AUSTRALIAN
CRIMINAL
INTELLIGENCE
COMMISSION

# CAPABILITY FRAMEWORK

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Australian Criminal Intelligence Commission
**Capability Framework**

# MESSAGE FROM THE CEO

To effectively achieve our vision of 'An Australia hostile to criminal exploitation' we need to be able to attract, develop and retain the right workforce.

Our current and future enabling capabilities are the skills, knowledge and resources we have within our agency, and those we are investing in to support the achievement of our purpose and strategic objectives.

It is critical for the ACIC and the broader APS to be agile and responsive when managing its workforce, including how it deals with unforeseen events. This capability framework provides a strong foundation for us to be able to understand, build and maintain our key workforce capabilities now and into the future.

The ACIC Capability Framework aligns with the Australian Public Service's Integrated Leadership System (ILS) and Work Level Standards (WLS) and provides a linkage to underpin specialist and technical skills development at each classification level.

It also aims to provide staff, managers and the executive with tools to identify and plan development opportunities for all staff.

There are 6 broad core capability groups that represent the requirements for working effectively in the ACIC and the broader APS. Five of the core capability groups are consistent and transferable across the APS, with the sixth representing the specific professional expertise required to work within the context of the ACIC.

For each core capability group, behavioural statements provide guidance on how capabilities are demonstrated in the workplace. This ensures consistent interpretation across classification levels regardless of your job role.

The statements also provide an objective and accurate way to identify strengths and developmental opportunities, enabling staff and their managers to address any skill gaps and to plan for potential future roles. This provides a structured approach to career planning through a consistent basis for learning and development, and recruitment.

I am pleased to present the ACIC Capability Framework and encourage all staff to become familiar with it, using it to help inform them of the skills and capabilities required to ensure we all perform effectively in our role.

**Michael Phelan APM**
Chief Executive Officer
Australian Criminal Intelligence Commission

# INTRODUCTION

The ACIC Capability Framework defines the workforce capabilities required to operate in the ACIC as we build and maintain the skills we need for the future. This framework underpins the requirements of all roles in the ACIC which is then complemented by specific skills and knowledge relevant to each discipline.

The capability framework is reinforced by our desired cultural traits and consists of 2 elements:

1. Core capabilities comprising agency-wide skills and knowledge
2. Technical capabilities comprising job-specific skills and knowledge

## CULTURAL TRAITS

Our agency promotes a positive, respectful culture that fosters collaboration and innovation. We value workplace diversity, and achieve unity through collaboration and inclusiveness.

## CORE CAPABILITIES

These are the core skills and attributes required of all staff to operate as an effective member of the ACIC.

## TECHNICAL CAPABILITIES

These are the specific technical, professional and/or tradecraft skills and subject matter knowledge required to undertake a specific role. This relates to the specific work practices, contextual environment, legislation, policies, technology and/or tools.

For technical roles, the Skills Framework for the Information Age (SFIA) foundation is already established as the recognised framework for technical skills and knowledge.

# WHY DO WE HAVE A CAPABILITY FRAMEWORK?

The ACIC Capability Framework has been developed using the Australian Public Service (APS) Integrated Leadership System (ILS) and Work Level Standards (WLS) as a foundation.

There are 6 capability groups, each describing the unique capabilities required of our staff to work effectively in the ACIC. These groups each have:

- a capability description
- individual capabilities
- behavioural indicators that demonstrate the application of each capability.

This framework can be used to:

- support and guide our thinking in relation to workforce management and strategic workforce planning
- inform the capabilities required for recruitment, selection and promotion processes
- determine the requirements of positions for mobility
- lay the foundation for new staff as part of induction and orientation
- define the requirements of each classification as part of performance management and learning and development
- inform individual career planning.

# HOW TO USE THE CAPABILITY FRAMEWORK

The ACIC Capability Framework consists of 6 core capability groups which describe the requirements to work in the ACIC. Groups one to 5 are required of all employees regardless of their role. The sixth group broadly describes the expected technical and/or specialist requirements that directly link to job specific requirements and knowledge for all job roles.

All groups are of equal importance.

The ACIC Capability Framework provides:

▶ common descriptors and expectations across classification levels

▶ the basis to inform capability development and learning priorities

▶ a basis for technical and leadership development

▶ a consistent basis for job design and work value

▶ a consistent basis for capabilities to inform recruitment and promotion

▶ a tool to inform career planning

▶ a consistent basis for workforce mobility across ACIC

▶ a consistent basis to align with a broader Whole of Government approach.

## INTERPRETING THE REQUIRED WORKFORCE CAPABILITIES AND STANDARDS

The required capabilities and work level standards at each classification consider the range of requirements in a broad sense.

Staff can be required to possess these capabilities and work at these standards at any point, but some may or may not apply depending on the nature of the position and/or the specific work priorities at a point in time.

For example, EL1 staff are considered leaders both in the APS and ACIC. They are expected to be able to work at the EL1 work level standard and possess EL1 appropriate capabilities, but may only be required to demonstrate certain ones based on the specific nature of the position.

A technical specialist/operative/analyst for instance, whose sole focus is to undertake

technical work would not necessarily be required to demonstrate management capability at a specific point in time. They would however still be required to demonstrate appropriate leadership capabilities commensurate with an EL1 employee.

The specific requirements of positions and individuals are determined at a division and branch level through the development of the Individual Performance Plan in recognition of the specific nuances and contexts of individual positions. This approach acknowledges:

▶ the specific technical, professional or trade understanding and/or subject matter expertise required to undertake a specific role

▶ the specific work practices, legislation, policies, technology and/or tools.

## THE PRACTICAL USE OF THE CAPABILITY FRAMEWORK

The capability framework is a cumulative model, with behaviours identified at one level becoming the 'floor level' for the levels above. The capability descriptions within this framework are level-specific rather than job-specific. The position specific requirements are determined through the Individual Performance Plan process in recognition of the specific nuances of positions and the changing day to day requirements of work priorities.

This framework is useful for guiding capability development for those who:

▶ want to be more effective in their current role

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

▶ are transitioning to the next level or higher levels

▶ are aspiring to leadership positions.

This framework should be used as a resource to guide and read in conjunction with any 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 indicators acknowledge the wide-ranging nature of work across the ACIC and should be tailored to the individual functions and/or work area depending on the specific priorities, programs and/or conditions with which the job responsibilities and work role are to be performed.

# CAPABILITY ELEMENTS

The following diagram provides an overview of the various elements that create the environment for an individual to demonstrate the capabilities needed to perform effectively in their job.

**ENABLERS**
culture, structure, resources, leadership

**PROFESSIONAL EXPERTISE**
tradecraft, knowledge, experience

**CAPABILITY**
skills, attributes, abilities

**APPROACH**
values, beliefs, attitude, emotions, motivation

## CAPABILITY

Capabilities are the combination of the knowledge, skills, abilities and attributes of individual employees. These are usually used as the basis for recruitment and promotion decisions and reflect the work-related qualities an individual has to apply to a role. These are broader than specific knowledge sets and can be transferable from one role to another.

## PROFESSIONAL EXPERTISE

Professional expertise is the context in which capabilities are used. It is a combination of business area specific knowledge and experience, academic qualifications, and specialist knowledge e.g. intelligence, investigations, law, or information technology. This knowledge is often unique to a business area and is different to having the general capability to perform a particular function.

## ENABLERS

Enablers to do your job effectively include tools of trade such as physical resources but also include aspects of how things are done (custom and practice), work expectations, peer influences, structures and environmental factors. All of these can have a positive or negative affect on performance.

## APPROACH

Approach to a job is an individual thing based on factors such as life experiences, responsibilities, how we feel, our health and our relationships. While approach varies across time, performance becomes an issue when we make a choice to not work at an acceptable level for an ongoing period of time.

## WHAT DOES A CAPABILITY LOOK LIKE?

The following example shows the format in which the capabilities are presented:

| Operates strategically | This is the name of the Core Capability Group. |
| --- | --- |
| **Operates strategically** | These are the individual capabilities and the behaviours expected within each Core Capability Group. |
| ▶ understands and supports ACIC's strategic direction, vision and purpose | These are descriptors that will evolve in complexity and/or accountability as they step through each classification level. |

## STRUCTURE OF THE CAPABILITY FRAMEWORK

There are 6 workforce capability groups:

| Operates strategically | Delivers outcomes | Productive working relationships |
| --- | --- | --- |
| Understanding the purpose and priorities of the ACIC and how we all contribute to this; finding innovative ways to continue to deliver on our purpose. | Commitment and responsibility to deliver high-quality outcomes for the ACIC, its partners and its clients. | Cooperating and collaborating across the ACIC, with partners, clients and stakeholders to progress outcomes. |
| **Personal drive and integrity** | **Communicates effectively** | **Professional expertise** |
| Commitment to Australia's security; modelling of APS and ACIC Values and Code of Conduct; resilience and self-awareness; commitment to action; courage; and an ongoing commitment to personal development. | Providing accurate, timely and relevant advice and information tailored to the target audience; negotiating effectively and persuasively; and engaging in effective and appropriate communication with stakeholders. | Making sound decisions, developing and maintaining the professional, technical, specialist skills and knowledge required that are specific to the requirements of the role and type of work being performed. |

# PROFICIENCY LEVELS

Proficiency levels are descriptions of the different levels of expertise and experience within each Core Capability Group. They describe the level to which individuals can apply a particular capability in real-world situations. Each capability identifies 8 levels of proficiency based on the APS classification levels from APS1 to EL2. The proficiency levels are viewed from 2 perspectives: the requirements of the position and the proficiency of the individual.

## POSITION REQUIREMENTS

The capability requirements of the position will be aligned to the APS work level standards for each classification level.

## INDIVIDUAL PROFICIENCY

Individuals are expected to possess proficiency and demonstrate behaviours consistent with the classification level. It is the aim to match the proficiency of the individual with the capability requirements of their position and the classification level. For example, an EL1 Intelligence Analyst/Specialist is required to demonstrate capabilities and behaviours expected at an EL1 classification level including any job specific requirements.

## ADDRESSING CAPABILITY GAPS

The identification of capability gaps is undertaken between managers and employees as part of the development component of the performance management cycle. The determination of gaps and resulting capability development plans is an ongoing process and should be undertaken on a regular basis, not just at the time of formal reviews. Managers should use the capability and work level standards within this document as a guide in determining the generic requirements of each classification and then interpret these based on the specific requirements of the positions and/or work priorities of the area.

## JOB SPECIFIC REQUIREMENTS

Job specific requirements are measured differently and look at the depth and breadth of knowledge required of the position. For instance, irrespective of the classification of a position, an individual may be required to have advanced level proficiency in a particular capability but only has intermediate. In this instance, further development would occur to bring that individual up to an advanced level. Conversely, an individual may be an expert on a particular capability based on qualifications and experience but may be in a position that only requires advanced capability.

## INTERPRETING THE PROFICIENCY LEVELS

For the Core Capability Groups that apply to all ACIC staff, proficiency levels will align to each classification. For Job Specific Requirements, proficiency levels are not exclusive to a particular classification but rather are assessed as foundation, intermediate, advanced and expert irrespective of classification. For instance, an EL1 may need be an expert in a particular capability due to the nature of the role and an EL2 may only need to have intermediate proficiency in a particular capability as it is only one part of the role.

# OVERVIEW—CORE CAPABILITY GROUPS

| Operates strategically | Delivers outcomes | Productive working relationships | Personal drive and integrity | Communicates effectively | Professional expertise |
|---|---|---|---|---|---|
| **Operates strategically**<br>▶ understands and supports ACIC's strategic direction, vision and purpose<br>▶ understands the ACIC's objectives and how own work aligns and contributes to achieving these<br>▶ uses intelligence, good judgement and common sense for problem solving.<br><br>**Knows our partners and clients**<br>▶ understands the unique operating environments, challenges and priorities of partners and clients<br>▶ identifies the needs of individual clients<br>▶ anticipates and is responsive to internal and external client needs.<br><br>**Innovates**<br>▶ gathers and investigates information from a variety of sources<br>▶ explores new ideas and different viewpoints<br>▶ challenges issues constructively to improve solutions and agency performance<br>▶ shows courage to test new ideas, ways of working and approaches to improve agency performance<br>▶ shows initiative and innovation to achieve outcomes. | **Delivers outcomes**<br>▶ ensures closure on work and delivers on intended results<br>▶ manages projects through to completion, adjusting plans where necessary<br>▶ persists and focuses on achieving objectives even in difficult circumstances<br>▶ takes personal responsibility for meeting objectives and progressing work<br>▶ commits energy and drive to see that goals are achieved.<br><br>**Delivers for clients**<br>▶ commits to achieving quality outcomes that meet the general and unique requirements of clients<br>▶ ensures client satisfaction consistent with agreed outcomes and service standards. | **Collaborates**<br>▶ builds and sustains mutually beneficial relationships with internal and external partners, clients and stakeholders<br>▶ facilitates cooperation and partnerships<br>▶ consults and shares information, and ensures others are kept informed of issues<br>▶ works collaboratively and operates as an effective team member.<br><br>**Leads others**<br>▶ contributes, and encourages others to achieve team, branch, division and agency outcomes<br>▶ uses individual and team skills and talents to best advantage<br>▶ involves people, encourages them and recognises their contribution<br>▶ values specialist expertise and capitalises on the expert knowledge and skills of others. | **Is agile and responsive**<br>▶ uses resources and technology in an effective manner to deliver fit-for-purpose outcomes<br>▶ understands the need for change and adapts<br>▶ encourages others to adapt to change.<br><br>**Manages self**<br>▶ acknowledges and accepts that there will sometimes be uncertainty<br>▶ acknowledges and learns from mistakes and moves on from them quickly<br>▶ monitors own emotional reactions and responds to pressure in a controlled manner<br>▶ continues to move forward despite criticism or setbacks.<br><br>**Operates in our environment**<br>▶ understands and complies with ACIC and broader government policies<br>▶ understands and complies with information management, security and integrity policies. | **Communicates effectively**<br>▶ communicates clearly<br>▶ listens, understands and adapts to audience<br>▶ uses tools and technology to effectively communicate with others.<br><br>**Negotiates persuasively**<br>▶ negotiates persuasively and understands key issues<br>▶ influences others by presenting thoughtful, credible and persuasive views<br>▶ actively listens, considers the information and works to deliver mutually beneficial outcomes. | **Maintains expertise**<br>▶ builds and maintains relevant experience, skills and knowledge required for role<br>▶ uses professional expertise, experience and skills to achieve outcomes<br>▶ contributes own expertise to achieve outcomes for the business area.<br><br>**Solves problems**<br>▶ analyses information, identifies issues and draws accurate conclusions<br>▶ shows judgement, understanding and skill to resolve issues<br>▶ tailors solutions to the unique needs of partners and clients consistent with agreed outcomes and service standards.<br><br>**Embraces modern approaches**<br>▶ understands and uses available technology and systems to undertake tasks, create and edit information<br>▶ interprets, makes sense of and translates data and information into useable insights<br>▶ navigates various sources to find, analyse and synthesise data and information to inform business delivery and strategy. |

# APS1 CORE CAPABILITY OVERVIEW

An APS Level 1 employee would generally be required to work under close direction to undertake routine and basic tasks against clearly defined and established priorities and procedures. Employees at this level are responsible for the completion of allocated tasks within required timeframes and producing work that is subject to close monitoring and checking by more senior staff. APS1 employees may be required to undertake procedural, clerical, administrative support and operational tasks. Employees do not have supervisory or management responsibilities.

| Operates strategically | Delivers outcomes | Productive working relationships | Personal drive and integrity | Communicates effectively | Professional expertise |
|---|---|---|---|---|---|
| **Operates strategically**<br>▶ understands how tasks contribute to the achievement of team goals<br>▶ understands ACIC's direction, vision and purpose.<br>**Innovates**<br>▶ informs supervisor when work processes could be simplified and shares ideas about how this could be done. | **Delivers outcomes**<br>▶ completes tasks to relevant standards of quality<br>▶ manages own time effectively to achieve tasks<br>▶ works as directed to achieve outcomes<br>▶ completes basic and/or repetitive tasks<br>▶ raises issues with supervisor as soon as they arise<br>▶ seeks help or advice when needed.<br>**Delivers for clients**<br>▶ responds promptly to client enquiries and requests. | **Collaborates**<br>▶ engages with stakeholders as required<br>▶ works as a cooperative team member.<br>**Leads by example**<br>▶ provides help to other team members when asked<br>▶ builds relationships within the team. | **Is agile and responsive**<br>▶ remains adaptable and responds positively to change.<br>**Manages self**<br>▶ consults with supervisor to identify personal development goals<br>▶ takes advantage of development opportunities<br>▶ takes responsibility for own actions and seeks regular feedback.<br>**Operates in our environment**<br>▶ behaves honestly, ethically and professionally<br>▶ contributes to achieving quality outcomes and adheres to documented procedures<br>▶ demonstrates corporate citizenship behaviours, such as participating in workplace events and initiatives<br>▶ identifies and follows relevant rules, policies and procedures<br>▶ upholds the ACIC and APS Values and Code of Conduct. | **Communicates effectively**<br>▶ communicates messages clearly<br>▶ focuses on key points and uses appropriate language<br>▶ structures written and oral communication so it is easy to follow.<br>**Negotiates persuasively**<br>▶ listens to and considers different ideas<br>▶ discusses issues without becoming personal or aggressive. | **Maintains expertise**<br>▶ demonstrates a good understanding of the role and required processes<br>▶ maintains basic knowledge of and complies with relevant legislation, policies, standards and guidelines<br>▶ uses the right systems and processes.<br>**Solves problems**<br>▶ escalates non-routine issues appropriately<br>▶ seeks assistance to progress non-routine work<br>▶ gathers relevant information.<br>**Embraces modern approaches**<br>▶ uses appropriate methods and information to progress work. |

# APS2 CORE CAPABILITY OVERVIEW

An APS Level 2 employee would generally be required to undertake straightforward tasks and works under routine direction against established priorities and procedures while exercising some autonomy. Employees at this level are responsible for the completion of allocated tasks within required timeframes and producing work that is subject to close monitoring and checking by more senior staff. APS2 employees may be required to undertake procedural, clerical, administrative support and operational tasks and may provide initial coaching and support to new or less experienced colleagues.

| Operates strategically | Delivers outcomes | Productive working relationships | Personal drive and integrity | Communicates effectively | Professional expertise |
|---|---|---|---|---|---|
| **Operates strategically** | **Delivers outcomes** | **Collaborates** | **Is agile and responsive** | **Communicates effectively** | **Maintains expertise** |
| ▶ understands how tasks contribute to the achievement of team goals | ▶ completes tasks to relevant standards of quality | ▶ engages with stakeholders as required | ▶ remains adaptable and responds positively to change. | ▶ communicates messages clearly and concisely | ▶ demonstrates a good understanding of the role and required processes |
| ▶ seeks to understand the reasons for decisions | ▶ manages own time effectively to achieve tasks | ▶ works as a cooperative team member and acknowledges the work and effort of others. | **Manages self** | ▶ focuses on key points and uses appropriate language | ▶ maintains basic knowledge of and complies with relevant legislation, policies, standards and guidelines |
| ▶ understands ACIC's direction, vision and purpose. | ▶ works as directed to achieve outcomes | **Leads by example** | ▶ consults with supervisor to identify personal development goals | ▶ structures written and oral communication so it is easy to follow. | ▶ uses the right systems and processes. |
| **Innovates** | ▶ completes basic and/or repetitive tasks | ▶ provides help to other team members when asked | ▶ takes advantage of development opportunities | **Negotiates persuasively** | **Solves problems** |
| ▶ considers different perspectives and ideas | ▶ raises issues with supervisor as soon as they arise | ▶ builds relationships within the team. | ▶ takes responsibility for own actions and seeks regular feedback. | ▶ listens to and considers different ideas. | ▶ escalates non-routine issues appropriately |
| ▶ informs supervisor when work processes could be simplified and shares ideas about how this could be done. | ▶ reviews own performance and takes initiative to improve | | **Operates in our environment** | ▶ discusses issues without becoming personal or aggressive. | ▶ seeks assistance to progress non-routine work |
| | ▶ seeks help or advice when needed. | | ▶ behaves honestly, ethically and professionally | | ▶ gathers relevant information. |
| | **Delivers for clients** | | ▶ contributes to achieving quality outcomes and adheres to documented procedures. | | **Embraces modern approaches** |
| | ▶ responds promptly to client enquiries and requests. | | ▶ demonstrates corporate citizenship behaviours, such as participating in workplace events and initiatives | | ▶ uses appropriate methods and information to progress work. |
| | | | ▶ identifies and follows relevant rules, policies and procedures | | |
| | | | ▶ upholds the ACIC and APS Values and Code of Conduct. | | |

# APS3 CORE CAPABILITY OVERVIEW

An APS Level 3 employee would generally be required to undertake straightforward tasks although some tasks may have an element of complexity. They work under general direction against established priorities and procedures while exercising some autonomy about how work tasks are performed. Employees at this level are responsible for setting priorities and managing work flow for their role and producing work that is subject to routine monitoring by more senior staff. APS3 employees undertake specialist, procedural, clerical, administrative support or operational tasks including some basic research and analysis activities. Employees may have a public contact role. Work may involve some limited supervision and support of employees at lower levels, as well as on-the-job training of members of a small work team.

| Operates strategically | Delivers outcomes | Productive working relationships | Personal drive and integrity | Communicates effectively | Professional expertise |
|---|---|---|---|---|---|
| **Operates strategically** <br> ▶ recognises how tasks contribute to the achievement of team goals <br> ▶ seeks to understand the reasons for decisions <br> ▶ understands ACIC's direction, vision and purpose. <br><br> **Innovates** <br> ▶ considers different perspectives and ideas <br> ▶ informs supervisor when work processes could be simplified and shares ideas about how this could be done <br> ▶ seeks out information and asks questions to fill gaps in knowledge. | **Delivers outcomes** <br> ▶ completes tasks to relevant standards of quality <br> ▶ keeps colleagues and supervisor involved and informed of work progress <br> ▶ manages own time effectively to achieve tasks <br> ▶ monitors progress of work tasks and consults with supervisor to agree on priorities and achievable timelines <br> ▶ raises issues with supervisor as soon as they arise <br> ▶ reviews own performance and takes initiative to improve <br> ▶ seeks help or advice when needed <br> ▶ works as directed to achieve outcomes, even in challenging circumstances <br> ▶ works independently on routine tasks and accepts more challenging tasks. <br><br> **Delivers for clients** <br> ▶ responds promptly to client enquiries and requests. | **Collaborates** <br> ▶ shares relevant facts, knowledge and experience with others <br> ▶ works as a cooperative team member and acknowledges the work and effort of others. <br><br> **Leads by example** <br> ▶ provides help to other team members when asked <br> ▶ manages relationships <br> ▶ builds relationships within the team. | **Is agile and responsive** <br> ▶ remains adaptable and responds positively to change. <br><br> **Manages self** <br> ▶ consults with supervisor to identify personal development goals <br> ▶ takes advantage of development opportunities <br> ▶ takes responsibility for own actions and seeks regular feedback. <br><br> **Operates in our environment** <br> ▶ behaves honestly, ethically and professionally <br> ▶ contributes to achieving quality outcomes and adheres to documented procedures <br> ▶ demonstrates corporate citizenship behaviours, such as participating in workplace events and initiatives <br> ▶ identifies and follows relevant rules, policies and procedures <br> ▶ upholds the ACIC and APS Values and Code of Conduct. | **Communicates effectively** <br> ▶ listens carefully to others and is respectful and polite <br> ▶ prepares written work that is accurate and easy to read <br> ▶ shows awareness of nonverbal communication style and its impact <br> ▶ speaks clearly, using language that suits the audience. <br><br> **Negotiates persuasively** <br> ▶ discusses issues thoughtfully and uses facts to support claims. | **Maintains expertise** <br> ▶ can recognise good quality evidence <br> ▶ demonstrates a basic understanding of technical field of knowledge <br> ▶ maintains basic knowledge of and complies with relevant legislation, policies, standards and guidelines <br> ▶ uses the right systems and processes. <br><br> **Solves problems** <br> ▶ demonstrates sound judgement and escalates issues appropriately <br> ▶ finds workable solutions to problems and seeks advice from supervisor on the best course of action <br> ▶ gathers relevant information. <br><br> **Embraces modern approaches** <br> ▶ uses appropriate analytical methods and accurately interprets data. |

# APS4 CORE CAPABILITY OVERVIEW

An APS Level 4 employee would generally be required to undertake tasks of moderate complexity and work under general direction. They are accountable for organising their workflow and making decisions within defined parameters relating to the area of responsibility. Employees at this level may exercise some discretion with respect to how legislation, procedures and guidelines are interpreted and applied. APS4 employees provide specialist and administrative support that is informed and directed by sound knowledge in specific areas and may undertake some research and analysis activities. Employees may have a public contact role and may be required to communicate with and provide advice to a range of external stakeholders. Work may involve supervision and leadership of a team with responsibility for coaching and training newer and less experienced members of a small work team.

| Operates strategically | Delivers outcomes | Productive working relationships | Personal drive and integrity | Communicates effectively | Professional expertise |
|---|---|---|---|---|---|
| **Operates strategically** | **Delivers outcomes** | **Collaborates** | **Is agile and responsive** | **Communicates effectively** | **Maintains expertise** |
| ▶ recognises how tasks contribute to the achievement of team goals | ▶ completes tasks to relevant standards of quality | ▶ shares relevant facts, knowledge and experience with others | ▶ remains adaptable and responds positively to change. | ▶ listens carefully to others and is respectful and polite | ▶ can recognise good quality evidence |
| ▶ seeks to understand the reasons for decisions | ▶ keeps colleagues and supervisor involved and informed of work progress | ▶ works as a cooperative team member and acknowledges the work and effort of others. | **Manages self** | ▶ prepares written work that is accurate and easy to read | ▶ demonstrates a basic understanding of technical field of knowledge |
| ▶ understands ACIC's direction, vision and purpose. | ▶ manages own time effectively to achieve tasks | **Leads by example** | ▶ consults with supervisor to identify personal development goals | ▶ shows awareness of nonverbal communication style and its impact | ▶ maintains basic knowledge of and complies with relevant legislation, policies, standards and guidelines |
| **Innovates** | ▶ monitors progress of work tasks and consults with supervisor to agree on priorities and achievable timelines | ▶ provides help to other team members when asked | ▶ takes advantage of development opportunities | ▶ speaks clearly, using language that suits the audience. | ▶ uses the right systems and processes. |
| ▶ considers different perspectives and ideas | ▶ raises issues with supervisor as soon as they arise | ▶ builds relationships within the team. | ▶ takes responsibility for own actions and seeks regular feedback. | **Negotiates persuasively** | **Solves problems** |
| ▶ informs supervisor when work processes could be simplified and shares ideas about how this could be done | ▶ reviews own performance and takes initiative to improve | **Manages relationships** | **Operates in our environment** | ▶ discusses issues thoughtfully and uses facts to support claims. | ▶ demonstrates sound judgement and escalates issues appropriately |
| ▶ seeks out information and asks questions to fill gaps in knowledge. | ▶ seeks help or advice when needed | ▶ builds internal/external relationships. | ▶ behaves honestly, ethically and professionally | | ▶ finds workable solutions to problems and seeks advice from supervisor on the best course of action |
| | ▶ works as directed to achieve outcomes, even in challenging circumstances | | ▶ contributes to achieving quality outcomes and adheres to documented procedures | | ▶ gathers relevant information. |
| | ▶ works independently on routine tasks and accepts more challenging tasks. | | ▶ demonstrates corporate citizenship behaviours, such as participating in workplace events and initiatives | | **Embraces modern approaches** |
| | **Delivers for clients** | | ▶ identifies and follows relevant rules, policies and procedures | | ▶ uses appropriate analytical methods and accurately interprets data. |
| | ▶ responds promptly to client enquiries and requests. | | ▶ upholds the ACIC and APS Values and Code of Conduct. | | |

# APS5 CORE CAPABILITY OVERVIEW

An APS Level 5 employee would generally be required to undertake work that is moderately complex to complex in nature and operate under limited direction. They are accountable for organising their workflow and making independent decisions relating to an area of responsibility. Employees at this level provide policy advice within an area of specialisation with advice based on policies and legislation. APS5 employees undertake specialist or technical research and analysis, conduct investigations, and undertake procedural, clerical, administrative support or operational tasks. Employees may have a considerable public contact role and may be required to communicate with and provide advice to a wide variety of customers and external stakeholders. Work may include supervision of lower level employees and responsibility for managing staff performance, allocating work and identifying opportunities for on-the-job training.

| Operates strategically | Delivers outcomes | Productive working relationships | Personal drive and integrity | Communicates effectively | Professional expertise |
|---|---|---|---|---|---|
| **Operates strategically** | **Delivers outcomes** | **Collaborates** | **Is agile and responsive** | **Communicates effectively** | **Maintains expertise** |
| ▶ is aware of broader influences and the impact they have on own and team's work and objectives | ▶ ensures that recommendations or ideas are practical and can be implemented | ▶ recognises different working preferences and takes this into account when working with others | ▶ responds in a positive way to uncertainty and encourages others to do the same | ▶ checks understanding of others' comments and resolves misunderstandings | ▶ assists others to locate relevant technical knowledge |
| ▶ understands and supports ACIC's strategic direction, vision and purpose | ▶ plans effectively for task completion and identifies the right priorities | ▶ shares information and keeps others informed and included | ▶ responds promptly to changes in requirements or priorities | ▶ clearly explains complex terms and concepts | ▶ provides objective advice and can explain own position when challenged |
| ▶ describe the relationship between own tasks and organisational goals | ▶ manages multiple tasks simultaneously | ▶ works collaboratively with other teams. | **Manages self** | ▶ confidently presents messages in a clear, concise and articulate manner, across a variety of situations | ▶ uses effective, current intelligence techniques and practices |
| ▶ understands the work environment and contributes to the development of work plans and goals. | ▶ manages own time effectively to accomplish tasks | **Leads by example** | ▶ acknowledges mistakes and seeks advice to improve | ▶ focuses on key points and uses appropriate, unambiguous language | ▶ uses relevant expertise and knowledge to effectively support a recommendation or position |
| **Innovates** | ▶ understands and adheres to quality standards when completing work and uses own initiative to fix errors in work | ▶ identifies problems and issues and involves relevant people to resolve them | ▶ contributes to resolving disagreements and recognises the need for compromise | ▶ identifies expectations and potential concerns in advance | ▶ uses, interprets and explains relevant standards, frameworks, policies, guidelines, and/or legislation. |
| ▶ judgements are informed by lateral, innovative thinking | ▶ works productively, even in difficult circumstances. | ▶ proactively shares knowledge and skills with less experienced team members | ▶ discusses personal development with supervisor and commits to learning | ▶ produces quality, well-written work that is fit for purpose | **Solves problems** |
| ▶ raises valid concerns and shows initiative to resolve them | **Delivers for clients** | ▶ takes responsibility for delivering quality outcomes in line with team goals. | ▶ shows understanding of emotions | ▶ shapes communication style and message to suit the audience. | ▶ identifies, interprets and applies relevant information and sound evidence when investigating an issue or topic |
| ▶ uses a systematic approach to gather information from different sources; and able to identify what is important and how it should be used. | ▶ responds quickly to changes in client needs and expectations. | **Manages relationships** | ▶ persists with, and focuses on achieving objectives even in challenging circumstances | **Negotiates persuasively** | ▶ makes evidence-based judgments and recommendations, escalating more complex issues appropriately. |
| | | ▶ builds and sustains good relationships with others | ▶ remains positive and responds to pressure in a calm way | ▶ is tactful and respectful and is able to influence with sound arguments. | **Embraces modern approaches** |
| | | ▶ makes time for people and offers support when required | ▶ seeks feedback to gauge satisfaction with quality. | | ▶ seeks, adapts or develops new methods to explore or analyse data or information. |
| | | ▶ provides constructive feedback and helps others to develop. | **Operates in our environment** | | |
| | | | ▶ participates in workplace events and initiatives | | |
| | | | ▶ upholds the ACIC and APS Values and Code of Conduct | | |
| | | | ▶ acts professionally, representing the ACIC with integrity | | |
| | | | ▶ commits to achieving quality outcomes and leads adherence to policies. | | |

# APS6 CORE CAPABILITY OVERVIEW

An APS Level 6 employee would generally be required to undertake work that is complex in nature, work under limited direction with the opportunity for reasonable autonomy and accountability. Employees at this level exercise both initiative and judgment in the interpretation of policy and in the application of practices and procedures. APS6 employees provide detailed technical, professional, and/or policy advice in relation to complex problems and may assist in strategic planning, program and project management and policy development. Employees may have a considerable level of public contact in relation to difficult or sensitive issues and may liaise with a range of stakeholders in a representational role. Work may involve management responsibilities requiring the setting of priorities and managing workflows.

| Operates strategically | Delivers outcomes | Productive working relationships | Personal drive and integrity | Communicates effectively | Professional expertise |
|---|---|---|---|---|---|
| **Operates strategically**<br>▶ considers the long-term, broader impact of issues and decisions on own work and work area<br>▶ initiates and develops well-considered team plans and strategies<br>▶ supports ACIC's strategic direction, vision and purpose, and understands how it relates to team goals<br>▶ understands and explains to others the reasons for decisions and recommendations.<br>**Innovates**<br>▶ creates opportunities to work with others outside the team<br>▶ gathers and critically analyses information from a range of diverse sources<br>▶ identifies causes and implications of problems and develops solutions. | **Delivers outcomes**<br>▶ is effective at prioritising tasks, time and resources<br>▶ sees projects and work tasks through to timely completion, generating a high-quality result<br>▶ ensures that recommendations or ideas are practical and can be implemented<br>▶ manages multiple tasks simultaneously.<br>**Delivers for clients**<br>▶ develops positive relationships that enhance the ACIC's reputation<br>▶ monitors the quality of own outputs and seeks feedback from clients to ensure satisfaction with outputs. | **Collaborates**<br>▶ keeps others fully informed and included<br>▶ shares information to ensure a mutually beneficial understanding<br>▶ works collaboratively with others.<br>**Leads by example**<br>▶ agrees clear performance standards, provides regular feedback and deals with performance issues promptly.<br>▶ delegates or shares responsibilities and tasks according to work requirements and skills<br>▶ mentors and develops others' communication skills and creates opportunities for contribution, discussion and debate<br>▶ seeks specialised expertise, knowledge and skills of others to inform end results<br>▶ supports a culture of cooperation and understanding in the team.<br>**Manages relationships**<br>▶ builds respectful relationships, is approachable and understanding of others' points of views<br>▶ develops positive relationships with others that build trust and mutual respect<br>▶ shows an astute understanding of stakeholder intentions, perceptions and behaviours. | **Is agile and responsive**<br>▶ responds in a positive way to uncertainty and encourages others to do the same<br>▶ responds promptly to changes in requirements or priorities.<br>**Manages self**<br>▶ acknowledges mistakes and seeks advice to improve<br>▶ contributes to resolving disagreements and recognises the need for compromise<br>▶ discusses personal development with supervisor and commits to learning<br>▶ shows understanding of emotions<br>▶ persists with achieving objectives in challenging circumstances<br>▶ remains positive and responds calmly to pressure<br>▶ seeks feedback from supervisor and clients to gauge satisfaction.<br>**Operates in our environment**<br>▶ commits to achieving quality outcomes and leads adherence to policies<br>▶ upholds the ACIC and APS Values and Code of Conduct<br>▶ acts professionally, representing the ACIC with integrity<br>▶ commits to achieving quality outcomes and leads adherence to record keeping principles and procedures. | **Communicates effectively**<br>▶ checks understanding of others' comments and resolves misunderstandings<br>▶ clearly explains complex terms and concepts<br>▶ confidently presents messages in a clear, concise and articulate manner, across a variety of situations<br>▶ focuses on key points and uses appropriate, unambiguous language<br>▶ identifies expectations and potential concerns in advance<br>▶ produces quality, well-written work that is fit for purpose<br>▶ shapes communication style and message to suit the audience.<br>**Negotiates persuasively**<br>▶ is tactful and respectful and is able to influence with sound arguments. | **Maintains expertise**<br>▶ mentors and assists others to locate relevant technical knowledge<br>▶ provides objective advice and can explain own position when challenged<br>▶ uses effective, current intelligence techniques and practices<br>▶ uses relevant expertise and knowledge to effectively support a recommendation or position<br>▶ uses, interprets and explains relevant standards, policies, guidelines, and/or legislation.<br>**Solves problems**<br>▶ identifies, interprets and applies relevant information and sound evidence when investigating an issue or topic<br>▶ makes evidence-based judgments and recommendations, escalating more complex issues appropriately.<br>**Embraces modern approaches**<br>▶ seeks, adapts or develops new methods to explore or analyse data or information. |

# EL1 CORE CAPABILITY OVERVIEW

An Executive Level 1 employee would generally be required to undertake work that is very complex or sensitive and operate under broad direction. They exercise a considerable degree of independence and may perform a leadership role. Employees at this level exercise sound decision making and judgement to produce high-level policy advice. EL1 employees engage in complex problem solving and issues management and may coordinate and undertake detailed or sensitive projects that impact on strategic, political or operational outcomes for the agency. Employees are also responsible for actively managing key stakeholder relationships within and outside the agency and may manage one or more work teams.

| Operates strategically | Delivers outcomes | Productive working relationships | Personal drive and integrity | Communicates effectively | Professional expertise |
|---|---|---|---|---|---|
| **Operates strategically** | **Delivers outcomes** | **Collaborates** | **Is agile and responsive** | **Communicates effectively** | **Maintains expertise** |
| ▶ anticipates risks and challenges, and explores innovative alternatives | ▶ applies energy and drive and moves forward despite setbacks | ▶ directs discussion and debate, identifies and de-escalates conflicts | ▶ helps others to respond to changing requirements | ▶ adapts communication style and message to the specific audience | ▶ applies expertise and leadership to the development and promotion of new standards, tools or products |
| ▶ builds work area capability based on a long-term view | ▶ ensures adherence within the work area to quality standards | ▶ keeps others fully informed by sharing information to ensure a mutually beneficial understanding | ▶ makes hard decisions, deals with consequences and addresses difficult issues. | ▶ builds a culture of respectful communication and interaction | ▶ develops others by sharing technical expertise |
| ▶ identifies and responds to broader factors, trends and issues | ▶ monitors project progress and adjusts plans to ensure successful completion, and is responsive to shifts in project requirements and expectations | ▶ maintains high levels of information exchange to ensure expectations and outcomes are well understood. | **Manages self** | ▶ communicates complex information in a way that can be understood by an audience unfamiliar with the subject matter | ▶ is an effective judge of high-quality written work |
| ▶ monitors the wider social and political context, using this to inform decisions | ▶ plans for and analyses operational requirements to meet objectives | **Leads by example** | ▶ acknowledges mistakes and seeks advice to improve | ▶ delivers on-going constructive and insightful feedback and gives timely recognition | ▶ maintains a high level of knowledge of relevant sources, standards, frameworks, policies, guidelines, legislation and best practice models |
| ▶ provides direction to others on the purpose and importance of their work and the relationship between tasks and ACIC goals | ▶ reviews project performance and identifies opportunities for improvement in planning and execution. | ▶ delegates tasks effectively | ▶ resolves disagreements and recognises the need for compromise | ▶ develops written and verbal communication skills in others by providing detailed and constructive feedback. | ▶ provides impartial and forthright advice |
| ▶ shapes objective, systematic analyses and draws accurate conclusions based on considered evidence | **Delivers for clients** | ▶ develops others' leadership abilities | ▶ discusses personal development with supervisor and commits to learning | **Negotiates persuasively** | ▶ provides technical guidance on complex problems, particularly where there is no clear or definitive course of action. |
| ▶ understands ACIC and government priorities and translates for others. | ▶ develops positive relationships that enhance the ACIC's reputation | ▶ drives a culture of achievement and success, mentors and acknowledges the work of others and creates opportunities for others to use their strengths | ▶ encourages others to show understanding of emotions | ▶ negotiates convincingly, based on a clear understanding of key issues and objectives | **Solves problems** |
| **Innovates** | ▶ identifies common ground to facilitate mutually agreed solutions. | ▶ facilitates learning opportunities | ▶ persists with achieving objectives in challenging circumstances | ▶ understands the audience and chooses the most appropriate way to convey information. | ▶ critically assesses evidence and uses evidence appropriately |
| ▶ gathers and critically analyses information from a range of diverse sources | | ▶ incorporates different perspectives and accommodates different views | ▶ remains positive and responds calmly to pressure | | ▶ uses analysis and experience to make quick and accurate decisions on complex problems. |
| ▶ identifies causes and implications of problems and develops long-term sustainable solutions | | ▶ encourages initiative and innovation | ▶ honestly self-evaluates performance and benchmarks against feedback. | | **Embraces modern approaches** |
| ▶ looks for opportunities to apply new and workable strategies. | | ▶ offers support and acts promptly to address performance issues | **Operates in our environment** | | ▶ supports the design of technical solutions and co-ordinates their development and implementation |
| | | ▶ uses the knowledge and skills of others to achieve objectives. | ▶ establishes a culture of accountability and integrity | | ▶ develops new methods or tools to resolve novel or complex issues. |
| | | **Manages relationships** | ▶ leads the achievement of outcomes and oversees compliance with policies | | |
| | | ▶ checks on others' wellbeing and acts on issues | ▶ models and upholds the APS Values and Code of Conduct and the ACIC Values. | | |
| | | ▶ involves and encourages people, recognises contributions, and motivates others to do their best | | | |
| | | ▶ promotes participation | | | |
| | | ▶ supports colleagues to remain constructive during uncertain times. | | | |

# EL2 CORE CAPABILITY OVERVIEW

An Executive Level 2 employee would generally be required to undertake work with a high level of complexity or sensitivity and operate under broad direction. They exercise a significant degree of independence and perform an important leadership role. Employees at this level will be responsible for influencing and developing strategy, policies, priorities and operational practices in support of agency objectives based on high-level decision-making and judgement. EL2 employees provide a high level of advice to senior management and Ministers as well as coordinating and assuming responsibility for highly complex or sensitive projects or work programs that have strategic, political and/or operational significance. Employees are also responsible for initiating, establishing and maintaining strong relationships with key internal and external stakeholders and may lead a work team or teams.

| Operates strategically | Delivers outcomes | Productive working relationships | Personal drive and integrity | Communicates effectively | Professional expertise |
|---|---|---|---|---|---|
| **Operates strategically**<br>▶ considers a range of complex issues when developing long-term plans<br>▶ factors long-term implications of problems and solutions into decisions<br>▶ engages in critical analysis with a high level of insight<br>▶ is politically astute and demonstrates this in making judgments, recommendations and decisions.<br>**Innovates**<br>▶ encourages sharing and exploration of diverse views and ideas<br>▶ establishes and promotes a culture of innovation and improvement across the organisation<br>▶ evaluates projects and processes to drive improvement<br>▶ scans the horizon and stimulates discussion about the future. | **Delivers outcomes**<br>▶ delivers high-quality results for projects which may be high risk, high cost or high impact<br>▶ identifies critical success factors and builds effective approaches to ensure their achievement<br>▶ maintains momentum and sustains team effort despite criticism and setbacks<br>▶ supports others to deal with problems and setbacks in positive ways<br>▶ removes significant impediments to progress<br>▶ takes personal responsibility for meeting objectives and progressing work.<br>**Delivers for clients**<br>▶ identifies common ground to facilitate mutually agreed solutions<br>▶ takes responsibility for meeting client and partner needs to deliver on required outcomes for both the ACIC and clients. | **Collaborates**<br>▶ shares information and assists others to understand and adapt to new requirements or environments<br>▶ shows knowledge, experience and expertise.<br>**Leads by example**<br>▶ acknowledges the role others play in success<br>▶ creates highly motivated teams with complementary skills and ensures knowledge sharing<br>▶ draws on others' and own expertise to influence planning and outcomes<br>▶ encourages and motivates learning<br>▶ ensures team and colleagues understand the relationship between operational tasks and organisational goals<br>▶ fosters teamwork and rewards cooperation and collaboration, gives timely, effective praise and recognition<br>▶ knows own limits and when to seek help<br>▶ motivates others to contribute to the wider organisation<br>▶ addresses performance issues promptly and effectively.<br>**Manages relationships**<br>▶ creates an environment that supports employee wellbeing and acts on issues<br>▶ involves people, motivates others to do their best, and recognises contributions<br>▶ promotes participation<br>▶ supports colleagues to remain constructive during uncertain times. | **Is agile and responsive**<br>▶ guides others to respond positively and flexibly to changing demands and objectives<br>▶ is willing to make hard decisions and deal with the consequences, and addresses difficult issues.<br>**Manages self**<br>▶ critically analyses own performance, accepts own mistakes and shows strong commitment to self-development<br>▶ examines own performance as a leader and strives to improve<br>▶ perseveres and focuses on achieving objectives even in difficult circumstances<br>▶ shows initiative, energy and drive.<br>**Operates in our environment**<br>▶ is an advocate for the highest standards of ethical and professional behaviour<br>▶ creates and maintains a culture of accountability and integrity<br>▶ models and upholds the APS Values and Code of Conduct and the ACIC Values. | **Communicates effectively**<br>▶ delivers constructive feedback and empowers people to make decisions<br>▶ explains complex information in plain English<br>▶ uses effective methods to resolve conflicts over sensitive matters.<br>**Negotiates persuasively**<br>▶ confidently presents convincing arguments and defends complex or sensitive recommendations in the face of opposition<br>▶ encourages debate to ensure a full understanding of all issues and perspectives<br>▶ engages the audience and responds skilfully to reactions and questions<br>▶ prepares thoroughly for and represents the ACIC in critical negotiations. | **Maintains expertise**<br>▶ applies significant expertise to the development or application of novel methods<br>▶ authoritatively represents the organisation to advance its interests and reputation<br>▶ coaches and mentors others to share technical expertise<br>▶ provides professional and technical advice on complex or ambiguous issues<br>▶ provides a clear rationale when presenting a case and pre-empts counterarguments<br>▶ stays informed using up-to-date technical expertise, research and best practice.<br>**Solves problems**<br>▶ anticipates and manages complex risks and escalates highly complex issues when necessary<br>▶ anticipates and mitigates risk<br>▶ is very decisive when the situation requires it.<br>**Embraces modern approaches**<br>▶ identifies and progresses the design of technical solutions and co-ordinates their development and implementation. |