Te Tira Tiaki
Government Communications Security Bureau

Te Pā Whakamarumaru
New Zealand Security Intelligence Service

Our Behaviours

GCSB & NZSIS Behavioural Competency Framework

Message from the Directors-General

The GCSB and NZSIS are united in our shared mission to protect Aotearoa New Zealand as a free and democratic society. Each agency contributes a unique set of capabilities to deliver the intelligence-based insights and advice that sustains and enhances New Zealand's security and wellbeing.

Our work takes tremendous courage – a value shared by our agencies. Courage to understand ourselves and each other; to approach problems with curiosity, initiative and measured risk; and to foster the open, honest and respectful relationships that enable success. Courage is how we show up every day to deliver on our mission.

Our Behavioural Competency Framework is a shared foundation, derived from both agencies' values, to describe how we engage, deliver, and advance our mission together. By embracing this framework, we create alignment – not just in what we achieve, but in how we achieve it.

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Te Tumu Whakarae mō Te Pā Whakamarumaru
Director-General of Security

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Introduction

This framework identifies the core behaviours we consider essential to successful delivery of the mission. They describe how we work, and guide us as individuals, teams and agencies in working together effectively. Behaviours contained in this framework are underpinned by our GCSB and NZSIS values, expectations for leadership in the public service and our combined commitment to a safe, diverse and inclusive workplace.

The framework can be used to provide guidance to employees and leaders in:

- **recruitment and selection**
- **team and individual development**
- **performance management and development**
- **leadership expectations and development**
- **learning and development.**

This framework was developed in collaboration with GCSB and NZSIS employees, managers and senior leaders, our Staff Associations and Organisational Psychology partners.

The framework

The framework consists of six competencies organised into three categories. These competencies reflect the range of behaviours most commonly observed when we behave in alignment with our agencies' values.

ENGAGE

To deliver on our mission, it is essential we **Engage** with each other, our partners and communities. Engaging effectively means considering the impact of our behaviour on others, communicating for our audiences and finding ways to collaborate effectively.

DELIVER

We are mission focused and committed to ensuring we **Deliver** results for our agency, partners and communities. Delivering effectively means understanding our mission, strategy and goals, using creativity and perseverance to overcome obstacles; making decisions, and taking ownership of, and accountability for, our actions.

ADVANCE

Our people are critical to our ability to **Advance** the capability and capacity of our agency. Advancing our skills and potential means fostering a positive leadership culture where individuals understand how they contribute to the mission, growth is encouraged and our values are upheld.

Intent	**ENGAGE**	**DELIVER**	**ADVANCE**
Action	**Work together**	**Execute the mission**	**Grow our potential**
Behaviours that get us there	**Communicate**	**Solve**	**Lead**
	Collaborate	**Achieve**	**Develop**
Outcomes	*Build partnerships and harness collective strength*	*Navigate challenges and achieve high-impact outcomes*	*Role model positive leadership and activate potential*

Our Behaviours

Behavioural competencies represent the capabilities we develop in relation to engaging with others and our environment. Each of our behaviours represent a multi-faceted competency that describes the standard of behaviour we expect of each other, and skills and behaviours that will enable our people to be successful in their role.

Behaviours are not often observed in isolation, so while the framework provides a clear definition for each behaviour, in practice we are likely to experience behaviours that overlap or that have interdependent aspects.

ENGAGE

Work together

Communicate

We foster positive interactions through open and honest conversations. We consider and adjust our communication approach, listen carefully, prioritise seeking understanding, and resolve misunderstandings quickly and respectfully.

Collaborate

We recognise and embrace the strength of working together. We seek input from others, provide space for diverse views, stay open-minded to new ideas, encourage information sharing, manage conflict respectfully and foster lasting connections.

Build partnerships and harness collective strength

DELIVER

Execute the mission

Solve

We adapt to our changing environment with curiosity, creativity and commitment to continuous improvement. We embrace experimentation, learn from setbacks, overcome obstacles, and balance risk-taking with careful consideration of alternatives and potential consequences.

Achieve

We are committed to delivering exceptional outcomes. We set clear goals, plan and prioritise effectively and take personal accountability for delivering results. We own our decisions and are open to reassessing and adjusting our approach when necessary.

Navigate challenges and achieve high-impact outcomes

ADVANCE

Grow our potential

Lead

We recognise the importance of leadership and influence at every level. We understand our role, step up to lead when needed, and are committed to delivering on personal responsibilities and collective goals. We foster a positive work environment though self-awareness and understanding of others.

Develop

We challenge ourselves to reach our potential and help to bring out the best in others. We aim to perform at our best, value feedback and support each other in identifying opportunities to grow and prepare for the future.

Role model positive leadership and activate potential

Indicators

The framework describes what each competency looks like using indicators – examples of specific, observable, day-to-day behaviours under each of the six competencies. These behavioural indicators are examples of how the competency can be demonstrated, observed and measured in practice. Observation and measurement enables employees and people leaders to identify areas of strength and opportunities for development.

Competency levels

Expectations of competency will differ according to an individual's skills, knowledge and experience and requirements of a role. For this reason, indicators are organised across four levels.

Lead Self	Lead Others	Lead Capabilities	Lead Agency
Contributes to agency success through skills, expertise, personal output and team contribution. Does not hold a formal people leader role.	Oversees the contributions of others. Typically leads a team or unit and reports to a leader of multiple groups.	Leads the delivery of key strategic outcomes across significant functions. Typically responsible for multiple groups and reports to executive leaders.	Directs activity for the agency as a whole. Typically responsible for a directorate, or the agency as a whole.

These levels can include roles that do not formally supervise other people, but who coordinate or are responsible for the work of others (e.g. technical lead).

Communicate

We foster positive interactions through open and honest conversations. We consider and adjust our communication approach, listen carefully, prioritise seeking understanding, and resolve misunderstandings quickly and respectfully.

Lead Self

- Communicate openly, honestly and politely
- Ask questions to check your understanding
- Express ideas, opinions and needs confidently
- Speak and write clearly and concisely
- Actively listen and avoid interrupting
- Encourage others to share their thoughts
- Consider how nonverbal cues impact the message
- Use the most effective method of communication for diverse audiences and situations
- Check for your audience's understanding
- Maintain confidentiality and exercise discretion
- Reflect on your communication style and its impact on others

Lead Others

- Maintain ongoing and effective team communications
- Relay group and agency messages
- Share information in a timely, clear and confident manner
- Provide opportunity for discussion and clarification
- Anticipate reactions and prepare appropriate responses
- Encourage asking questions, questioning assumptions and considering diverse viewpoints.
- Give and receive feedback to facilitate growth and improvement
- Respond effectively and empathetically in difficult and emotional conversations
- Resolve misunderstandings quickly and effectively

Lead Capabilities

- Deliver and promote agency communications promptly, confidently and clearly
- Demonstrate a deep understanding of key issues
- Set and assess communication expectations for your leadership team
- Adapt your style and approach to engage audiences in a variety of communication settings
- Establish mechanisms to gather, use and demonstrate the value of staff feedback

Lead Agency

- Communicate mission, goals and expectations regularly and consistently
- Role model open, honest communication of decisions, challenges and successes
- Consider key messages from the perspective of external stakeholders
- Dedicate time to connect at all levels of the agency

Collaborate

We recognise and embrace the strength of working with others. We seek input from our peers and stakeholders, provide space for diverse views, stay open-minded to new ideas, encourage information sharing and foster lasting connections.

Lead Self

- Invest time in building effective working relationships
- Make time to help and contribute to others' work
- Approach collaborative opportunities with positivity, empathy and patience
- Share information and skills to achieve goals
- Explore and adapt to diverse ideas and ways of doing things
- Adjust your working style to help accommodate the style of others
- Take responsibility for tasks and commitments
- Navigate disagreements calmly, constructively and respectfully
- Credit others for their contributions and achievements
- Reflect on how own behaviours affect others and outcomes

Lead Others

- Cultivate an environment that values and embraces diverse perspectives
- Connect the right people to achieve shared goals
- Encourage information and knowledge sharing
- Create opportunities for people to work together
- Provide the tools and training to support effective collaboration
- Provide autonomy for teams to drive collaborative initiatives to completion
- Proactively address and resolve conflicts
- Acknowledge and celebrate collaborative achievements
- Encourage team sharing of constructive feedback and concerns

Lead Capabilities

- Facilitate and promote cross-functional collaboration
- Share knowledge and resources to strengthen partnerships and achieve outcomes
- Combine perspectives from multiple stakeholders
- Anticipate and resolve conflicting stakeholder priorities and expectations
- Role model team sharing of constructive feedback and concerns

Lead Agency

- Role model and celebrate collaborative behaviours
- Foster mutually beneficial partnerships across government
- Leverage wider government relationships to progress the agency's mission
- Develop and sustain trusted and valued relationships with strategic partners

Solve

We adapt to our changing environment with curiosity, creativity and commitment to continuous improvement. We embrace experimentation, learn from setbacks, overcome obstacles, and balance risk-taking with careful consideration of alternatives and potential consequences.

Lead Self

- Seek out opportunities for, and new approaches to, improvement
- Define problems, needs and opportunities clearly
- Evaluate and use multiple data sources to analyse a situation
- Consider different perspectives objectively, without bias
- Identify and respond to risks
- Recognise when to act on an idea promptly
- Make decisions in line with authority level
- Remain committed to goals when faced with setbacks or obstacles
- Recognise when to compromise to move forward towards a collective goal
- Use mistakes and 'failures' as learning opportunities
- Reflect on own thought processes and decisions

Lead Others

- Encourage others to view challenges as opportunities
- Create a safe environment to propose and test new ideas
- Anticipate risks and establish measures to minimise their impact
- Use available information to make informed and timely decisions
- Act decisively when required
- Explain the rationale and benefits of improvement or change
- Measure the impact of decisions
- Recognise when others need support to resolve a situation
- Champion the team's good ideas
- Show vulnerability by admitting mistakes or uncertainties
- Celebrate solution-finding efforts as well as successful solutions
- Facilitate reflection and learning from experience

Lead Capabilities

- Champion innovation, continuous improvement and change
- Build industry knowledge and insight to inform direction
- Determine a problem's nature, urgency and potential solutions
- Reconcile complex and potentially conflicting information
- Evaluate the broader context of a situation and its consequences
- Make decisions despite missing information or ambiguous circumstances
- Build capabilities, assets and initiatives with the future in mind
- Consider opportunities for cross-functional approaches to solutions
- Weigh the risks, benefits and long-term implication of solutions
- Enable leaders to communicate rationale and benefits of change

Lead Agency

- Link innovation, continuous improvement and change to the mission and strategic direction
- Apply industry insight and emerging trends to shape strategic responses
- Use systems insight to mobilise innovation and action
- Adapt and act decisively in response to unpredictable and complex circumstances
- Evaluate the impact of decisions on external stakeholders
- Understand and seek to build a culture of psychological safety

Achieve

We are committed to delivering exceptional outcomes. We set clear goals, plan and prioritise effectively and take personal accountability for delivering results. We own our decisions and are open to reassessing and adjusting our approach when necessary.

Lead Self

- Approach responsibilities with goal focus, discipline and commitment
- Recognise stakeholder needs and work to meet their expectations
- Organise tasks, set objectives and use resources efficiently
- Prioritise tasks based on importance and urgency
- Adjust to changing circumstances and meet challenges flexibly
- Demonstrate commitment to delivering a high standard of work
- Follow agency laws, policies and standard operating procedures
- Ask for support when needed to deliver outcomes
- Take ownership and accountability for delivering results
- Reflect on achievements and challenges to grow and improve

Lead Others

- Establish team goals aligned with operational plans and priorities
- Communicate expectations, ownership and accountability clearly and consistently
- Balance priorities to address urgent issues and long-term goals
- Use available resources effectively (people, equipment, finances)
- Delegate with clear deadlines, quality standards and context
- Manage stakeholder expectations
- Actively monitor and manage barriers to delivery
- Assess quality and provide feedback on deliverables
- Address lack of delivery or poor-quality outcomes quickly
- Take ownership and accountability for team delivery and outcomes
- Reflect on and celebrate achievements

Lead Capabilities

- Develop operational goals aligned with agency priorities
- Establish clear ownership and accountability for results
- Develop strategies to direct group capabilities and capacity
- Identify and secure capability and resources to achieve outcomes
- Adjust focus and priorities to meet changing needs
- Secure resources and wider agency support for group goals
- Deliver return on investment by driving impactful outcomes with the resources allocated
- Align financial decisions with long-term strategic goals
- Predict and mitigate risks and barriers to achieving results
- Role model accountability for actions, decisions and results

Lead Agency

- Define the agency's mission and strategic direction
- Prioritise high-impact tasks that align with long-term objectives
- Maintain a results-driven focus through consistent progress and success measures
- Secure resources and support for the agency's mission
- Model accountability and transparency in financial decision making and reporting
- Identify and manage risks to delivering on the mission
- Share and celebrate agency and community achievements

Lead

We recognise the importance of leadership and influence at every level. We understand our role, step up to lead when needed, and are committed to delivering on personal responsibilities and collective goals. We foster a positive work environment through self-awareness and understanding of others.

Lead Self

- Understand the mission and your role's contribution to it
- Show up on time for work, meetings and engagements
- Maintain a strong work ethic even when unsupervised
- Use initiative to troubleshoot issues
- Keep team updated on own work and answer their questions
- Maintain effort and focus despite setbacks or challenges.
- Acknowledge and manage own emotional responses
- Proactively manage own stress and wellbeing
- Recognise when to ask for help
- Acknowledge and appreciate others' ideas and contributions
- Call out unprofessional or unethical behaviour
- Identify when escalation is necessary and do so through appropriate channels

Lead Others

- Connect team and individual contribution to mission
- Role model the behaviours and attitudes expected
- Actively coach team through problems or challenges
- Embed ways to connect and discuss issues and opportunities
- Acknowledge and reward individual and team contribution
- Recognise when to step in to move issues or delivery forward
- Enable team to recognise and address behaviours that undermine inclusivity
- Resolve issues with clarity of outcome and expectations
- Recognise and influence the emotions of others
- Approach difficult conversations with empathy, sensitivity and care
- Support team to recover and move forward from setbacks

Lead Capabilities

- Connect group contribution to mission
- Regularly communicate group strategy, goals and priorities
- Explain the rationale and benefits of group direction and decisions
- Share group successes and challenges openly
- Sustain group engagement channels to elicit ideas, opportunities and concerns
- Maintain focus, composure and open lines of communication in stressful situations
- Remain optimistic and solution-focused in response to setbacks

Lead Agency

- Articulate the connection between mission, strategy and priorities
- Set vision, values and strategy to shape agency culture
- Represent agency mission and priorities across government
- Anticipate future consequences and trends
- Position agency to meet current and future stakeholder needs
- Drive strategic, responsible use of resources to ensure agency's long-term sustainability
- Meet challenges or uncertainty with transparency and empathy
- Communicate leadership expectations to the organisation

Develop

We challenge ourselves to reach our potential and help to bring out the best in others. We aim to perform at our best, value feedback and support each other in identifying opportunities to grow and prepare for the future.

Lead Self

- Actively participate in goal setting and performance assessment
- Monitor own performance against objectives
- Ask for feedback from a variety of sources and act on it
- Admit mistakes and take time to learn from them
- Seek opportunities to improve or gain new knowledge and skills
- Suggest opportunities for experimentation
- Align personal development objectives with agency priorities
- Recognise own strengths and areas for improvement
- Share career aspirations and goals to support development planning
- Share constructive feedback with others to support development

Lead Others

- Connect team and individual performance expectations to agency goals and strategy
- Set clear, timely and measurable performance expectations
- Engage regularly to track progress, encourage and motivate
- Use coaching techniques to support and achieve results
- Provide safe experimentation opportunities
- Ask questions that encourage self-reflection and critical thinking
- Give feedback that is specific, actionable and framed in a way that motivates growth
- Recognise high performance or extra effort
- Identify others' potential, career aspirations and motivations
- Deal with underperformance quickly and effectively
- Facilitate development planning and opportunities for others

Lead Capabilities

- Connect group performance expectations to mission and strategy
- Encourage experimentation to support learning and development goals
- Set clear expectations and benchmarks for high performance
- Support leaders to respond appropriately to both high and under performance
- Model a coaching approach in performance conversations
- Identify and facilitate development opportunities for high-performing and high-potential talent
- Support and champion initiatives that develop great leaders

Lead Agency

- Connect agency performance to the mission and strategic direction
- Set agency expectations and benchmarks for high performance
- Direct actions to develop critical capability gaps and elevate agency performance
- Role model actively seeking input from others and openness to positive and constructive feedback
- Champion the value of experimentation
- Foster an environment where people are encouraged to reach their potential

Quick guide to sub-skills and themes

This table provides an overview of the sub-skills and themes you'll find within the indicators for each behaviour. These are the skills and themes our people associate with values-aligned behaviour, and represents how these have been refined and categorised under the six behaviours.

Communicate
Communication channels
Generating shared understanding
Message quality
Non-verbal queues
Questioning
Transparency
Two-way communication

Solve
Change management
Continuous improvement
Critical thinking
Decision making
Growth mind-set
Innovation
Problem analysis

Lead
Emotional intelligence
Mission and purpose
Motivation
Team culture and inclusion
Professionalism
Resilience
Self-awareness

Collaborate
Adaptability
Building relationships/partnerships
Cultivating collaborative environments
Information sharing
Managing conflict
Personal responsibility
Recognition

Achieve
Accountability
Delegation
Goal setting and management
Perseverance
Planning and prioritisation
Quality outputs
Resource management

Develop
Coaching
Feedback
Goal-setting
Leadership
Learning and development
Performance management
Talent management