

Guide to using the ANAO Core Capability Framework

The ANAO Core Capability Framework has been developed to describe the core skills, capacities, applied knowledge, personal characteristics and attributes that, in combination, underpin effective performance at each classification level in the ANAO. The Core Capability Framework accommodates the diversity of roles across the ANAO.

Descriptions of the capabilities should be regarded as **general in nature** and require a level of interpretation depending upon the broad job context and the specific requirements and responsibilities of a role. The Core Capability Framework is **not intended to be an exhaustive list** of capabilities for each classification level. Similarly, it is not expected that all of the examples of behaviour listed will apply to all roles at a classification level. The capabilities described are not intended to be cumulative. Rather, they are structured to **differentiate** between the capabilities needed at each classification level.

While the Core Capability Framework describes typical characteristics and skills for each classification level, roles classified at any one level may require some skills or capabilities that are drawn from higher or lower classification levels.

In keeping with the broader employment framework for the Australian Public Service (APS), it is expected that all APS employees display behaviours consistent with the APS Values and Employment Principles and the APS Code of Conduct. Employees are also expected to apply principles and practices relating to workplace diversity, a safe working environment and workplace participation.

The Core Capability Framework describes skills and characteristics against six broad capabilities, from the APS 3 to the EL 2 level. The capabilities are based on the Australian Public Service Commission Integrated Leadership System (ILS) categories and introduce a new *Technical Proficiency* capability. The Technical Proficiency capability describes the technical subject matter expertise of the auditing professions and related or enabling support service streams within the ANAO. Each of these six capabilities describe specific and observable behaviours and characteristics that contribute to effective performance at each classification level and demonstrate the capability in action.

ANAO Capability Framework APS3

| SUPPORTS STRATEGIC DIRECTION | ACHIEVES RESULTS | SUPPORTS PRODUCTIVE WORKING RELATIONSHIPS | DISPLAYS PERSONAL DRIVE AND INTEGRITY | COMMUNICATES WITH INFLUENCE | TECHNICAL PROFICIENCY |
|---|---|--|--|--|---|
| <p>Understands the ANAO's direction and purpose</p> <p>Recognises how tasks contribute to the achievement of team goals</p> <p>Informs supervisor when work processes could be simplified and shares ideas about how this could be done</p> <p>Seeks out information and asks questions to fill gaps in knowledge</p> <p>Demonstrates sound judgement and escalates issues appropriately</p> <p>Seeks to understand the reasons for decisions</p> <p>Finds workable solutions to problems and seeks advice from supervisor on the best course of action</p> | <p>Monitors progress of work tasks and consults with supervisor to agree on priorities and achievable timelines</p> <p>Works independently on routine tasks and accepts more challenging tasks</p> <p>Keeps colleagues and supervisor involved and informed of work progress</p> <p>Raises issues with supervisor as soon as they arise</p> <p>Completes tasks to relevant standards of quality</p> <p>Reviews own performance and takes initiative to improve</p> <p>Manages own time effectively to achieve tasks</p> | <p>Builds relationships within team</p> <p>Works as a cooperative team member and acknowledges the work and effort of others</p> <p>Responds promptly to others' enquiries and requests</p> <p>Provides help to other team members when asked</p> <p>Seeks help or advice when needed</p> <p>Shares relevant facts, knowledge and experience with others</p> | <p>Upholds the ANAO and APS Values and Code of Conduct</p> <p>Upholds the ANAO principles of integrity - independence, honesty, openness, accountability and courage</p> <p>Identifies and follows relevant rules, policies and procedures</p> <p>Takes responsibility for own actions and seeks regular feedback</p> <p>Consults with supervisor to identify personal development goals and takes advantage of development opportunities</p> <p>Works as directed to achieve outcomes, even in challenging circumstances</p> <p>Remains adaptable and responds positively to change</p> <p>Demonstrates corporate citizenship behaviours, such as participating in workplace events and initiatives</p> <p>Contributes to achieving quality outcomes and adheres to documentation procedures.</p> | <p>Prepares written work that is accurate and easy to read</p> <p>Speaks clearly, using language that suits the audience</p> <p>Listens carefully to others and is respectful and polite</p> <p>Shows awareness of non-verbal communication style and its impact</p> <p>Considers different perspectives and ideas</p> <p>Discusses issues thoughtfully and uses facts to support claims</p> | <p>Maintains basic knowledge of and complies with relevant legislation, policies, standards and guidelines</p> <p>Demonstrates a basic understanding of technical field of knowledge</p> <p>Uses the right systems and processes</p> <p>Can recognise good quality evidence</p> <p>Gathers relevant information</p> <p>Uses appropriate analytical methods and accurately interprets data</p> |

ANAO Capability Framework APS4

| SUPPORTS STRATEGIC DIRECTION | ACHIEVES RESULTS | SUPPORTS PRODUCTIVE WORKING RELATONSHIPS | DISPLAYS PERSONAL DRIVE AND INTEGRITY | COMMUNICATES WITH INFLUENCE | TECHNICAL PROFICIENCY |
|--|--|---|---|--|--|
| <p>Thinks laterally and understands how own work contributes to the achievement of team and organisational goals</p> <p>Contributes to team decisions and plans</p> <p>Thinks beyond immediate issues; Anticipates problems and sees their implications for own work and team</p> <p>Identifies solutions to improve processes</p> <p>Researches information, consulting multiple sources</p> <p>Makes evidence-based judgments and good decisions about priorities</p> <p>Interprets information logically and draws accurate conclusions</p> | <p>Manages own time effectively to accomplish tasks</p> <p>Monitors task performance and completion against expectations</p> <p>Knows when to seek advice</p> <p>Understands and adheres to quality standards in completion of work; Recognises and fixes errors on own initiative</p> <p>Identifies and resolves barriers to completion of own work</p> <p>Manages multiple tasks simultaneously</p> <p>Consults with supervisor to agree on priorities and monitors workload</p> <p>Responds positively to and accepts challenges, adapts to meet changing demands</p> | <p>Works as a responsive, supportive and co-operative colleague</p> <p>Develops and maintains good relationships with others, responding to their needs and expectations</p> <p>Helps others when asked; Offers guidance and support as appropriate</p> <p>Seeks input and keeps supervisor informed about work progress</p> <p>Shares good ideas</p> <p>Recognises different working styles and adjusts own style and actions to suit environment</p> <p>Works collaboratively to solve issues and problems</p> <p>Stays focused and constructive during periods of uncertainty or in challenging situations</p> | <p>Upholds the ANAO and APS Values and Code of Conduct</p> <p>Upholds the ANAO principles of integrity - independence, honesty, openness, accountability and courage</p> <p>Acts professionally and represents the work area in a way that upholds its reputation</p> <p>Acknowledges mistakes, understands and acts on constructive feedback and addresses performance issues promptly</p> <p>Consults with supervisor to identify development or career goals and looks for opportunities to learn and addresses shortfalls</p> <p>Works productively, even in difficult circumstances</p> <p>Remains positive and calm under pressure</p> <p>Commits to achieving quality outcomes and adheres to documentation procedures</p> | <p>Produces well-structured written work that is accurate and easy to follow</p> <p>Speaks clearly and confidently and uses language appropriate for the audience</p> <p>Listens to others and asks questions to ensure understanding of what they are saying</p> <p>Monitors own and others' non-verbal cues and adjusts as appropriate</p> <p>Considers and is open to different ideas, perspectives and issues</p> <p>Is tactful and respectful and is able to influence with sound arguments</p> <p>Identifies and resolves issues constructively through discussion</p> | <p>Uses and interprets relevant standards, frameworks, policies, guidelines, and/or legislation</p> <p>Demonstrates a sound understanding of technical field of knowledge</p> <p>Effectively analyses and interprets data or information to address questions</p> <p>Understands and applies appropriate audit processes and practices</p> <p>Adheres to reporting requirements and formats</p> <p>Recognises gaps in own technical knowledge and seeks specialised advice to address these</p> <p>When prompted, shares technical knowledge and skills with less experienced team members</p> |

ANAO Capability Framework APS5

| SUPPORTS STRATEGIC DIRECTION | ACHIEVES RESULTS | SUPPORTS PRODUCTIVE WORKING RELATONSHIPS | DISPLAYS PERSONAL DRIVE AND INTEGRITY | COMMUNICATES WITH INFLUENCE | TECHNICAL PROFICIENCY |
|---|---|--|---|--|---|
| <p>Understands and supports the ANAO's strategic direction; Can describe the relationship between own tasks and organisational goals</p> <p>Understands the work environment and contributes to the development of work plans and goals</p> <p>Is aware of broader influences and the impact they have on own and team's work and objectives</p> <p>Uses a systematic approach to gather information from different sources; Identifies what is important and how it should be used</p> <p>Identifies problems and issues and involves relevant people to resolve them</p> <p>Makes evidence-based judgments and recommendations, escalating more complex issues appropriately</p> <p>Judgements are informed by lateral, innovative thinking</p> | <p>Plans effectively for task completion and identifies the right priorities</p> <p>Takes responsibility for delivering quality outcomes in line with team goals</p> <p>Ensures that recommendations or ideas are practical and can be implemented</p> <p>Responds in a positive way to uncertainty and encourages others to do the same</p> <p>Seeks feedback from supervisor and clients to gauge satisfaction with quality</p> <p>Responds promptly to changes in requirements or priorities</p> | <p>Builds and sustains good relationships with others</p> <p>Responds quickly to changes in others' needs and expectations</p> <p>Recognises different working preferences and takes this into account when working with others</p> <p>Shares information and keeps others informed and included</p> <p>Proactively shares knowledge and skills with less experienced team members</p> <p>Works collaboratively with other teams</p> <p>Appreciates and explores diverse views</p> <p>Makes time for people and offers support when required</p> <p>Provides constructive feedback and helps others to develop</p> | <p>Upholds the ANAO and APS Values and Code of Conduct</p> <p>Upholds the ANAO principles of integrity - independence, honesty, openness, accountability and courage</p> <p>Raises valid concerns, shows initiative to resolve them, provides objective advice and can explain own position when challenged</p> <p>Acknowledges mistakes and seeks advice to improve</p> <p>Discusses personal development and career goals with supervisor and shows commitment to learning</p> <p>Persists with, and focuses on achieving objectives even in challenging circumstances</p> <p>Remains positive and responds to pressure in a calm way</p> <p>Commits to achieving quality outcomes and leads adherence to record keeping principles and procedures.</p> | <p>Produces quality, well-written work that is fit for purpose</p> <p>Confidently presents messages in a clear, concise and articulate manner, across a variety of situations</p> <p>Focuses on key points and uses appropriate, unambiguous language</p> <p>Shapes communication style and message to suit the audience</p> <p>Clearly explains complex terms and concepts</p> <p>Checks understanding of others' comments and resolves misunderstandings</p> <p>Identifies expectations and potential concerns in advance</p> <p>Encourages others to show understanding of emotions</p> <p>Contributes to resolving disagreements; Recognises the need for compromise</p> | <p>Uses, interprets and explains relevant standards, frameworks, policies, guidelines, and/or legislation</p> <p>Uses effective, current audit techniques and practices</p> <p>Identifies, interprets and applies relevant information and sound evidence when investigating an issue or topic</p> <p>Seeks, adapts or develops new methods to explore or analyse data or information</p> <p>Uses relevant expertise and knowledge to effectively support a recommendation or position</p> <p>Assists others to locate relevant technical knowledge</p> |

ANAO Capability Framework APS6

| SUPPORTS STRATEGIC DIRECTION | ACHIEVES RESULTS | SUPPORTS PRODUCTIVE WORKING RELATONSHIPS | DISPLAYS PERSONAL DRIVE AND INTEGRITY | COMMUNICATES WITH INFLUENCE | TECHNICAL PROFICIENCY |
|--|---|---|--|--|---|
| <p>Supports the ANAO's strategic direction and understands how it relates to team goals</p> <p>Understands and explains to others the reasons for decisions and recommendations</p> <p>Initiates and develops well considered team plans and strategies</p> <p>Considers the long-term, broader impact of issues and decisions on own work and work area</p> <p>Gathers and critically analyses information from a range of diverse sources</p> <p>Discriminates between options based on objective, evidence-based analysis</p> <p>Identifies causes and implications of problems; and develops solutions.</p> <p>Makes good judgments about levels of risk, escalating issues appropriately.</p> | <p>Sees projects and work tasks through to timely completion, generating a high quality result</p> <p>Is effective at prioritising tasks, time and resources</p> <p>Reviews project progression and is responsive to changes in requirements</p> <p>Delegates or shares responsibilities and tasks according to work requirements and skills</p> <p>Monitors the quality of own outputs; Seeks feedback from senior colleagues to ensure satisfaction with outputs</p> <p>Is self-disciplined and takes the initiative to solve new problems</p> <p>Seeks specialised expertise, knowledge and skills of others to inform end results</p> | <p>Develops positive relationships with others that build trust and mutual respect</p> <p>Supports a culture of co-operation and understanding in the team</p> <p>Shows an astute understanding of stakeholder intentions, perceptions and behaviours</p> <p>Creates opportunities to work with others outside the team</p> <p>Builds respectful relationships through being approachable and understanding of others' points of views</p> <p>Actively listens and identifies learning opportunities for others.</p> <p>Agrees clear performance standards, provides regular feedback and deals with performance issues promptly.</p> | <p>Upholds the ANAO and APS Values and Code of Conduct</p> <p>Upholds the ANAO principles of integrity - independence, honesty, openness, accountability and courage</p> <p>Develops and supports a team culture of integrity, setting an example for others</p> <p>Provides impartial advice and presents a strong and valid position in the face of opposition</p> <p>Acknowledges mistakes and learns from them, seeking advice to guide improvement</p> <p>Understands own strengths and development needs</p> <p>Remains positive during challenging times and helps others to do the same</p> <p>Facilitates compliance with record keeping principles and procedures.</p> | <p>Produces high quality, well-structured written work that is fit for purpose and requires minimal editorial corrections</p> <p>Speaks and presents confidently to an audience</p> <p>Ensures ideas are understood and complex information is communicated in plain English</p> <p>Listens carefully and creates opportunities for others to contribute</p> <p>Understands the audience and chooses the most appropriate way to convey information</p> <p>Develops others' communication skills in and creates opportunities for contribution, discussion and debate</p> <p>Enters discussions with a clear view of key issues, expectations, potential concerns and desired outcomes</p> | <p>Researches, maintains knowledge of, interprets and applies relevant legislation</p> <p>Provides advice and interpretation within technical or specialist area</p> <p>Applies comprehensive knowledge of the technical field to address complex matters and/or undertake thorough analyses</p> <p>Is discriminating when assessing the quality of evidence</p> <p>Uses current methods or tools to explore and resolve novel or complex issues</p> <p>Finds and shares new ways to analyse or present information</p> <p>Shares specialised knowledge and experience with others and assists others to develop technical skills and locate relevant information</p> |

ANAO Capability Framework EL1

| SHAPES STRATEGIC THINKING | ACHIEVES RESULTS | CULTIVATES PRODUCTIVE WORKING RELATIONSHIPS | EXEMPLIFIES PERSONAL DRIVE AND INTEGRITY | COMMUNICATES WITH INFLUENCE | TECHNICAL PROFICIENCY |
|---|---|--|---|--|--|
| <p>Provides direction to others about the purpose and importance of their work and the relationship between operational tasks and ANAO's goals</p> <p>Identifies and responds to broader factors, trends and issues that may impact on the work area</p> <p>Shapes objective, systematic analyses and draws accurate conclusions based on carefully considered evidence</p> <p>Makes quick and accurate decisions on complex problems based on analysis and experience</p> <p>Monitors the wider social and political context, using this to inform sound judgments</p> <p>Motivates others to show initiative and innovation</p> <p>Anticipates risks and challenges, and explores innovative alternatives</p> | <p>Monitors project progress and adjusts plans to ensure successful completion; Is responsive to shifts in project requirements and expectations</p> <p>Reviews project performance and identifies opportunities for improvement in planning and execution</p> <p>Drives a culture of achievement and success, mentors and acknowledges the work of others and creates opportunities for others to use their strengths</p> <p>Uses the expert knowledge and skills of others to achieve objectives</p> <p>Builds the capability of the work area based on a long term view</p> <p>Ensures adherence within the work area to quality standards</p> <p>Plans for and analyses operational requirements to meet objectives</p> <p>Helps others to respond effectively to changing requirements</p> | <p>Develops positive relationships that enhance the ANAO's reputation</p> <p>Incorporates different perspectives and accommodates different views</p> <p>Keeps others fully informed; Shares information to ensure a mutually beneficial understanding</p> <p>Involves people, encourages them, and recognises their contribution; Motivates others to do their best</p> <p>Promotes participation in corporate activities</p> <p>Delivers on-going constructive and insightful feedback; Gives timely recognition</p> <p>Facilitates learning and training opportunities for others</p> <p>Offers support and acts promptly to address and resolve performance issues</p> <p>Delegates tasks thoughtfully and effectively, ensuring that more junior staff receive sufficient direction, supervision and review to ensure audit quality</p> <p>Checks on others' wellbeing and acts on issues</p> | <p>Establishes and develops a culture of accountability and integrity</p> <p>Upholds the APS Values and Code of Conduct and the ANAO Values</p> <p>Upholds the ANAO principles of integrity - independence, honesty, openness, accountability and courage</p> <p>Provides impartial and forthright advice that is sought by others</p> <p>Is willing to make hard decisions & deal with the consequences; Addresses difficult issues</p> <p>Honestly self-evaluates performance; Benchmarks against feedback from supervisor and relevant others</p> <p>Applies energy and drive and moves forward despite setbacks</p> <p>Supports colleagues to remain focused and constructive during times of uncertainty and pressure</p> <p>Develops others' leadership abilities</p> <p>Leads the achievement of quality outcomes and oversees compliance with record keeping principles and procedures.</p> | <p>Is an effective judge of high quality written work</p> <p>Develops written and verbal communication skills in others by providing detailed and constructive feedback</p> <p>Communicates complex information in a way that can be understood by an audience unfamiliar with the subject matter</p> <p>Adapts communication style and message to the specific audience</p> <p>Maintains high levels of information exchange to ensure expectations and outcomes are clearly understood</p> <p>Builds a culture of respectful communication and interaction</p> <p>Steps in when order or clarity are lacking</p> <p>Negotiates convincingly, based on a clear understanding of key issues and objectives</p> <p>Directs discussion and debate; Identifies and de-escalates conflicts</p> | <p>Maintains a high level of knowledge of relevant sources, standards, frameworks, policies, guidelines, legislation and best practice models</p> <p>Provides technical guidance on complex problems to colleagues, particularly where there is no clear or definitive course of action</p> <p>Ensures that evidence quality is critically assessed and evidence is used appropriately</p> <p>Applies expertise and leadership to the development and promotion of new standards, tools or products</p> <p>Develops others by sharing specific technical expertise with the broader organisation</p> <p>Recognises complex technical and quality risks and escalates appropriately</p> |

ANAO Capability Framework EL2

| SHAPES STRATEGIC THINKING | ACHIEVES RESULTS | CULTIVATES PRODUCTIVE WORKING RELATIONSHIPS Y | EXEMPLIFIES PERSONAL DRIVE AND INTEGRITY | COMMUNICATES WITH INFLUENCE | TECHNICAL PROFICIENCY |
|---|--|---|--|--|--|
| <p>Understands and translates the ANAO's and wider-government priorities for others in the work area</p> <p>Ensures that colleagues and the team understand the relationship between operational tasks and organisational goals</p> <p>Considers a wide range of complex issues when developing long-term plans for work area</p> <p>Looks for opportunities to apply new and workable strategies across work area</p> <p>Engages in objective, critical analysis and shows a very high level of insight</p> <p>Considers and factors into decisions the long-term and broad implications of problems and their potential solutions</p> <p>Establishes and promotes a culture of innovation and improvement across the organisation</p> <p>Scans the horizon and stimulates discussion about the future</p> | <p>Delivers high quality results for projects which may be high risk, high cost or high impact</p> <p>Is very decisive when the situation requires it</p> <p>Guides others to respond positively and flexibly to changing demands and objectives</p> <p>Evaluates projects and processes to drive improvement</p> <p>Identifies critical success factors and builds effective approaches to ensure their achievement</p> <p>Anticipates risks and takes action to mitigate them</p> <p>Removes significant impediments to progress</p> <p>Shares information and assists others to understand and adapt to new requirements or environments</p> <p>Is politically astute and demonstrates this in making judgments, recommendations and decisions</p> <p>Draws on others' and own expertise to influence agency-wide planning and outcomes</p> | <p>Authoritatively represents the organisation to advance its interests and reputation</p> <p>Creates highly motivated teams with complementary skills; Ensures knowledge sharing</p> <p>Fosters teamwork and rewards cooperation and collaboration, gives timely, effective praise and recognition</p> <p>Acknowledges the role others play in success and celebrates these collaborations</p> <p>Delivers constructive feedback and empowers people to make decisions</p> <p>Delegates tasks thoughtfully and effectively, ensuring that more junior staff receive sufficient direction, supervision and review to ensure audit quality</p> <p>Encourages diverse views and motivates people to learn; Is a role model in this area</p> <p>Motivates others to contribute to the effective functioning of the wider organisation</p> <p>Shows leadership in addressing performance issues promptly and effectively.</p> | <p>Is an advocate for the highest standards of ethical and professional behaviour; Creates and maintains a culture of accountability and integrity</p> <p>Upholds the APS Values and Code of Conduct and the ANAO Values</p> <p>Upholds the ANAO principles of integrity - independence, honesty, openness, accountability and courage</p> <p>Perseveres and focuses on achieving objectives even in difficult circumstances; Shows initiative, energy and drive</p> <p>Takes personal responsibility for meeting objectives and progressing work</p> <p>Maintains momentum and sustains team effort despite criticism and setbacks; Supports others to deal with problems and setbacks in positive ways</p> <p>Critically analyses own performance, accepts own mistakes and shows strong commitment to self-development</p> <p>Examines own performance as a leader and strives to improve</p> | <p>Engages the audience and responds skilfully to reactions and questions</p> <p>Provides a clear rationale when presenting a case and pre-empt counter-arguments</p> <p>Explains complex information in plain English language</p> <p>Confidently presents convincing arguments and defends complex or sensitive recommendations in the face of opposition</p> <p>Prepares thoroughly for and represents the ANAO in critical negotiations</p> <p>Encourages debate to ensure a full understanding of all issues and perspectives</p> <p>Identifies common ground to facilitate mutually agreed solutions</p> <p>Uses effective methods to resolve conflicts over sensitive matters</p> | <p>Draws together technical/professional advice on highly complex and ambiguous issues</p> <p>Stays informed using up-to-date technical expertise, research and international best practice</p> <p>Applies significant expertise to the development or application of novel investigative and analytic methods</p> <p>Supports the design of technical solutions and co-ordinates their development and implementation</p> <p>Coaches and mentors others to share technical expertise with the broader ANAO community and, where applicable, the profession</p> <p>Anticipates and manages complex technical and quality risks and escalates highly complex issues to the Executive when necessary</p> |