides impartial and forthright advice and challenges issues constructively
- ▶ Positively responds to changes required in way of working when Organisational change occurs
- ▶ Demonstrates perseverence in difficult situations and works to achieve objectives
- ▶ Recognises own limitations in understanding an issue and commits to learning more
- ▶ Spends time to seek feedback and analyse own performance to identify strengths and opportunities for ongoing improvement

COMMUNICATING WITH INFLUENCE

- ▶ Focuses on getting information on the subject matter; educates themselves and others
- ▶ Anticipates and identifies relevant stakeholder concerns and expectations and considers the implications
- ▶ Follows up if there are unresolved issues or unanswered questions
- ▶ Translates verbal information into written communication without losing meaning or nuance
- ▶ Negotiates effectively, presenting a clear understanding of the desired outcomes and presents persuasive counter-arguments

+1 JOB SPECIFIC EXPERTISE

- ▶ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**
- ▶ +1 Job-specific expertise is described in relation to the 70:20:10 learning model, comprising experience, exposure and education. In this model 70% of learning is achieved through on-the-job *experience*; 20% is achieved through *exposure* to mentoring, coaching and feedback while on the job; and 10% of learning is achieved through formal *education*, including internal, external training or learning activities.

Experience	Exposure	Education
On-the-job tasks, special projects, secondments or transfers	Feedback, role models, coaching and mentoring	Degree, diploma, certificate or other instructor-led program

AEE1/SITEC/SIE(E)3

PROMOTING A SECURITY CULTURE

- ▶ Shows resilience and discretion when being questioned or challenged
- ▶ Remains calm and focused in situations that may compromise security
- ▶ Has a well-developed understanding and awareness of the environment in which ASIO operates
- ▶ Educates others on applying security protocols in the sharing of information and on how they operate in practical terms
- ▶ Ensures staff have adequate knowledge and training to work effectively in a security context
- ▶ Promotes and monitors the requirements for a secure working environment
- ▶ Identifies security vulnerabilities in people or processes and takes action to address them, including informing Internal Security Branch
- ▶ Ensures team members are fully equipped to deal with the pressures and personal constraints of working in a security environment
- ▶ Thinks quickly and manages the risks associated with creating security solutions 'on the go', including recording, mitigating and advising of outcomes
- ▶ Makes appropriate, effective, strategic and independent security decisions that may have a significant effect on others
- ▶ Operates comfortably in a changing security environment to make decisions that protect security and progress Organisational goals

STRATEGIC THINKING

- ▶ Supports, implements and promotes ASIO's vision, mission and strategic agenda
- ▶ Sources information on best-practice approaches and considers their application in the ASIO context
- ▶ Communicates with the team about the relationship between ASIO's strategic agenda and operational tasks
- ▶ Identifies future trends or issues and engages with the Organisation and national security community to formulate appropriate responses
- ▶ Challenges existing approaches and practice and makes strategic suggestions for improvement
- ▶ Identifies critical information gaps; undertakes objective, systematic analysis: draws accurate conclusions based on evidence, recognising links between interconnected issues; weighs up options and considers innovative alternatives in identifying solutions
- ▶ Experiments with new approaches where appropriate and fosters a culture of innovation within the team and the broader Organisation

ACHIEVING RESULTS

- ▶ Engages with and empowers staff to complete tasks; provides feedback on outcomes
- ▶ Identifies and uses all resources available to ensure success and remains flexible and responsive to changes in requirements
- ▶ Reviews project performance and focuses on identifying opportunities for continuous improvement; shares information with others and assists them to adapt
- ▶ Commits to achieving quality outcomes and ensures that documentation and procedures are maintained and that lessons learned are recorded, communicated and acted on
- ▶ Reviews and evaluates projects to ensure an understanding of the critical components of success
- ▶ Contributes own expertise and capitalises on expert knowledge of others

ASIO Capability Framework

AEE1/SITEC/SIE(E)3 (CONTINUED)

PRODUCTIVE WORKING RELATIONSHIPS

- ▶ Motivates staff and effectively manages staff performance by agreeing on clear performance standards; gives timely praise and recognition and delivers constructive feedback in a manner that gains acceptance and achieves resolution
- ▶ Recognises possible constraints other areas of ASIO may face, when asking for assistance
- ▶ Identifies key stakeholders and builds strategic relationships with them
- ▶ Clearly articulates ASIO's needs when negotiating with other agencies and proactively offers assistance for a mutually beneficial relationship
- ▶ Recognises the different working styles of individuals; takes into account the pressures and viewpoints of staff, managers and stakeholders
- ▶ Supports staff to ensure effectiveness by providing constructive feedback and effective coaching, identifying learning opportunities, delegating tasks to empower employees and engaging in effective conflict resolution

PERSONAL DRIVE AND INTEGRITY

- ▶ Takes personal responsibility for own work, especially task understanding, time frames, deadlines, priorities and stakeholder needs
- ▶ Gets on with the job, applies energy and drive and continues to move forward despite criticism or setbacks
- ▶ Constructively challenges issues, discusses and recommends alternatives, engages with risk and shows personal courage
- ▶ Takes personal responsibility for identifying own development needs and those of the team
- ▶ Asks colleagues to provide feedback on own performance; responds positively and makes appropriate changes
- ▶ Shares knowledge, experience and expertise with the team

COMMUNICATING WITH INFLUENCE

- ▶ Structures messages clearly and succinctly
- ▶ Communicates complex technical or specialist information in a way that can be understood by an audience unfamiliar with the subject matter
- ▶ Recognises and responds to the primary interests of the audience
- ▶ Considers different views and angles and gives them appropriate weight
- ▶ Negotiates persuasively, demonstrating a clear understanding of required objectives and outcomes
- ▶ Identifies the tools or mechanisms best suited to communicate with stakeholders

+1 JOB SPECIFIC EXPERTISE

- ▶ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**
- ▶ +1 Job-specific expertise is described in relation to the 70:20:10 learning model, comprising experience, exposure and education. In this model 70% of learning is achieved through on-the-job *experience*; 20% is achieved through *exposure* to mentoring, coaching and feedback while on the job; and 10% of learning is achieved through formal *education*, including internal, external training or learning activities.

Experience	Exposure	Education
On-the-job tasks, special projects, secondments or transfers	Feedback, role models, coaching and mentoring	Degree, diploma, certificate or other instructor-led program

AEE2/SITEB/SIE(E)4

PROMOTING A SECURITY CULTURE

▸ Shows resilience and discretion when being questioned or challenged

▸ Remains calm and focused in situations that may compromise security

▸ Has a well-developed understanding and awareness of the environment in which ASIO operates

▸ Educates others on applying security protocols in the sharing of information and on how they operate in practical terms

▸ Ensures staff have adequate knowledge and training to work effectively in a security context

▸ Promotes and monitors the requirements for a secure working environment

▸ Identifies security vulnerabilities in people or processes and takes action to address them, including informing Internal Security Branch

▸ Ensures team members are fully equipped to deal with the pressures and personal constraints of working in a security environment

▸ Thinks quickly and manages the risks associated with creating security solutions 'on the go', including recording, mitigating and advising of outcomes

▸ Makes appropriate, effective, strategic and independent security decisions that may have a significant effect on others

▸ Operates comfortably in a changing security environment to make decisions that protect security and progress Organisational goals

STRATEGIC THINKING

▸ Translates how the work of the directorate contributes to the Organisation, national security community and government priorities

▸ Engages enthusiastically with the Organisation, national security community and academia on a range of strategic issues

▸ Promotes a culture of innovation across the Organisation and national security community

▸ Gathers and investigates information and strategies from other sources and looks for opportunities to apply in own team

▸ Anticipates and seeks to minimise risks, explores possibilities and creative alternatives

▸ Scans the horizon and stimulates discussion about the future

ACHIEVING RESULTS

▸ Provides realistic assessment of task feasibility, establishes clear plans and time frames for project implementation; deals with uncertainty and delivers high-quality results

▸ Ensures the effective and efficient use of ASIO resources

▸ Commits to achieving quality directorate outcomes, ensures documentation and procedures are maintained, identifies critical success factors and instigates continuous improvement

▸ Challenges self and the team to achieve high-quality results aligned with ASIO's strategic agenda

▸ Identifies strategies for removing significant impediments to achieving results and sharing information

▸ Draws on the expertise of others, contributes own expertise to improve results and influence agency-wide strategic planning

▸ Acknowledges and provides appropriate recognition of staff achievements

AEE2/SITEB/SIE(E)4 (CONTINUED)

PRODUCTIVE WORKING RELATIONSHIPS

- ▶ Identifies, builds and sustains long-term internal and external relationships, promotes ASIO objectives, recognises shared agendas and works toward mutually beneficial outcomes
- ▶ Represents ASIO and negotiates to advance ASIO's interests in cross-agency, international and other forums
- ▶ Motivates staff and effectively manages directorate staff performance by agreeing on clear performance standards. Gives timely praise and recognition, delivers constructive feedback in a manner that gains acceptance and achieves resolution
- ▶ Fosters an atmosphere where people are comfortable asking questions or admitting mistakes, creating a collaborative working environment that encourages regular open dialogue and flow of ideas, and utilises effective conflict resolution strategies
- ▶ Empowers people to make decisions and manage risk appropriately
- ▶ Acknowledges the role others play in success
- ▶ Deals with underperformance promptly

PERSONAL DRIVE AND INTEGRITY

- ▶ Ensures advice given is accurate, impartial and actionable
- ▶ Makes clear, timely decisions and takes responsibility for them
- ▶ Takes responsibility for outcomes; puts measures in place to ensure errors do not reoccur
- ▶ Perseveres and focuses on achieving objectives even in difficult circumstances; maintains momentum and sustains directorate effort despite criticism and setbacks
- ▶ Models ASIO's Values and Code of Conduct and ensures team is applying them in all work situations
- ▶ Critically analyses own performance and seeks feedback from others. Shows strong commitment to self-development and embraces challenging new opportunities

COMMUNICATING WITH INFLUENCE

- ▶ Provides the rationale for a particular viewpoint and pre-empts counter-arguments
- ▶ Explains complex information by using language and examples that the audience will understand
- ▶ Anticipates reactions, challenges and the position of the other party and constructs convincing arguments based on evidence and sound judgement
- ▶ Encourages debate to ensure understanding of all issues and implications and identifies common ground to facilitate agreement and acceptance of mutually beneficial solutions

+1 JOB SPECIFIC EXPERTISE

- ▶ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**
- ▶ +1 Job-specific expertise is described in relation to the 70:20:10 learning model, comprising experience, exposure and education. In this model 70% of learning is achieved through on-the-job *experience*; 20% is achieved through *exposure* to mentoring, coaching and feedback while on the job; and 10% of learning is achieved through formal *education*, including internal, external training or learning activities.
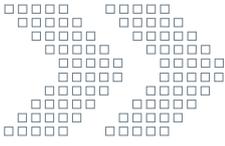
Experience	Exposure	Education
On-the-job tasks, special projects, secondments or transfers	Feedback, role models, coaching and mentoring	Degree, diploma, certificate or other instructor-led program

32

COORDINATOR/SITEA/SIE(E)5

PROMOTING A SECURITY CULTURE

- ▶ Shows resilience and discretion when being questioned or challenged
- ▶ Remains calm and focused in situations that may compromise security
- ▶ Has a well-developed understanding and awareness of the environment in which ASIO operates
- ▶ Educates others on applying security protocols in the sharing of information and on how they operate in practical terms
- ▶ Ensures staff have adequate knowledge and training to work effectively in a security context
- ▶ Promotes and monitors the requirements for a secure working environment
- ▶ Identifies security vulnerabilities in people or processes and takes action to address them, including informing Internal Security Branch
- ▶ Ensures team members are fully equipped to deal with the pressures and personal constraints of working in a security environment
- ▶ Thinks quickly and manages the risks associated with creating security solutions 'on the go', including recording, mitigating and advising of outcomes
- ▶ Makes appropriate, effective, strategic and independent security decisions that may have a significant effect on others
- ▶ Operates comfortably in a changing security environment to make decisions that protect security and progress Organisational goals

STRATEGIC THINKING

- ▶ Maintains a strong awareness of government drivers and the implications for ASIO, anticipates priorities and develops long-term work plans
- ▶ Engages in constructive debate on Organisational issues, undertakes objective analysis, draws accurate conclusions, anticipates and seeks to minimise risks, explores possibilities and creative alternatives, demonstrates and contributes strong subject matter expertise
- ▶ Constructively challenges Organisational norms and presents alternatives that accord with the desired culture
- ▶ Focuses strategically, looks beyond the Organisation's current context and demonstrates over-the-horizon thinking

ACHIEVING RESULTS

- ▶ Driven to achieve outcomes; evaluates ongoing project performance, instigates continuous improvement, makes the connection with strategy
- ▶ Ensures all team members clearly understand their role, its connection with the broader outcomes, and what is expected
- ▶ Monitors progress and identifies risk that may impact on outcomes, adjust plans accordingly and checks with clients and stakeholders to evaluate results
- ▶ Responds in a positive and flexible manner to change and uncertainty and is responsible for implementing the change
- ▶ Develops high-level plans and strategies that clearly define required outcomes
- ▶ Contributes subject matter expertise to the branch direction and is focused on imparting knowledge to others

COORDINATOR/SITEA/SIE(E)5 (CONTINUED)

PRODUCTIVE WORKING RELATIONSHIPS

▶ Asks for, considers and reflects on the views and opinions of others

▶ Builds and maintains strong internal and external networks and harnesses their skills and knowledge for use across ASIO

▶ Contributes and adds value to other work units or organisations by sharing knowledge and presenting options

▶ Recognises opportunities for enhanced networks when engaging with new or prospective partner organisations

▶ Finds opportunities to share information and ensure that others are kept informed of issues

PERSONAL DRIVE AND INTEGRITY

▶ Sets high professional standards for others to emulate

▶ Challenges important issues constructively

▶ Reflects and acts on opportunities for the team to grow and develop

▶ Maintains momentum and sustains effort despite criticism or setbacks

▶ Demonstrates high levels of self-awareness and a strong commitment to learning and self-development and embraces challenging new opportunities

COMMUNICATING WITH INFLUENCE

▶ Negotiates persuasively; approaches negotiations with a strong grasp of the key issues, having prepared well in advance, understands the desired objectives and associated strengths and weaknesses, anticipates the position of the other party and adapts approach accordingly. Encourages support of relevant stakeholders

▶ Constructs and delivers strong arguments capable of influencing others' views and opinions

▶ Uses a strong knowledge of ASIO's priorities and strategic agenda to craft compelling arguments for particular approaches

▶ Joins the dots for others to ensure complete understanding by all involved

+1 JOB SPECIFIC EXPERTISE

▶ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**

▶ +1 Job-specific expertise is described in relation to the 70:20:10 learning model, comprising experience, exposure and education. In this model 70% of learning is achieved through on-the-job *experience*; 20% is achieved through *exposure* to mentoring, coaching and feedback while on the job; and 10% of learning is achieved through formal *education*, including internal, external training or learning activities.

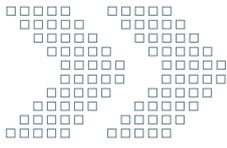| Experience	Exposure	Education
On-the-job tasks, special projects, secondments or transfers	Feedback, role models, coaching and mentoring	Degree, diploma, certificate or other instructor-led program

SESB1

PROMOTING A SECURITY CULTURE

▶ Recognises the gravity of some recommended security solutions and makes decisions armed with all the available information

▶ Supports others to operate effectively in an environment where Organisational judgements may be publicly noted and/or criticised

▶ Quickly identifies security situations that require escalation beyond ASIO

STRATEGIC THINKING

▶ Articulates ASIO's strategic agenda and champions change implementation

▶ Demonstrates corporate consideration of issues by taking a broader Organisational view of decisions; is open-minded and values ideas from all parts of the Organisation

▶ Builds and embeds a contemporary understanding of the Australian community and factors it into decision-making

▶ Advocates with influence and takes responsibility for decisions

▶ Anticipates the shifting environment and responds to meet new challenges and mitigate risk

▶ Leads the agenda in information sharing across the national security community

▶ Pursues a strategic Organisational alignment with government direction and an understanding of international implications and factors that may impact on ASIO

▶ Synthesises complex information and discerns the key implications for ASIO in the context of government agendas and priorities

ACHIEVING RESULTS

▶ Drives an Organisational approach to improving access to information and knowledge across the national security community

▶ Deploys resources judiciously to ensure optimum results

▶ Builds effective teams with the range of capabilities and skills needed to get the best results

▶ Establishes systems and processes to effectively monitor ASIO's performance

▶ Identifies and addresses significant risks to the achievement of Organisational outcomes

▶ Reports achievements to key stakeholders; seeks feedback and engages them in developing improvements

SESB1 (CONTINUED)

PRODUCTIVE WORKING RELATIONSHIPS

- ▸ Initiates and builds relationships with key players in government, the private sector, our international partners and other agencies for the benefit of the national security community
- ▸ Proactively seeks out key stakeholders and ensures regular dialogue with them; is an influential partner
- ▸ Provides regular, targeted feedback to the branch or division
- ▸ Keeps SES colleagues informed and engaged
- ▸ Is aware when teams or individuals are operating under pressure and makes time to motivate and provide support
- ▸ Takes the broader Organisational view when making decisions and eliminates silo thinking
- ▸ Empowers people and fosters a culture of risk management

PERSONAL DRIVE AND INTEGRITY

- ▸ Models and promotes ASIO's Values and Code of Conduct and addresses behaviour that is inconsistent with these standards
- ▸ Acts with moral courage to make difficult Organisational decisions
- ▸ Acts decisively when making Organisational changes
- ▸ Is forthright and confident when providing advice
- ▸ Supports other Organisational leaders and presents a united voice internally and externally
- ▸ Seeks feedback on performance from subordinates, managers and clients

COMMUNICATING WITH INFLUENCE

- ▸ Communicates with staff regularly on ASIO's strategic objectives
- ▸ Focuses on delivering Organisational messages externally to help shape policy and exert strategic influence
- ▸ Drives negotiation based on ASIO's strategic agenda
- ▸ Outlines the implications of new information or approaches and determines the implications for others when calling for any approach
- ▸ Acknowledges risks and possible disadvantages from alternative courses of action
- ▸ Fosters shared stewardship of ASIO's outcomes

+1 JOB SPECIFIC EXPERTISE

- ▸ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**
- ▸ +1 Job-specific expertise is described in relation to the 70:20:10 learning model, comprising experience, exposure and education. In this model 70% of learning is achieved through on-the-job *experience*; 20% is achieved through *exposure* to mentoring, coaching and feedback while on the job; and 10% of learning is achieved through formal *education*, including internal, external training or learning activities.

Experience	Exposure	Education
On-the-job tasks, special projects, secondments or transfers	Feedback, role models, coaching and mentoring	Degree, diploma, certificate or other instructor-led program

SESB2

PROMOTING A SECURITY CULTURE

▶ Recognises the gravity of some recommended security solutions and makes decisions armed with all the available information

▶ Supports others to operate effectively in an environment where Organisational judgements may be publicly noted and/or criticised

▶ Quickly identifies security situations that require escalation beyond ASIO

STRATEGIC THINKING

▶ Contributes to and champions ASIO's vision, goals and strategic agenda and promotes a shared commitment to the strategic direction

▶ Leads and drives change implementation, creating Organisational strategies aligned with government objectives and likely future requirements

▶ Enhances ASIO's role within Australian society and considers multiple perspectives when assessing the ramifications of key issues for ASIO and the national security community

▶ Provides strategic advice to government that reflects analysis of a broad range of issues and the whole-of-government agenda. Considers emerging trends, identifies long-term opportunities and aligns Organisational operations with strategic and national security priorities. Develops solutions with long-term viability for ASIO and the Australian society. Balances Organisational requirements with desired whole-of-government outcomes

ACHIEVING RESULTS

▶ Drives and champions Organisational capability and responsiveness by focusing on activities that support Organisational sustainability. Nurtures talent and engages in succession planning, focuses on developing the ASIO workforce to improve productivity and performance. Promotes and facilitates information accessibility and sharing across the national security community and international partners

▶ Advocates a culture of achievement and accountability, focusing on quality and the delivery of results across the division for ASIO. Continually exploring initiatives to improve effectiveness by harnessing technology and implementing continuous improvement activities

▶ Identifies and addresses significant risks to the achievement of national security outcomes

▶ Seeks operational efficiency and streamlines and adapts processes. Engages in flexible resource management and looks beyond the Organisation's boundaries to achieve an optimum resourcing combination

▶ Drives the change agenda, defines high-level objectives and ensures translation into practical implementation strategies. Coordinates projects across multiple agencies

PRODUCTIVE WORKING

▶ Enhances and leverages external relationships that provide a rich intelligence network

▶ Encourages stakeholders to work together and establishes cross-agency approaches to address issues. Shows a commitment to client service through own actions and those of the Organisation

▶ Overcomes organisational silos by facilitating cooperation between organisations

▶ Identifies and develops talent. Encourages and motivates people to engage in continuous learning and empowers them by delegating responsibility for work. Sets clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback and manages underperformance. Offers support in times of high pressure. Celebrates success and engages in activities to maintain morale

ASIO Capability Framework

SESB2 (CONTINUED)

PERSONAL DRIVE AND INTEGRITY

▶ Exemplifies and promotes ASIO's Values and Code of Conduct and aligns business processes accordingly. Addresses breaches of protocol and probity. Operates professionally and within the boundaries of ASIO processes and legal, public and policy constraints. Represents ASIO effectively in public and internal and external forums and advocates ASIO's strategic agenda

▶ Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes

▶ Has a high level of self-awareness and acknowledges areas of both strength and limitation

▶ Acts as a role model for leadership courage by consistently raising critical and difficult issues

▶ Accepts accountability for mistakes made in the Organisation and ensures corrective action is taken

▶ Retains focus on the end goal and overcomes significant barriers and obstacles. Rapidly recovers from setbacks. Uses self-insight to identify areas in which own capabilities complement other people's. Strives for continual learning

COMMUNICATING WITH INFLUENCE

▶ Persuasive negotiator for ASIO in relation to the mission, strategic agenda and strategic objectives

▶ Key advocate for ASIO, focusing on the way the message is promulgated throughout the Organisation

▶ Identifies key stakeholders, engages support for achieving desired objectives and ensures negotiations remain on track

+1 JOB SPECIFIC EXPERTISE

▶ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**

▶ +1 Job-specific expertise is described in relation to the 70:20:10 learning model, comprising experience, exposure and education. In this model 70% of learning is achieved through on-the-job *experience*; 20% is achieved through *exposure* to mentoring, coaching and feedback while on the job; and 10% of learning is achieved through formal *education*, including internal, external training or learning activities.

Experience	Exposure	Education
On-the-job tasks, special projects, secondments or transfers	Feedback, role models, coaching and mentoring	Degree, diploma, certificate or other instructor-led program

NB. Highlighted text indicates the key behaviours of focus in transitioning to the next level – SESB3.

APPLYING THE CAPABILITY FRAMEWORK TO:

- To ensure that individuals understand which skills, knowledge and behaviours are required to perform a role
- To assist managers in ensuring that employees with the right skills, knowledge and behaviours are identified and selected to work in the Organisation

- To assist individuals to understand performance expectations and requirements
- To assist managers to better manage performance by providing an objective framework for discussing the capabilities of the employee and their contribution to organisational outcomes and providing meaningful feedback

Recruitment and selection

Performance management

- To assist individual employees to develop themselves, progress their career and provide objectivity in planning their career
- To assist managers to ensure that employees have the skills and knowledge to perform in their jobs, as well as opportunities to extend and further develop their careers

Career management

Learning and development

- To assist individuals to target learning and development opportunities for current and likely future roles. To conduct gap analysis of capabilities required now and in the future.
- To assist managers to identify and then target learning and development opportunities for team members to improve individual performance and contribute to greater organisational outcomes

CAPABILITY ASSESSMENT BY JOB LEVEL

AE1/2

Name: _____

Role: _____

	Requires development	Competent	Highly competent	Priority rating
PROMOTING A SECURITY CULTURE				
▶ Understands, applies and adheres to security standards and practice	☐	☐	☐	
▶ Tailors security requirements when interacting with others outside work	☐	☐	☐	
▶ Uses personal discretion when talking about work with family and others	☐	☐	☐	
▶ Recognises and seeks security advice and assistance when dealing with a new or unfamiliar situation	☐	☐	☐	
▶ Maintains appropriate professionalism in the face of criticism of ASIO to limit personal or professional compromise	☐	☐	☐	
▶ When required, supports and educates family and close friends about the risks or vulnerabilities of intelligence work	☐	☐	☐	
STRATEGIC THINKING				
▶ Understands and supports ASIO's vision, mission and strategic agenda	☐	☐	☐	
▶ Asks questions if unsure about Organisational direction and the implications for own work tasks	☐	☐	☐	
▶ Understands the work environment and contributes to the development of work plans and team goals and prioritises own work based on ASIO objectives and team work plans	☐	☐	☐	
▶ Thinks and plans ahead, identifies barriers to completing own work and suggests improvements to work tasks	☐	☐	☐	
▶ Knows where to find information and asks questions to ensure better understanding of issues	☐	☐	☐	
▶ Follows direction provided by supervisor and keeps supervisor informed on work progress	☐	☐	☐	
ACHIEVING RESULTS				
▶ Takes responsibility for the completion of assigned tasks and accepts more challenging tasks	☐	☐	☐	
▶ Manages own time and workload, makes alternative arrangements as required and communicates with supervisor	☐	☐	☐	
▶ Identifies the core and function-specific skills and capabilities needed to meet performance expectations	☐	☐	☐	
▶ Listens to the advice of those who have dealt with similar issues and circumstances	☐	☐	☐	
▶ Maintains accurate records and files	☐	☐	☐	

ASIO Capability Framework

AE1/2 (CONTINUED)

	Requires development	Competent	Highly competent	Priority rating

PRODUCTIVE WORKING RELATIONSHIPS

- ▸ Treats others with courtesy and respect; is polite and professional ☐ ☐ ☐ ___
- ▸ Demonstrates willingness to work effectively with others to achieve outcomes ☐ ☐ ☐ ___
- ▸ Keeps the team up to date with own tasks and projects ☐ ☐ ☐ ___
- ▸ Responds to changes in client needs, checking with supervisor before taking action ☐ ☐ ☐ ___
- ▸ Understands that others may have different views and expectations; tries to see things from those perspectives ☐ ☐ ☐ ___
- ▸ Understands and acts on feedback ☐ ☐ ☐ ___

PERSONAL DRIVE AND INTEGRITY

- ▸ Understands and demonstrates behaviour in accordance with ASIO's Values and Code of Conduct ☐ ☐ ☐ ___
- ▸ Displays a willingness to assist others ☐ ☐ ☐ ___
- ▸ Gets on with the job and has pride in their work; approaches work with a positive attitude ☐ ☐ ☐ ___
- ▸ Is open and receptive to feedback ☐ ☐ ☐ ___
- ▸ Acknowledges mistakes and learns from the experience ☐ ☐ ☐ ___

COMMUNICATING WITH INFLUENCE

- ▸ Listens, understands and asks clarifying questions when unsure ☐ ☐ ☐ ___
- ▸ Contributes to discussions in team meetings ☐ ☐ ☐ ___
- ▸ Focuses on making the key points when getting a message across to others ☐ ☐ ☐ ___
- ▸ Pays close attention to and considers the ideas of others ☐ ☐ ☐ ___

+1 JOB SPECIFIC EXPERTISE

▸ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**
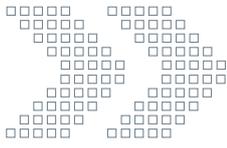
Experience ☐	Exposure ☐	Education ☐
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Name: _____

Role: _____

AE3

	Requires development	Competent	Highly competent	Priority rating
PROMOTING A SECURITY CULTURE				
▸ Understands, applies and adheres to security standards and practice	☐	☐	☐	
▸ Tailors security requirements when interacting with others outside work	☐	☐	☐	
▸ Uses personal discretion when talking about work with family and others	☐	☐	☐	
▸ Recognises and seeks security advice and assistance when dealing with a new or unfamiliar situation	☐	☐	☐	
▸ Maintains appropriate professionalism in the face of criticism of ASIO to limit personal or professional compromise	☐	☐	☐	
▸ When required, supports and educates family and close friends about the risks or vulnerabilities of intelligence work	☐	☐	☐	
STRATEGIC THINKING				
▸ Identifies the relationship between ASIO priorities and own tasks and seeks to understand the underlying rationale for decisions	☐	☐	☐	
▸ Alerts people to potential issues that might impact on achieving Organisational objectives and suggests appropriate improvements to work tasks and business practices	☐	☐	☐	
▸ Knows where to find relevant information, asks questions, uses commonsense to decide what information needs to be passed on and keeps others informed on work progress	☐	☐	☐	
▸ Researches and analyses information and makes recommendations based on evidence	☐	☐	☐	
▸ Follows direction provided by supervisor and keeps supervisor informed on work progress	☐	☐	☐	
ACHIEVING RESULTS				
▸ Takes responsibility for managing work tasks, establishes task plans, monitors own progress against standards to meet agreed deadlines and deliver quality outcomes	☐	☐	☐	
▸ Responds in a positive and flexible manner to change and reschedules/reorganises own work in consultation with supervisor if priorities change	☐	☐	☐	
▸ Adapts effectively to day-to-day changes in work priorities, shares information and ensures others are kept informed of any relevant issues	☐	☐	☐	
▸ Applies the full range of their skills and capabilities to meet performance expectations and standards	☐	☐	☐	
▸ Regularly seeks feedback from supervisor to continually improve own performance	☐	☐	☐	
PRODUCTIVE WORKING RELATIONSHIPS				
▸ Understands the roles of others in the team	☐	☐	☐	
▸ Makes time for people, takes an interest in others' work and offers support when needed	☐	☐	☐	
▸ Shares information and ensures others are kept informed of issues	☐	☐	☐	
▸ Appreciates, values and responds to different personal styles	☐	☐	☐	
▸ Identifies learning opportunities and acts on constructive feedback	☐	☐	☐	

AE3 (CONTINUED)

	Requires development	Competent	Highly competent	Priority rating
PERSONAL DRIVE AND INTEGRITY				
▶ Applies energy and drive to achieving high-quality results	☐	☐	☐	
▶ Takes personal responsibility for accurate completion of work, provides accurate advice on issues, acknowledges mistakes and learns from them	☐	☐	☐	
▶ Seeks opportunities and additional responsibility in order to learn and grow	☐	☐	☐	
▶ Develops an understanding of their own strengths, capabilities and areas for improvement	☐	☐	☐	
▶ Remains calm under pressure, responds well to setbacks, stays focused; works effectively in difficult situations	☐	☐	☐	
COMMUNICATING WITH INFLUENCE				
▶ Presents messages confidently	☐	☐	☐	
▶ Structures written and verbal material clearly and concisely	☐	☐	☐	
▶ Liaises with and questions clients about their specific needs	☐	☐	☐	
▶ Limits the use of jargon and abbreviations	☐	☐	☐	
▶ Anticipates the key concerns of the audience	☐	☐	☐	
▶ Picks up on non-verbal cues when interacting with others and responds appropriately	☐	☐	☐	

+1 JOB SPECIFIC EXPERTISE

▶ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**

Experience ☐	Exposure ☐	Education ☐
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Name: _____

Role: _____

AE4

		Requires development	Competent	Highly competent	Priority rating
PROMOTING A SECURITY CULTURE	▶ Applies relevant security measures to allow quick and confident responses that maintain security standards in response to formal questions from people from outside ASIO	☐	☐	☐	
	▶ Provides support to colleagues in meeting security responsibilities	☐	☐	☐	
	▶ Maintains personal security responsibility when faced with situations that may potentially compromise security	☐	☐	☐	
	▶ Seeks security advice to address emerging security issues	☐	☐	☐	
	▶ Applies risk management assessments both personally and professionally to identify appropriate level of trust for those engaged with ASIO	☐	☐	☐	
	▶ Identifies any risks or vulnerabilities that may impact on the ability to retain security protocols, and reports them to Internal Security Branch	☐	☐	☐	
	▶ Demonstrates willingness to respond quickly and effectively to operational requirements by being flexible and adaptable while maintaining security awareness	☐	☐	☐	
STRATEGIC THINKING	▶ Thinks tactically, contributes to ideas around workflow and process to support strategy	☐	☐	☐	
	▶ Constructively questions ideas, undertakes analysis, draws information from multiple sources to form accurate conclusions to contribute to well-rounded solutions	☐	☐	☐	
	▶ Recognises where a change to process or practice presents an opportunity for enhanced efficiency or effectiveness	☐	☐	☐	
	▶ Questions existing practice and standards if they are not working and identifies and implements improved work practices	☐	☐	☐	
	▶ Understands the reasons for decisions and recommendations, accepts new ideas and incorporates them into way of working	☐	☐	☐	
	▶ Communicates and follows direction provided by supervisor and keeps supervisor informed on work progress	☐	☐	☐	
ACHIEVING RESULTS	▶ Sees tasks through to completion, commits to achieving quality outcomes and adheres to documentation procedures	☐	☐	☐	
	▶ Accepts and responds effectively to day-to-day work changes, shifting priorities and ambiguity	☐	☐	☐	
	▶ Reschedules and reorganises own work to positively respond to changes in priorities and communicates outcomes to supervisor	☐	☐	☐	
	▶ Challenges self to step outside normal work approaches and try new ways	☐	☐	☐	
	▶ Applies expertise and develops own capabilities to meet performance expectations and achieve performance standards	☐	☐	☐	
	▶ Seeks feedback from supervisor to gauge satisfaction and seeks guidance when required	☐	☐	☐	
	▶ Uses appropriate information management systems to ensure information is kept up to date and available to others	☐	☐	☐	

ASIO Capability Framework

AE4 (CONTINUED)

		Requires development	Competent	Highly competent	Priority rating
PRODUCTIVE WORKING RELATIONSHIPS	▶ Works collaboratively and operates as an effective team member, actively listening to colleagues and demonstrating an awareness of the contributions made by others	☐	☐	☐	
	▶ Recognises the benefits of the diverse range of views and opinions found in ASIO; tries to see things from the other person's perspective	☐	☐	☐	
	▶ Builds positive relationships and cooperates with colleagues from all areas of the Organisation	☐	☐	☐	
	▶ Shares information with other team members, seeks input from them and ensures others are kept informed of issues	☐	☐	☐	
	▶ Responds effectively to client needs, expectations and changing requirements	☐	☐	☐	
PERSONAL DRIVE AND INTEGRITY	▶ Consistently behaves in a way that models ASIO's Values and Code of Conduct	☐	☐	☐	
	▶ Takes responsibility, shows initiative and commits energy and drive to meet goals and progress work	☐	☐	☐	
	▶ Supports team members to get the job done	☐	☐	☐	
	▶ Operates professionally when representing the work area and Organisation	☐	☐	☐	
	▶ Seeks opportunities for personal and professional development	☐	☐	☐	
	▶ Reflects and acknowledges areas of own performance that could be improved and seeks advice on how to improve	☐	☐	☐	
	▶ Focuses on achieving objectives even in difficult circumstances; remains positive under pressure	☐	☐	☐	
COMMUNICATING WITH INFLUENCE	▶ Takes the time to understand other work areas in order to better clarify requirements for effective interaction	☐	☐	☐	
	▶ Discusses issues credibly and thoughtfully	☐	☐	☐	
	▶ Uses correct terminology, punctuation and grammar in written communication; adopts an appropriate level of formality depending on the audience	☐	☐	☐	
	▶ Listens to differing ideas and views to ensure own clear understanding of the issues	☐	☐	☐	
	▶ Identifies other people's expectations or concerns and acts on them	☐	☐	☐	
	▶ Makes sure that the message they have given to others has been understood	☐	☐	☐	

+1 JOB SPECIFIC EXPERTISE

▶ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**

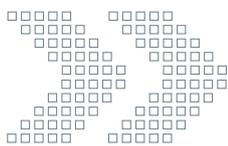| Experience ☐	Exposure ☐	Education ☐
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Name: _____

Role: _____

AE5/IET/ITE1/SIE(E)1

	Requires development	Competent	Highly competent	Priority rating

PROMOTING A SECURITY CULTURE

▶ Applies relevant security measures to allow quick and confident responses that maintain security standards in response to formal questions from people from outside ASIO	☐	☐	☐	___
▶ Provides support to colleagues in meeting security responsibilities	☐	☐	☐	___
▶ Maintains personal security responsibility when faced with situations that may potentially compromise security	☐	☐	☐	___
▶ Seeks security advice to address emerging security issues	☐	☐	☐	___
▶ Applies risk management assessments both personally and professionally to identify appropriate level of trust for those engaged with ASIO	☐	☐	☐	___
▶ Identifies any risks or vulnerabilities that may impact on the ability to retain security protocols, and reports them to Internal Security Branch	☐	☐	☐	___
▶ Demonstrates willingness to respond quickly and effectively to operational requirements by being flexible and adaptable while maintaining security awareness	☐	☐	☐	___

STRATEGIC THINKING

▶ Maintains an awareness of the work environment and identifies the broader influences that may present challenges to the achievement of outcomes	☐	☐	☐	___
▶ Identifies the relationship between ASIO priorities and operational tasks	☐	☐	☐	___
▶ Considers ASIO's strategic agenda when making decisions	☐	☐	☐	___
▶ Questions existing processes, identifies problems and suggests potential improvements	☐	☐	☐	___
▶ Formulates well-considered solutions drawn from up-to-date industry knowledge applied to work context	☐	☐	☐	___
▶ Identifies opportunities for sharing knowledge, keeps self and others well informed on issues	☐	☐	☐	___

ACHIEVING RESULTS

▶ Constructs project plans with clear and appropriate milestones and time frames	☐	☐	☐	___
▶ Monitors projects and task progress, identifying opportunities for improvement	☐	☐	☐	___
▶ Meets operational and Organisational deadlines and maintains a focus on quality, negotiating responsibly for work outcomes	☐	☐	☐	___
▶ Identifies contingencies while responding to changing situations and encourages cooperation in coping with change	☐	☐	☐	___
▶ Understands, manages and responds efficiently and effectively to identified priorities	☐	☐	☐	___
▶ Regularly seeks feedback from clients to gauge satisfaction with work outcomes	☐	☐	☐	___
▶ Values specialist expertise and capitalises on the knowledge and skills of others	☐	☐	☐	___

AE5/IET/ITE1/SIE(E)1 (CONTINUED)

		Requires	Competent	Highly competent	Priority rating
PRODUCTIVE WORKING RELATIONSHIPS	▶ Operates as an effective team member; provides guidance, offers full support when required, assists new staff in adapting to the ASIO environment	☐	☐	☐	
	▶ Shares knowledge with other areas of ASIO and the national security community	☐	☐	☐	
	▶ Develops good rapport with other agencies through regular and effective communication	☐	☐	☐	
	▶ Consults with and shares information with others and explores diverse views to meet objectives	☐	☐	☐	
	▶ Identifies learning opportunities for others and delegates tasks effectively, provides constructive feedback and recognises and notes underperformance where appropriate	☐	☐	☐	
	▶ Manages client expectations by clarifying expectations, deadlines and changing requirements, while keeping clients informed of progress	☐	☐	☐	
PERSONAL DRIVE AND INTEGRITY	▶ Operates and presents professionally when representing ASIO	☐	☐	☐	
	▶ Takes personal responsibility for producing accurate, timely and high-quality work	☐	☐	☐	
	▶ Provides impartial and forthright advice and justifies own position when challenged	☐	☐	☐	
	▶ Recognises obstacles to getting the job done and discusses a way forward	☐	☐	☐	
	▶ Looks for opportunities to extend knowledge, skills and experience	☐	☐	☐	
	▶ Perseveres, remains positive and maintains composure under pressure	☐	☐	☐	
	▶ Is motivated to continually learn and improve	☐	☐	☐	
COMMUNICATING WITH INFLUENCE	▶ Focuses on articulate and clear communication of the key points	☐	☐	☐	
	▶ Tailors communication style and language to the requirements of the audience and their level of knowledge, skill or experience	☐	☐	☐	
	▶ Considers different points and views; factors into own thinking and argument formation and discusses issues credibly and thoughtfully	☐	☐	☐	
	▶ Selects the appropriate method for communicating information effectively and does not allow misunderstandings to linger	☐	☐	☐	
	▶ Approaches negotiations with a clear understanding of key issues and desired outcomes	☐	☐	☐	

+1 JOB SPECIFIC EXPERTISE

▶ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**
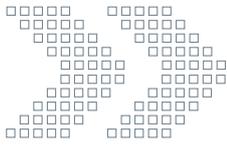
Experience ☐	Exposure ☐	Education ☐
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Name: _____

Role: _____

AE6/IE/ITE2/SIE(E)2

	Requires development	Competent	Highly competent	Priority rating
PROMOTING A SECURITY CULTURE				
▸ Understands the impact of professional responsibilities on personal life and compensates appropriately	☐	☐	☐	
▸ Works to help others overcome any impediments to successfully working in a secure ASIO environment	☐	☐	☐	
▸ While applying security protocols, shares information critical to making an informed Organisational decision	☐	☐	☐	
▸ Responds quickly and applies reasonable judgement in unexpected situations	☐	☐	☐	
▸ Demonstrates sound security judgement in the absence of line management or immediate direction	☐	☐	☐	
STRATEGIC THINKING				
▸ Understands, promotes and supports ASIO's strategic agenda and sets an appropriate supporting direction for the team	☐	☐	☐	
▸ Thinks laterally and integrates considerations from across the Organisation and the national security community when reaching decisions and making recommendations	☐	☐	☐	
▸ Questions what is in place, explores new ideas and different viewpoints and proposes improvements	☐	☐	☐	
▸ Investigates and analyses a range of ideas and their application to ASIO	☐	☐	☐	
▸ Takes every opportunity to provide input into the strategic direction of the team or organisation as a whole	☐	☐	☐	
▸ Scans the Organisational environment and monitors ASIO's priorities; keeps team members updated on direction	☐	☐	☐	
ACHIEVING RESULTS				
▸ Identifies and uses resources wisely, reviewing project performance, adjusting plans as required, applying team capabilities and negotiating responsibility for work outcomes	☐	☐	☐	
▸ Plans for and analyses operational requirements to meet objectives, using all available resources; converts information into actions and outcomes	☐	☐	☐	
▸ Ensures all relevant information or viewpoints are considered when making decisions or providing recommendations; negotiates to achieve consensus on the best course of action	☐	☐	☐	
▸ Investigates alternatives through research and contact with external agencies	☐	☐	☐	
▸ Contributes own expertise and also consults internal subject matter specialists. Utilises best-practice knowledge and skills to improve team outcomes	☐	☐	☐	
▸ Shares information with others and assists them to adapt to change	☐	☐	☐	

ASIO Capability Framework

AE6/IE/ITE2/SIE(E)2 (CONTINUED)

		Requires	Competent	Highly competent	Priority rating
PRODUCTIVE WORKING RELATIONSHIPS	▶ Appreciates and values diversity and acknowledges the work of others	☐	☐	☐	
	▶ Supports new starters through proactive mentoring	☐	☐	☐	
	▶ Develops and maintains relationships with stakeholders and represents ASIO effectively both internally and externally	☐	☐	☐	
	▶ Anticipates and is responsive to client and stakeholder needs and expectations	☐	☐	☐	
	▶ Effectively delegates tasks, balancing team workload and agreeing on clear performance standards; identifies workload issues in the team or elsewhere and offers assistance or makes adjustments	☐	☐	☐	
	▶ Offers appropriate, helpful and accurate advice and comment; provides constructive and regular feedback	☐	☐	☐	
	▶ Deals with underperformance promptly	☐	☐	☐	
PERSONAL DRIVE AND INTEGRITY	▶ Takes personal responsibility for work outcomes and decisions	☐	☐	☐	
	▶ Provides impartial and forthright advice and challenges issues constructively	☐	☐	☐	
	▶ Positively responds to changes required in way of working when Organisational change occurs	☐	☐	☐	
	▶ Demonstrates perseverence in difficult situations and works to achieve objectives	☐	☐	☐	
	▶ Recognises own limitations in understanding an issue and commits to learning more	☐	☐	☐	
	▶ Spends time to seek feedback and analyse own performance to identify strengths and opportunities for ongoing improvement	☐	☐	☐	
COMMUNICATING WITH INFLUENCE	▶ Focuses on getting information on the subject matter; educates themselves and others	☐	☐	☐	
	▶ Anticipates and identifies relevant stakeholder concerns and expectations and considers the implications	☐	☐	☐	
	▶ Follows up if there are unresolved issues or unanswered questions	☐	☐	☐	
	▶ Translates verbal information into written communication without losing meaning or nuance	☐	☐	☐	
	▶ Negotiates effectively, presenting a clear understanding of the desired outcomes and presents persuasive counter-arguments	☐	☐	☐	

+1 JOB SPECIFIC EXPERTISE

▶ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**
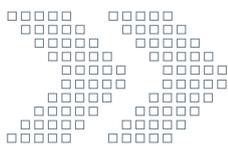
Experience ☐	Exposure ☐	Education ☐
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Name: _____

Role: _____

AEE1/SITEC/SIE(E)3

		Requires development	Competent	Highly competent	Priority rating
PROMOTING A SECURITY CULTURE	▶ Shows resilience and discretion when being questioned or challenged	☐	☐	☐	
	▶ Remains calm and focused in situations that may compromise security	☐	☐	☐	
	▶ Has a well-developed understanding and awareness of the environment in which ASIO operates	☐	☐	☐	
	▶ Educates others on applying security protocols in the sharing of information and on how they operate in practical terms	☐	☐	☐	
	▶ Ensures staff have adequate knowledge and training to work effectively in a security context	☐	☐	☐	
	▶ Promotes and monitors the requirements for a secure working environment	☐	☐	☐	
	▶ Identifies security vulnerabilities in people or processes and takes action to address them, including informing Internal Security Branch	☐	☐	☐	
	▶ Ensures team members are fully equipped to deal with the pressures and personal constraints of working in a security environment	☐	☐	☐	
	▶ Thinks quickly and manages the risks associated with creating security solutions 'on the go', including recording, mitigating and advising of outcomes	☐	☐	☐	
	▶ Makes appropriate, effective, strategic and independent security decisions that may have a significant effect on others	☐	☐	☐	
	▶ Operates comfortably in a changing security environment to make decisions that protect security and progress Organisational goals	☐	☐	☐	
STRATEGIC THINKING	▶ Supports, implements and promotes ASIO's vision, mission and strategic agenda	☐	☐	☐	
	▶ Sources information on best-practice approaches and considers their application in the ASIO context	☐	☐	☐	
	▶ Communicates with the team about the relationship between ASIO's strategic agenda and operational tasks	☐	☐	☐	
	▶ Identifies future trends or issues and engages with the Organisation and national security community to formulate appropriate responses	☐	☐	☐	
	▶ Challenges existing approaches and practice and makes strategic suggestions for improvement	☐	☐	☐	
	▶ Identifies critical information gaps; undertakes objective, systematic analysis: draws accurate conclusions based on evidence, recognising links between interconnected issues; weighs up options and considers innovative alternatives in identifying solutions	☐	☐	☐	
	▶ Experiments with new approaches where appropriate and fosters a culture of innovation within the team and the broader Organisation	☐	☐	☐	
ACHIEVING RESULTS	▶ Engages with and empowers staff to complete tasks; provides feedback on outcomes	☐	☐	☐	
	▶ Identifies and uses all resources available to ensure success and remains flexible and responsive to changes in requirements	☐	☐	☐	
	▶ Reviews project performance and focuses on identifying opportunities for continuous improvement; shares information with others and assists them to adapt	☐	☐	☐	
	▶ Commits to achieving quality outcomes and ensures that documentation and procedures are maintained and that lessons learned are recorded, communicated and acted on	☐	☐	☐	
	▶ Reviews and evaluates projects to ensure an understanding of the critical components of success	☐	☐	☐	
	▶ Contributes own expertise and capitalises on expert knowledge of others	☐	☐	☐	

ASIO Capability Framework

AEE1/SITEC/SIE(E)3 (CONTINUED)

	Requires development	Competent	Highly competent	Priority rating

PRODUCTIVE WORKING RELATIONSHIPS

- ▶ Motivates staff and effectively manages staff performance by agreeing on clear performance standards; gives timely praise and recognition and delivers constructive feedback in a manner that gains acceptance and achieves resolution ☐ ☐ ☐
- ▶ Recognises possible constraints other areas of ASIO may face, when asking for assistance ☐ ☐ ☐
- ▶ Identifies key stakeholders and builds strategic relationships with them ☐ ☐ ☐
- ▶ Clearly articulates ASIO's needs when negotiating with other agencies and proactively offers assistance for a mutually beneficial relationship ☐ ☐ ☐
- ▶ Recognises the different working styles of individuals; takes into account the pressures and viewpoints of staff, managers and stakeholders ☐ ☐ ☐
- ▶ Supports staff to ensure effectiveness by providing constructive feedback and effective coaching, identifying learning opportunities, delegating tasks to empower employees and engaging in effective conflict resolution ☐ ☐ ☐

PERSONAL DRIVE AND INTEGRITY

- ▶ Takes personal responsibility for own work, especially task understanding, time frames, deadlines, priorities and stakeholder needs ☐ ☐ ☐
- ▶ Gets on with the job, applies energy and drive and continues to move forward despite criticism or setbacks ☐ ☐ ☐
- ▶ Constructively challenges issues, discusses and recommends alternatives, engages with risk and shows personal courage ☐ ☐ ☐
- ▶ Takes personal responsibility for identifying own development needs and those of the team ☐ ☐ ☐
- ▶ Asks colleagues to provide feedback on own performance; responds positively and makes appropriate changes ☐ ☐ ☐
- ▶ Shares knowledge, experience and expertise with the team ☐ ☐ ☐

COMMUNICATING WITH INFLUENCE

- ▶ Structures messages clearly and succinctly ☐ ☐ ☐
- ▶ Communicates complex technical or specialist information in a way that can be understood by an audience unfamiliar with the subject matter ☐ ☐ ☐
- ▶ Recognises and responds to the primary interests of the audience ☐ ☐ ☐
- ▶ Considers different views and angles and gives them appropriate weight ☐ ☐ ☐
- ▶ Negotiates persuasively, demonstrating a clear understanding of required objectives and outcomes ☐ ☐ ☐
- ▶ Identifies the tools or mechanisms best suited to communicate with stakeholders ☐ ☐ ☐

+1 JOB SPECIFIC EXPERTISE

▶ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**

Experience ☐   Exposure ☐   Education ☐

Name: _____

Role: _____

AEE2/SITEB/SIE(E)4

	Requires development	Competent	Highly competent	Priority rating
PROMOTING A SECURITY CULTURE				
▸ Shows resilience and discretion when being questioned or challenged	☐	☐	☐	
▸ Remains calm and focused in situations that may compromise security	☐	☐	☐	
▸ Has a well-developed understanding and awareness of the environment in which ASIO operates	☐	☐	☐	
▸ Educates others on applying security protocols in the sharing of information and on how they operate in practical terms	☐	☐	☐	
▸ Ensures staff have adequate knowledge and training to work effectively in a security context	☐	☐	☐	
▸ Promotes and monitors the requirements for a secure working environment	☐	☐	☐	
▸ Identifies security vulnerabilities in people or processes and takes action to address them, including informing Internal Security Branch	☐	☐	☐	
▸ Ensures team members are fully equipped to deal with the pressures and personal constraints of working in a security environment	☐	☐	☐	
▸ Thinks quickly and manages the risks associated with creating security solutions 'on the go', including recording, mitigating and advising of outcomes	☐	☐	☐	
▸ Makes appropriate, effective, strategic and independent security decisions that may have a significant effect on others	☐	☐	☐	
▸ Operates comfortably in a changing security environment to make decisions that protect security and progress Organisational goals	☐	☐	☐	
STRATEGIC THINKING				
▸ Translates how the work of the directorate contributes to the Organisation, national security community and government priorities	☐	☐	☐	
▸ Engages enthusiastically with the Organisation, national security community and academia on a range of strategic issues	☐	☐	☐	
▸ Promotes a culture of innovation across the Organisation and national security community	☐	☐	☐	
▸ Gathers and investigates information and strategies from other sources and looks for opportunities to apply in own team	☐	☐	☐	
▸ Anticipates and seeks to minimise risks, explores possibilities and creative alternatives	☐	☐	☐	
▸ Scans the horizon and stimulates discussion about the future	☐	☐	☐	
ACHIEVING RESULTS				
▸ Provides realistic assessment of task feasibility, establishes clear plans and time frames for project implementation; deals with uncertainty and delivers high-quality results	☐	☐	☐	
▸ Ensures the effective and efficient use of ASIO resources	☐	☐	☐	
▸ Commits to achieving quality directorate outcomes, ensures documentation and procedures are maintained, identifies critical success factors and instigates continuous improvement	☐	☐	☐	
▸ Challenges self and the team to achieve high-quality results aligned with ASIO's strategic agenda	☐	☐	☐	
▸ Identifies strategies for removing significant impediments to achieving results and sharing information	☐	☐	☐	
▸ Draws on the expertise of others, contributes own expertise to improve results and influence agency-wide strategic planning	☐	☐	☐	
▸ Acknowledges and provides appropriate recognition of staff achievements	☐	☐	☐	

ASIO Capability Framework

AEE2/SITEB/SIE(E)4 (CONTINUED)

	Requires development	Competent	Highly competent	Priority rating
PRODUCTIVE WORKING RELATIONSHIPS				
▶ Identifies, builds and sustains long-term internal and external relationships, promotes ASIO objectives, recognises shared agendas and works toward mutually beneficial outcomes	☐	☐	☐	
▶ Represents ASIO and negotiates to advance ASIO's interests in cross-agency, international and other forums	☐	☐	☐	
▶ Motivates staff and effectively manages directorate staff performance by agreeing on clear performance standards. Gives timely praise and recognition, delivers constructive feedback in a manner that gains acceptance and achieves resolution	☐	☐	☐	
▶ Fosters an atmosphere where people are comfortable asking questions or admitting mistakes, creating a collaborative working environment that encourages regular open dialogue and flow of ideas, and utilises effective conflict resolution strategies	☐	☐	☐	
▶ Empowers people to make decisions and manage risk appropriately	☐	☐	☐	
▶ Acknowledges the role others play in success	☐	☐	☐	
▶ Deals with underperformance promptly	☐	☐	☐	
PERSONAL DRIVE AND INTEGRITY				
▶ Ensures advice given is accurate, impartial and actionable	☐	☐	☐	
▶ Makes clear, timely decisions and takes responsibility for them	☐	☐	☐	
▶ Takes responsibility for outcomes; puts measures in place to ensure errors do not reoccur	☐	☐	☐	
▶ Perseveres and focuses on achieving objectives even in difficult circumstances; maintains momentum and sustains directorate effort despite criticism and setbacks	☐	☐	☐	
▶ Models ASIO's Values and Code of Conduct and ensures team is applying them in all work situations	☐	☐	☐	
▶ Critically analyses own performance and seeks feedback from others. Shows strong commitment to self-development and embraces challenging new opportunities	☐	☐	☐	
COMMUNICATING WITH INFLUENCE				
▶ Provides the rationale for a particular viewpoint and pre-empts counter-arguments	☐	☐	☐	
▶ Explains complex information by using language and examples that the audience will understand	☐	☐	☐	
▶ Anticipates reactions, challenges and the position of the other party and constructs convincing arguments based on evidence and sound judgement	☐	☐	☐	
▶ Encourages debate to ensure understanding of all issues and implications and identifies common ground to facilitate agreement and acceptance of mutually beneficial solutions	☐	☐	☐	

+1 JOB SPECIFIC EXPERTISE

▶ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**
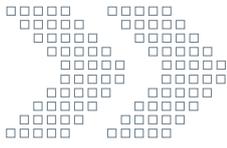
Experience ☐	Exposure ☐	Education ☐
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Name:

Role:

COORDINATOR/SITEA/SIE(E)5

		Requires development	Competent	Highly competent	Priority rating

PROMOTING A SECURITY CULTURE

- ▶ Shows resilience and discretion when being questioned or challenged
- ▶ Remains calm and focused in situations that may compromise security
- ▶ Has a well-developed understanding and awareness of the environment in which ASIO operates
- ▶ Educates others on applying security protocols in the sharing of information and on how they operate in practical terms
- ▶ Ensures staff have adequate knowledge and training to work effectively in a security context
- ▶ Promotes and monitors the requirements for a secure working environment
- ▶ Identifies security vulnerabilities in people or processes and takes action to address them, including informing Internal Security Branch
- ▶ Ensures team members are fully equipped to deal with the pressures and personal constraints of working in a security environment
- ▶ Thinks quickly and manages the risks associated with creating security solutions 'on the go', including recording, mitigating and advising of outcomes
- ▶ Makes appropriate, effective, strategic and independent security decisions that may have a significant effect on others
- ▶ Operates comfortably in a changing security environment to make decisions that protect security and progress Organisational goals

STRATEGIC THINKING

- ▶ Maintains a strong awareness of government drivers and the implications for ASIO, anticipates priorities and develops long-term work plans
- ▶ Engages in constructive debate on Organisational issues, undertakes objective analysis, draws accurate conclusions, anticipates and seeks to minimise risks, explores possibilities and creative alternatives, demonstrates and contributes strong subject matter expertise
- ▶ Constructively challenges Organisational norms and presents alternatives that accord with the desired culture
- ▶ Focuses strategically, looks beyond the Organisation's current context and demonstrates over-the-horizon thinking

ACHIEVING RESULTS

- ▶ Driven to achieve outcomes; evaluates ongoing project performance, instigates continuous improvement, makes the connection with strategy
- ▶ Ensures all team members clearly understand their role, its connection with the broader outcomes, and what is expected
- ▶ Monitors progress and identifies risk that may impact on outcomes, adjust plans accordingly and checks with clients and stakeholders to evaluate results
- ▶ Responds in a positive and flexible manner to change and uncertainty and is responsible for implementing the change
- ▶ Develops high-level plans and strategies that clearly define required outcomes
- ▶ Contributes subject matter expertise to the branch direction and is focused on imparting knowledge to others

COORDINATOR/SITEA/SIE(E)5 (CONTINUED)

		Requires development	Competent	Highly competent	Priority rating
PRODUCTIVE WORKING RELATIONSHIPS	▶ Asks for, considers and reflects on the views and opinions of others	☐	☐	☐	
	▶ Builds and maintains strong internal and external networks and harnesses their skills and knowledge for use across ASIO	☐	☐	☐	
	▶ Contributes and adds value to other work units or organisations by sharing knowledge and presenting options	☐	☐	☐	
	▶ Recognises opportunities for enhanced networks when engaging with new or prospective partner organisations	☐	☐	☐	
	▶ Finds opportunities to share information and ensure that others are kept informed of issues	☐	☐	☐	
PERSONAL DRIVE AND INTEGRITY	▶ Sets high professional standards for others to emulate	☐	☐	☐	
	▶ Challenges important issues constructively	☐	☐	☐	
	▶ Reflects and acts on opportunities for the team to grow and develop	☐	☐	☐	
	▶ Maintains momentum and sustains effort despite criticism or setbacks	☐	☐	☐	
	▶ Demonstrates high levels of self-awareness and a strong commitment to learning and self-development and embraces challenging new opportunities	☐	☐	☐	
COMMUNICATING WITH INFLUENCE	▶ Negotiates persuasively; approaches negotiations with a strong grasp of the key issues, having prepared well in advance, understands the desired objectives and associated strengths and weaknesses, anticipates the position of the other party and adapts approach accordingly. Encourages support of relevant stakeholders	☐	☐	☐	
	▶ Constructs and delivers strong arguments capable of influencing others' views and opinions	☐	☐	☐	
	▶ Uses a strong knowledge of ASIO's priorities and strategic agenda to craft compelling arguments for particular approaches	☐	☐	☐	
	▶ Joins the dots for others to ensure complete understanding by all involved	☐	☐	☐	

+1 JOB SPECIFIC EXPERTISE

▶ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**
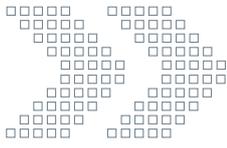
Experience ☐	Exposure ☐	Education ☐
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Name: _____

Role: _____

SESB1

		Requires development	Competent	Highly competent	Priority rating
PROMOTING A SECURITY CULTURE	▸ Recognises the gravity of some recommended security solutions and makes decisions armed with all the available information	☐	☐	☐	
	▸ Supports others to operate effectively in an environment where Organisational judgements may be publicly noted and/or criticised	☐	☐	☐	
	▸ Quickly identifies security situations that require escalation beyond ASIO	☐	☐	☐	
STRATEGIC THINKING	▸ Articulates ASIO's strategic agenda and champions change implementation	☐	☐	☐	
	▸ Demonstrates corporate consideration of issues by taking a broader Organisational view of decisions; is open-minded and values ideas from all parts of the Organisation	☐	☐	☐	
	▸ Builds and embeds a contemporary understanding of the Australian community and factors it into decision-making	☐	☐	☐	
	▸ Advocates with influence and takes responsibility for decisions	☐	☐	☐	
	▸ Anticipates the shifting environment and responds to meet new challenges and mitigate risk	☐	☐	☐	
	▸ Leads the agenda in information sharing across the national security community	☐	☐	☐	
	▸ Pursues a strategic Organisational alignment with government direction and an understanding of international implications and factors that may impact on ASIO	☐	☐	☐	
	▸ Synthesises complex information and discerns the key implications for ASIO in the context of government agendas and priorities	☐	☐	☐	
ACHIEVING RESULTS	▸ Drives an Organisational approach to improving access to information and knowledge across the national security community	☐	☐	☐	
	▸ Deploys resources judiciously to ensure optimum results	☐	☐	☐	
	▸ Builds effective teams with the range of capabilities and skills needed to get the best results	☐	☐	☐	
	▸ Establishes systems and processes to effectively monitor ASIO's performance	☐	☐	☐	
	▸ Identifies and addresses significant risks to the achievement of Organisational outcomes	☐	☐	☐	
	▸ Reports achievements to key stakeholders; seeks feedback and engages them in developing improvements	☐	☐	☐	
PRODUCTIVE WORKING RELATIONSHIPS	▸ Initiates and builds relationships with key players in government, the private sector, our international partners and other agencies for the benefit of the national security community	☐	☐	☐	
	▸ Proactively seeks out key stakeholders and ensures regular dialogue with them; is an influential partner	☐	☐	☐	
	▸ Provides regular, targeted feedback to the branch or division	☐	☐	☐	
	▸ Keeps SES colleagues informed and engaged	☐	☐	☐	
	▸ Is aware when teams or individuals are operating under pressure and makes time to motivate and provide support	☐	☐	☐	
	▸ Takes the broader Organisational view when making decisions and eliminates silo thinking	☐	☐	☐	
	▸ Empowers people and fosters a culture of risk management	☐	☐	☐	

ASIO Capability Framework

SESB1 (CONTINUED)

		Requires development	Competent	Highly competent	Priority rating
PERSONAL DRIVE AND INTEGRITY	▸ Models and promotes ASIO's Values and Code of Conduct and addresses behaviour that is inconsistent with these standards	☐	☐	☐	
	▸ Acts with moral courage to make difficult Organisational decisions	☐	☐	☐	
	▸ Acts decisively when making Organisational changes	☐	☐	☐	
	▸ Is forthright and confident when providing advice	☐	☐	☐	
	▸ Supports other Organisational leaders and presents a united voice internally and externally	☐	☐	☐	
	▸ Seeks feedback on performance from subordinates, managers and clients	☐	☐	☐	
COMMUNICATING WITH INFLUENCE	▸ Communicates with staff regularly on ASIO's strategic objectives	☐	☐	☐	
	▸ Focuses on delivering Organisational messages externally to help shape policy and exert strategic influence	☐	☐	☐	
	▸ Drives negotiation based on ASIO's strategic agenda	☐	☐	☐	
	▸ Outlines the implications of new information or approaches and determines the implications for others when calling for any approach	☐	☐	☐	
	▸ Acknowledges risks and possible disadvantages from alternative courses of action	☐	☐	☐	
	▸ Fosters shared stewardship of ASIO's outcomes	☐	☐	☐	

+1 JOB SPECIFIC EXPERTISE

▸ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**

Experience ☐	Exposure ☐	Education ☐
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Name: _____

Role: _____

SESB2

		Requires development	Competent	Highly competent	Priority rating
PROMOTING A SECURITY CULTURE	Recognises the gravity of some recommended security solutions and makes decisions armed with all the available information	☐	☐	☐	
	Supports others to operate effectively in an environment where Organisational judgements may be publicly noted and/or criticised	☐	☐	☐	
	Quickly identifies security situations that require escalation beyond ASIO	☐	☐	☐	
STRATEGIC THINKING	Contributes to and champions ASIO's vision, goals and strategic agenda and promotes a shared commitment to the strategic direction	☐	☐	☐	
	Leads and drives change implementation, creating Organisational strategies aligned with government objectives and likely future requirements	☐	☐	☐	
	Enhances ASIO's role within Australian society and considers multiple perspectives when assessing the ramifications of key issues for ASIO and the national security community	☐	☐	☐	
	Provides strategic advice to government that reflects analysis of a broad range of issues and the whole-of-government agenda. Considers emerging trends, identifies long-term opportunities and aligns Organisational operations with strategic and national security priorities. Develops solutions with long-term viability for ASIO and the Australian society. Balances Organisational requirements with desired whole-of-government outcomes	☐	☐	☐	
ACHIEVING RESULTS	Drives and champions Organisational capability and responsiveness by focusing on activities that support Organisational sustainability. Nurtures talent and engages in succession planning, focuses on developing the ASIO workforce to improve productivity and performance. Promotes and facilitates information accessibility and sharing across the national security community and international partners	☐	☐	☐	
	Advocates a culture of achievement and accountability, focusing on quality and the delivery of results across the division for ASIO. Continually exploring initiatives to improve effectiveness by harnessing technology and implementing continuous improvement activities	☐	☐	☐	
	Identifies and addresses significant risks to the achievement of national security outcomes	☐	☐	☐	
	Seeks operational efficiency and streamlines and adapts processes. Engages in flexible resource management and looks beyond the Organisation's boundaries to achieve an optimum resourcing combination	☐	☐	☐	
	Drives the change agenda, defines high-level objectives and ensures translation into practical implementation strategies. Coordinates projects across multiple agencies	☐	☐	☐	
PRODUCTIVE WORKING RELATIONSHIPS	Enhances and leverages external relationships that provide a rich intelligence network	☐	☐	☐	
	Encourages stakeholders to work together and establishes cross-agency approaches to address issues. Shows a commitment to client service through own actions and those of the Organisation	☐	☐	☐	
	Overcomes organisational silos by facilitating cooperation between organisations	☐	☐	☐	
	Identifies and develops talent. Encourages and motivates people to engage in continuous learning and empowers them by delegating responsibility for work. Sets clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback and manages underperformance. Offers support in times of high pressure. Celebrates success and engages in activities to maintain morale	☐	☐	☐	

SESB2 (CONTINUED)

		Requires development	Competent	Highly competent	Priority rating

PERSONAL DRIVE AND INTEGRITY

▶ Exemplifies and promotes ASIO's Values and Code of Conduct and aligns business processes accordingly. Addresses breaches of protocol and probity. Operates professionally and within the boundaries of ASIO processes and legal, public and policy constraints. Represents ASIO effectively in public and internal and external forums and advocates ASIO's strategic agenda	☐	☐	☐	
▶ Provides impartial and forthright advice. Is prepared to make tough corporate decisions to achieve desired outcomes	☐	☐	☐	
▶ Has a high level of self-awareness and acknowledges areas of both strength and limitation	☐	☐	☐	
▶ Acts as a role model for leadership courage by consistently raising critical and difficult issues	☐	☐	☐	
▶ Accepts accountability for mistakes made in the Organisation and ensures corrective action is taken	☐	☐	☐	
▶ Retains focus on the end goal and overcomes significant barriers and obstacles. Rapidly recovers from setbacks. Uses self-insight to identify areas in which own capabilities complement other people's. Strives for continual learning	☐	☐	☐	

COMMUNICATING WITH INFLUENCE

▶ Persuasive negotiator for ASIO in relation to the mission, strategic agenda and strategic objectives	☐	☐	☐	
▶ Key advocate for ASIO, focusing on the way the message is promulgated throughout the Organisation	☐	☐	☐	
▶ Identifies key stakeholders, engages support for achieving desired objectives and ensures negotiations remain on track	☐	☐	☐	

+1 JOB SPECIFIC EXPERTISE

▶ **The professional, technical, specialist skills and knowledge required that are specific to the type of work being performed**

Experience ☐	Exposure ☐	Education ☐
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____