

**Part 2C - Assessment of performance in current job**

Throughout the reporting period CAPT Hastie has been employed as a [REDACTED] Executive Officer (XO) within 3 SAS Sqn (Grey Roles Sqn), Special Air Service Regiment (SASR). As the XO within the Sqn, CAPT Hastie was allocated a range of responsibilities for short notice domestic and overseas response options in support of Australia's national interests. During the reporting period he provided operational, logistic and administrative support to 3 SAS Sqn in order to achieve a range of mandated readiness requirements and advanced operational capabilities.

CAPT Hastie was one of a number of officers posted to SASR this year as a trial to fulfill staff officer positions prior to attempting SASR selection. During the reporting period, CAPT Hastie attempted and successfully completed the SASR selection course. He is currently completing the SASR reinforcement cycle. With no background within Special Operations, CAPT Hastie did well to quickly adapt and learn on the job supporting a SASR Sabre Sqn. CAPT Hastie is a dedicated, professional, passionate officer and he has performed to an excellent standard over this reporting period.

As the XO for Grey Roles Sqn, CAPT Hastie has had to manage many operational deployments and training activities throughout the reporting period, whilst helping the Operations Officer to manage the integral, organic readiness of the Squadron at a very short notice to move. At times the operational management of the Sqn has been extremely hectic working concurrently at the strategic, operational and tactical level; and it is a testament to his ability that he has handled these additional tasks with ease.

In March, CAPT Hastie helped co-ordinate one of the largest Sqn level training activities that [REDACTED] has conducted. [REDACTED] training series was a concurrent, multi-national, joint training serial. This training period involved close to 1000 personnel from 3 different nations exercising with 3 SAS Sqn in the greater Perth region. This activity had a number of strategic and operational outcomes that can be directly attributed to the professional conduct and co-ordination provided by CAPT Hastie. He should be commended for his efforts over this extremely demanding period.

In May, CAPT Hastie was instrumental in preparing the administrative and logistic requirements for a short notice operational deployment to Afghanistan, demonstrating his ability to rapidly shift focus in order to generate effective and extremely well balanced solutions to complex tasks.

CAPT Hastie has well developed oral communication skills and he at all times clearly understands the higher commanders' intent. He was allocated a range of extra responsibilities across the reporting period, however, one of note was the capability development officer for 3 SAS Sqn. CAPT Hastie was responsible for collating and representing the Sqn and the Regiment in a range of high end technical capabilities through the capability development stream. He managed these tasks with ease and provided comprehensive and timely written documentation to support well researched solutions.

CAPT Hastie is now currently completing the SASR reinforcement cycle which will continue for a further 16 months. He has shown potential to operate and command SASR operators at the highest spectrum of Special Operations. He has the potential to be a very effective and capable Troop Commander within SASR.

Over the reporting period, CAPT Hastie has managed all tasks with ease and has clearly demonstrated his potential for greater responsibility and increased rank within the ADF.

Overall, an excellent reporting period.

**STAFF-IN-CONFIDENCE (After first entry)**

Date  
18 Oct 2010 08:32

**Part 2D - Suitability for future employment**

Command	<input type="checkbox"/> N	Higher Defence College	<input type="checkbox"/> N	L - Not applicable
Sub-unit command	<input type="checkbox"/> P	Representational duties	<input type="checkbox"/> P	M - Not suitable
Command and Staff Course	<input type="checkbox"/> N	Promotion recommendation	<input type="checkbox"/> P	N - Likely to become suitable
				O - Suitable
				P - Highly suitable

**Comments**  
 CAPT Hastie has had a very productive reporting period and he is performing well above the standard required.  
 CAPT Hastie should remain within SASR on the reinforcement cycle until the end of 2011 at which point he should be employed as a Troop Commander within a Sabre Sqn.

**Part 2E - Assessor's personal details**

Employee ID	Service	Rank	Initials	Family name
[Redacted]				
Employment category, corps or specialisation	Job title	Signature	Date	
[Redacted]			18 Oct 2010	

**Part 2F - Representation intention**

(After reading Part 2 of the report, the assessed member is to indicate their intention to represent)

I intend to make written representation against the assessor's report (Yes or No).  No  Yes

Date: 16 Nov 10

**Part 2G - Review of representation against Part 2 assessment**

Result of representation process  Q - Representation not supported  
 R - Representation supported

Comments

**Part 2H - Part 2 reviewing officer's personal details**

Employee ID	Service	Rank	Initials	Family name
Employment category, corps or specialisation	Job title	Signature	Date	

**Part 2I - Assessed member's declaration**

I have read Part 2 of this report. Yes  No

I have been debriefed on Part 2 of this report. Yes  No

Date: 16 Nov 10

**STAFF-IN-CONFIDENCE (After first entry)**

Date  
18 Oct 2010 09:32

**Part 3A - Senior assessor's statement**

Comments

I agree with the assessors' comments and believe that CAPT Hastie is performing with the best of his peers.

During the reporting period CAPT Hastie has successfully completed SASR selection, and if he is successful in completing the reinforcement cycle he has the potential to be a very strong and capable Troop Commander within SASR.

Overall, a good report well done.

Promotion recommendation  M - Not suitable O - Suitable  
N - Likely to become suitable P - Highly suitable

**Part 3B - Senior assessor's personal details**

Employee ID	Service	Rank	Initials	Family name
[Redacted]				
Employment category, corps or specialisation	Job title	Signature	Date	
[Redacted]			18 Oct 10	

**Part 3C - Representation intention**

(After reading Part 3 of the report, the assessed member is to indicate their intention to represent)

I intend to make written representation against the senior assessor's report (Yes or No).  YES  NO Date: 16 Nov 10

**Part 3D - Review of representation against Part 3 assessment**

Result of representation process  S - Representation not supported  
T - Representation supported

Comments

**Part 3E - Part 3 reviewing officer's personal details**

Employee ID	Service	Rank	Initials	Family name
Employment category, corps or specialisation	Job title	Signature	Date	

**Part 3F - Assessed member's declaration**

I have read Part 3 of this report.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	[Redacted Signature]	Date: 16 Nov 10
I have been debriefed on Part 3 of this report.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>		

[Redacted]  
Date  
16 Sep 2011 10:25

**Part 2C - Assessment of performance in current job**

**CAPT Hastie has had mixed results while on the SASR Reinforcement Cycle. Since successful completion of SAS Selection course in August 2010 he has completed the following courses and gained relevant competencies:**

- **SAS Weapons Course.**
- **SAS Patrol Course,**
- **SAS Combat and Survival Course,**
- **Basic Parachute Course,**
- **SF Drivers Course,**
- **SAS Close Quarter Fighting Course, and**
- **SAS Demolition and Roping Courses.**

**CAPT Hastie was unable to achieve the required accuracy for Close Quarters Battle (CQB) Course and was removed from the SASR Reinforcement cycle with a view to re-attempt CQB Cse in 2012. Notwithstanding, CAPT Hastie has displayed a commendable mental approach and personal motivation to quickly overcome the disappointment of being removed from CQB Cse.**

**CAPT Hastie has continued training on subsequent reinforcement courses including the SASR Reinforcement Officer Mentoring Package. This package exposed CAPT Hastie to the array of other Officer skills, knowledge and attitudes required of qualified SASR Officers for employment as a SAS Troop Commander or Special Operations Liaison Officer.**

**CAPT Hastie performed to a very good standard during this period highlighted by his understanding of strategic Defence, and Whole of Government issues. He participated enthusiastically during mentoring package lessons and displayed a sound understanding of Special Operations Theory and doctrine. CAPT Hastie displays a keen thirst for knowledge and clearly demonstrates significant intellectual capacity.**

**CAPT Hastie has readily accepted feedback and sought to continuously self-improve during his time as an Officer Reinforcement. He demonstrates a considered and mature view-point during many professional development discussions held. CAPT Hastie has also provided sound feedback to OC OSS on how to improve aspects of Reinforcement training.**

**CAPT Hastie will continue training on the SASR Reinforcement cycle for the remainder of 2011. His performance on Water Operations Insertion Course and subsequently Patrol Commander's Course in November, will determine his competitiveness for appointment as a [Redacted] Troop Commander in 2012. He will also be required to complete CQB and Urban Operations Cse early in 2012. CAPT Hastie clearly displays good potential service as a SAS Tp Comd, however this will be determined by his performance on the remaining courses.**

## STAFF-IN-CONFIDENCE (After first entry)

Date  
16 Sep 2011 10:25

### Part 2D - Suitability for future employment

Command <input type="radio"/>	Higher Defence College <input type="radio"/>	L - Not applicable
Sub-unit command <input type="radio"/>	Representational duties <input type="radio"/>	M - Not suitable
Command and Staff Course <input type="radio"/>	Promotion recommendation <input type="radio"/>	N - Likely to become suitable
		O - Suitable
		P - Highly suitable

**Comments**  
 CAPT Hastie displays good potential for service as a Tp Comd within SASR. Although he has sustained a setback in training, he has handled the temporary removal from reinforcement training with maturity and a commendable attitude. He has actively sought to learn as much from this experience as possible which I feel will hold him in good stead to complete his training and gain employment as a Tp Comd in 2012

### Part 2E - Assessor's personal details

Employee ID	Service	Rank	Initials	Family name
Employment category, corps or specialisation	Job title	Signature	Date	
			16 Sep 11	

### Part 2F - Representation intention

(After reading Part 2 of the report, the assessed member is to indicate their intention to represent)

I intend to make written representation against the assessor's report (Yes or No).	<input type="radio"/>	<input type="radio"/>	Date
	NO		16 Sep 11

### Part 2G - Review of representation against Part 2 assessment

Result of representation process <input type="checkbox"/>	Q - Representation not supported R - Representation supported
Comments	

### Part 2H - Part 2 reviewing officer's personal details

Employee ID	Service	Rank	Initials	Family name
Employment category, corps or specialisation	Job title	Signature	Date	

### Part 2I - Assessed member's declaration

I have read Part 2 of this report.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Date
I have been debriefed on Part 2 of this report.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	16 Sep 11



**STAFF-IN-CONFIDENCE (After first entry)**

Date  
23 Oct 2012 10:20:18

**Part 2C - Assessment of performance in current job (4000 characters max)**

I have had regular daily contact with CAPT Hastie throughout this reporting period and have observed him in the barracks environment and on exercise. He has been employed as an SASR Troop Commander, a Special Operations Liaison Officer (SOLO) and as a specialist advisor throughout the reporting period.

CAPT Hastie has demonstrated a good level of professional competence throughout this reporting period and is starting to develop a positive reputation for himself as a Troop Commander within SASR. He is well regarded for being a balanced and thoughtful Officer who carefully forms his own views without being clouded by emotion or 'group think'. These are particularly strong qualities and ensure that CAPT Hastie has a clear sense of his moral and ethical foundations.

CAPT Hastie marched in to 1 SQN with an outstanding Reinforcement Cycle course requirement to complete. Despite the subtle pressure that this placed him under, I was pleased to see that CAPT Hastie sought immediately to establish himself within his Troop. CAPT Hastie presented as a consultative leader who sought to build a strong command 'team' from the outset. Open engagement with his Troop Sergeant and Patrol Commander's immediately established a strong sense of trust within his Troop and ensured a positive start to the year.

The first training activity of the reporting period was a [REDACTED] conducted in Melbourne. During this exercise a number of vulnerabilities were identified within the Sqn capability. CAPT Hastie worked with his SNCOs to understand and articulate these vulnerabilities and actively participated in AARs and discussions where remediation actions were identified. CAPT Hastie also benefited from this early opportunity to exercise command of his Troop 'on the job'.

CAPT Hastie was later employed as a SOLO tasked to conduct a specialist planning and advisory assessment of [REDACTED]. During this activity CAPT Hastie was required to establish a cooperative and cohesive relationship with representatives from a number of agencies operating out of the Australian High Commission in [REDACTED]. CAPT Hastie demonstrated a good ability to execute the roles and tasks of a SOLO and to communicate the outcomes of his assessments through formal reporting to SOHQ.

Whilst deployed to the US (Guam) for the conduct of a combined joint exercise with [REDACTED] Hastie was employed as a lead planner and Troop Commander for the conduct of complex and challenging SRO training evolution's. During this exercise he demonstrated an ability to comfortably command in a challenging physical environments, with a number of supporting platforms. In addition, CAPT Hastie also demonstrated a good ability to conduct detailed planning with US SOF partners under a compressed time frame. During the subsequent [REDACTED] evolution, CAPT Hastie was employed as the RECOVFOR Troop Commander for the execution of a complex SRO involving numerous and complex forward mounting, staging, insertion and infiltration activities; CAPT Hastie remained clear-headed and composed throughout.

During all operational, exercise and other training activities this year I have been very pleased with CAPT Hastie's ability to quickly forge a strong command, leadership and planning team with his SNCOs. This is a key strength and is a quality CAPT Hastie should continue to maintain. Of note in 2012 has been CAPT Hastie's ability to use this team to deal with personnel and performance management issues. This shared 'ownership' of issues within his Troop has enabled CAPT Hastie to provide sound recommendations to SHQ staff when required.

CAPT Hastie has continued to present as an affable, enthusiastic, balanced, competent and respected officer within 1 SAS SQN. He is a professional GSO who provides a positive role model to all ranks within SASR. CAPT Hastie has been a pleasure to command and I would seek to have him under my command again in the future.

# STAFF-IN-CONFIDENCE (After first entry)

Date  
23 Oct 2012 10:20:10

## Part 2D - Suitability for future employment

Command	<b>A</b>	Higher Defence College	<b>A</b>	A - Not applicable B - Not suitable C - Likely to become suitable D - Suitable E - Highly suitable
Sub-unit command	<b>D</b>	Representational duties	<b>E</b>	
Command and Staff Course	<b>C</b>	Promotion recommendation	<b>E</b>	

Comments (1450 characters max)  
**CAPT Hastie will remain posted to SASR as a Troop Commander in 2013. CAPT Hastie has benefited from a number of exercise and operational experiences in the past reporting period that have ensured he has a strong command and leadership foundation. CAPT Hastie will now benefit from a sustained period of exposure to operational command of an SASR Troop. I assess that CAPT Hastie is suitable for promotion, pending completion of required courses. He has demonstrated sound aptitude as a GSO within SASR and is likely to develop good potential for service as a sub-unit appointment in SASR in the future.**

## Part 2E - Assessor's personal details

Employee ID	Service	Rank	Initials	Family name
[Redacted]				
Employment category, corps or specialisation			Job title	Date
[Redacted]			[Redacted]	17 Dec 12

## Part 2F - Representation intention

(After reading Part 2 of the report, the assessed member is to indicate their intention to represent)

I intend to make written representation against the assessor's report (Yes or No). **No.** Date **13 Dec 2012**

## Part 2G - Review of representation against Part 2 assessment

Result of representation process  Q - Representation not supported  
 R - Representation supported

Comments (1450 characters max)

## Part 2H - Part 2 reviewing officer's personal details

Employee ID	Service	Rank	Initials	Family name
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
Employment category, corps or specialisation			Job title	Date
[Redacted]			[Redacted]	[Redacted]

## Part 2I - Assessed member's declaration

I have read Part 2 of this report. Yes  No

I have been debriefed on Part 2 of this report. Yes  No

Date **13 DEC 2012**

**STAFF-IN-CONFIDENCE (After first entry)**

Date	23 Oct 2012	10:20:18
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**Part 3A - Senior assessor's statement**

Comments (1450 characters max)

I have had occasional contact with CAPT Hastie throughout this reporting period and have observed him in the barracks environment and on complex exercises in Australia and the US (Guam). CAPT Hastie is a motivated, considered and enthusiastic officer who has demonstrated good promise as a Troop Commander. He has continued to develop as a confident and articulate communicator, who has been a consistent and positive ambassador for SASR. CAPT Hastie will be suitable for promotion upon completion of the requisite key career courses. He is highly likely to be considered suitable for sub-unit command within SASR after receiving further professional development within SOHQ, wider Army and/or coalition SOF.

Promotion recommendation

 A  **D**

B - Not suitable

C - Likely to become suitable

D - Suitable

E - Highly suitable

**Part 3B - Senior assessor's personal details**

Employee ID	Service	Rank	Initials	Family name
[REDACTED]				
Employment category, corps or specialisation	Job title	[REDACTED]		Date
[REDACTED]				13 Dec 12

**Part 3C - Representation intention**

(After reading Part 3 of the report, the assessed member is to indicate their intention to represent)

I intend to make written representation against the senior assessor's report (Yes or No).

NO.

Date

13 DEC 2012

**Part 3D - Review of representation against Part 3 assessment**

Result of representation process

 S  T

S - Representation not supported

T - Representation supported

Comments (1450 characters max)

[REDACTED]	[REDACTED]
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**Part 3E - Part 3 reviewing officer's personal details**

Employee ID	Service	Rank	Initials	Family name
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Employment category, corps or specialisation	Job title	Signature	Date	
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	

**Part 3F - Assessed member's declaration**

I have read Part 3 of this report.

Yes  No

I have been debriefed on Part 3 of this report.

Yes  No

Date

13 DEC 2012

**STAFF-IN-CONFIDENCE (After first entry)**

Employee ID
Date

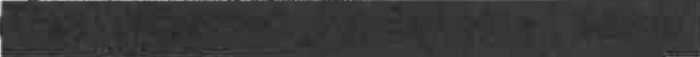
**Part 2 - Assessed officer self appraisal (Not visible to PAC)**

I rate my performance as



I have identified the following areas for self improvement  
**My back-briefing at the tactical level and my fusion of troop capabilities with our supporting assets. I can also better support my higher command by making and owning decisions at the troop level.**

I have demonstrated innovation in the following areas  
**I have managed and implemented ISAF & Australian national direction on mentoring and partnering at the troop level IAW with my OC's direction.**

My main achievements in the reporting period are  
**Leading and managing my troop during a significant shift in strategic direction that has caused internal friction and significant challenges to achieving our directed mission & tasks.**

Signature (Double click to digitally sign)  


**Part 3A - Assessing officer details**

Employee ID	Service	Rank	Family name	Given name(s)
				
Reference email address	Corps		Position / appointment title	
				

**Part 3B - Assessing officer report**

AIRN compliancy	As at date	Physical	Weapons	Medical	Dental
<input type="text" value="Ready"/>	<input type="text" value="27 Apr 2013"/>	<input type="text" value="Current"/>	<input type="text" value="Current"/>	<input type="text" value="Current"/>	<input type="text" value="Current"/>
Defence ethos		Has a reputation for integrity; demonstrates values and principles consistent with the Defence ethos; demonstrates the courage to act; is fair, firm and friendly; is inclusive.			
<input type="text" value="Meets expectations"/>					
Leadership		Demonstrates command presence, positively influences peers, promotes professional development of subordinates; leads by example; is accountable for words and actions.			
<input type="text" value="Above worn rank"/>					
Outstanding leadership and professional actions under pressure in combat operations. Leads by example and makes appropriate and timely decisions in complex and dynamic environment.					
Job competence		Demonstrates effective performance, is a team player, seeks to learn from others, accepts negative and positive feedback.			
<input type="text" value="Above worn rank"/>					
Extremely productive and effective - actively seeks feedback and harnesses lessons identified. Demonstrated excellent tactical acumen and achieved extremely high operational results.					
Strategic perspective		Grasps the Big Picture; contributes to the achievement of strategic goals (given constraints of posting); demonstrates good situational awareness of army's priorities; able to look beyond immediate job.			
<input type="text" value="Above worn rank"/>					
Relevant and insightful contribution to Strategic Op Design Review. Shows meaningful understanding of strategic implications regarding tactical actions.					
<input type="text" value="Above worn rank"/>					

Part 3B - Assessing officer report (Continued)

Interpersonal style

Highly effective

Demonstrates a positive and supportive attitude to superiors, subordinates and peers; considerate interactions with others.

Interaction with peers, subordinates and superiors is highly regarded.

Teamwork

Highly effective

Builds cohesion; develops and promotes resilience; encourages work-life balance.

Positive influence on his subordinates and created a healthy support network.

Work ethic

At worn rank

Maintains work life balance, demonstrates commitment to the organisation; willing to act at some expense to themselves; demonstrates the courage of their convictions.

Judgement

Above worn rank

Is pragmatic, applies common sense, is consistent, is self-aware; understands effects of decisions.

Decision making process is extremely effective and understands the implications of such decisions. Approaches problems with an appropriate and logical methodology.

Intellect

Above worn rank

Demonstrates rational, creative and intuitive thinking; demonstrates insight and quickness of comprehension; able to develop workable and effective solutions.

Is constantly reviewing operational and tactical actions to provide greater effect on the battlespace. Tactical acumen is impressive and has planned a number of Squadron sized operations.

Adaptability

Above worn rank

Innovative, copes with change, progressive in thought; has a can-do attitude and is forward looking.

Tactical ability and willingness to develop creative and innovative operational plans has been superior.

Resource management and accountability

Above worn rank

Effectively utilises assigned resources to achieve desired objectives (material, personnel, safety and financial); is accountable and accepts responsibility for resources given to them.

Manages a complex number of assets (personnel, ISR, RW) to an excellent standard. Accountability for actions and management of assets is highly commendable.

Oral and written communication

At worn rank

Effective oral and written communication skills, communicates persuasively; is succinct and uses appropriate tone and style.

I have identified the following strengths

Leadership is highly regarded - well above any of his peers.

Logical and creative problem solving techniques.

Is comfortable managing difficult and challenging problems from internal frictions to operational design to achieving operational effect against the enemy.

Employee ID
Date

Part 3B - Assessing officer report (Continued)

I have identified the following opportunities for development / improvement  
**Increased involvement in subordinate management, including reporting and career progression.  
 Greater involvement in the APU development.**

Briefly highlight aspects of performance that differentiates this officer from their peers  
**Leadership while on combat operations has been exemplary.  
 Professionalism and problem solving technique is well above that of his peers.  
 Decision making and management of a SAS Troop on operations is well above that of his peers.**

Signature (Double click to digitally sign)  


Part 4A - Assessed officer's declaration - interim report

I have read and been debriefed on my interim report  Yes

Signature (Double click to digitally sign)  


Part 4B - Assessing officer review

Is a Senior Technical Officer review required?  No

Part 5 - Senior technical / specialist officer comment (if required)

Employee ID	Service	Rank	Family name	Given name(s)
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Defence email address		Corps	Position / appointment title	
<input type="text"/>		<input type="text"/>	<input type="text"/>	
Professional development		Demonstrated initiative in pursuing opportunities for professional / specialist knowledge / skills development.		
<input type="text"/>		<input type="text"/>		

Please provide comment on the assessed officer's:

1. Quality of technical writing.
2. Quality of technical advice to CoC.
3. The breadth of their career to date and a recommendation regarding their future employment.

Promotion recommendation

Signature (Double click to digitally sign)

Employee ID
Date

Part 6 - Assessing officer annual report


I rate **ANDREW HASTIE**  out of  **CAPT** in my Command.

Performance rating

An outstanding officer that has effectively commanded a complex and vast number of personnel and assets on combat operations under high threat and difficult conditions. I would certainly fight to retain him.

Promotion recommendation	Strongly recommended
Instructional posting	Highly suitable
Representational duties	Highly suitable
Command and Staff College	Suitable
Capability and technology management program	Suitable
Sponsored Tertiary studies	Nil supported
Higher Defence College	Not applicable

Signature (Double click to digitally sign)




Part 7A - Assessed officer's declaration - annual report

I have read and been debriefed on my annual report

I intend to make representation against the assessor's report (After reading Part 6 of the report, the assessed officer is to indicate their intention to represent)

Representation made by assessed officer

Signature (Double click to digitally sign)



Part 7B - Reviewing officer details (if required)

Employee ID	Service	Rank	Family name	Given name(s)
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Defence email address		Corps	Position / appointment title	
<input type="text"/>		<input type="text"/>	<input type="text"/>	

Employee ID
Date

**Part 7C - Reviewing officer representation results (If required)**

Result of representation process	<input type="text"/>
Representation comments	<div style="border: 1px solid black; height: 80px;"></div>
Signature (Double click to digitally sign)	<input type="text"/>

**Part 7D - Assessed officers acknowledgement (If required)**

I have read and acknowledge the Reviewing Officers report	<input type="text"/>
Signature (Double click to digitally sign)	<input type="text"/>

**Part 8 - Senior assessing officer report**

Employee ID	Service	Rank	Family name	Given name(s)
[Redacted]				
Defence email address	Corps	Position / appointment title		
[Redacted]				
<input type="checkbox"/> Agree	with the AO's appraisal of this officer.			
<b>Comments (Mandatory if SAO disagrees with AO's appraisal, otherwise not required)</b>				
<b>CAPT Hastie's performance this reporting period has been outstanding. His leadership during a significant number of challenging circumstances has been extremely impressive. CAPT Hastie commanded a vast number of assets and personnel, often under significant time constraints and in high threat situations. His tactical acumen and decisive action under pressure was exceptional and consistently defeated key INS commanders. CAPT Hastie also provided a valued contribution to the development of the Afghan Partner Unit. His example and motivation significantly contributed to their development and has greatly assisted their intended transition to independent operations. I would assess CAPT Hastie's performance well above his peers and certainly demonstrates the appropriate qualities to be a Sub-Unit Commander within SASR. I support his desire to fill an appointment in the US. Overall, an impressive reporting period and a significant contribution to the operational success of [Redacted]</b>				
Potential for Command - Sub unit	<input type="text" value="Highly suitable"/>			
Potential for Command - Unit	<input type="text" value="Likely to become suitable"/>			
Potential for Command - Formation	<input type="text" value="Likely to become suitable"/>			
Promotion recommendation	<input type="text" value="Strongly recommended"/>			
Potential for promotion - 2 up	<input type="text" value="Not applicable"/>			
Signature (Double click to digitally sign)	<input type="text"/>			

Date  
3 Oct 2014 01:28:29

Part 2 - Assessed officer self appraisal (Not visible to PAC)

I rate my performance as

I have identified the following areas for self improvement

- I need to work on my administrative skills to better support my command function as a Troop Commander.
- Look for opportunities to develop and enhance Squadron capability that will continue to make us a relevant force for the Australian government into the future.

I have demonstrated innovation in the following areas

[Redacted]

My main achievements in the reporting period are

- Representing SASR at the final RMC-D 1st Class field exercise at Puckapunyal in September 2013.
- Representing SOCOMD in a review team [Redacted] in Oct 2013.
- Successfully completing the SASR UO course conducted Nov 2013 - Jun 2014.

Signature (Double click to digitally sign)

[Redacted Signature]

Part 3A - Assessing officer details

Employee ID	Service	Rank	Family name	Given name(s)
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
Defence email address		Corps	Position / appointment title	
[Redacted]		[Redacted]	[Redacted]	

Part 3B - Assessing officer report

AIRN compliancy	As at date	Physical	Weapons	Medical	Dental
<input type="text" value="Ready"/>	<input type="text" value="30 Apr 2014"/>	<input type="text" value="Current"/>	<input type="text" value="Current"/>	<input type="text" value="Current"/>	<input type="text" value="Current"/>
Defence ethos		Has a reputation for integrity; demonstrates values and principles consistent with the Defence ethos; demonstrates the courage to act; is fair, firm and friendly; is inclusive.			
<input type="text" value="Exceeds expectations"/>					
<b>CAPT Hastie is a well respected member of SASR who consistently demonstrates an unwavering adherence to the Army values. CAPT Hastie has a particularly strong moral compass and strong ethics.</b>					
Leadership		Demonstrates command presence, positively influences peers, promotes professional development of subordinates; leads by example; is accountable for words and actions.			
<input type="text" value="Above worn rank"/>					
<b>CAPT Hastie has demonstrated exceptional leadership as the troop commander of the most senior troop within SASR. He also represented the unit and SOCOMD at a Global SOF symposium on leadership chaired by Professor Preston Cline from the Wharton School of Leadership.</b>					
Job competence		Demonstrates effective performance, is a team player, seeks to learn from others, accepts negative and positive feedback.			
<input type="text" value="Above worn rank"/>					
<b>CAPT Hastie has spent the majority of the reporting period gaining qualifications totalling 20 weeks of additionally training. He is now fully qualified within the Squadron and he is proving to be an outstanding troop commander.</b>					
Strategic perspective		Grasps the Big Picture; contributes to the achievement of strategic goals (given constraints of posting); demonstrates good situational awareness of army's priorities; able to look beyond immediate job.			
<input type="text" value="Above worn rank"/>					
<b>CAPT Hastie has participated in combined, joint, interagency exercises including one in NZ and Australia. He understands the environment confronting SASR, SOCOMD and the ADF with a very well developed appreciation of interagency capability and challenges.</b>					

Date  
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Part 3B - Assessing officer report (Continued)

Interpersonal style

Highly effective

Demonstrates a positive and supportive attitude to superiors, subordinates and peers; considerate interactions with others.

CAPT Hastie is a relaxed and very even tempered officer. His manner is highly effective and appropriate in an environment where he is surrounded by experienced subordinates.

Teamwork

Highly effective

Builds cohesion; develops and promotes resilience; encourages work-life balance.

CAPT Hastie has fostered a harmonious troop environment and the troop is performing very well.

Work ethic

Above worn rank

Maintains work life balance, demonstrates commitment to the organisation; willing to act at some expense to themselves; demonstrates the courage of their convictions.

CAPT Hastie has been proactive in seeking additional responsibility and he is pursuing extra-curricular professional development opportunities. He is a dedicated professional with a clear focus on attaining goals in an efficient and appropriate manner.

Judgement

At worn rank

Is pragmatic, applies common sense, is consistent, is self-aware; understands effects of decisions.

CAPT Hastie has demonstrated very good judgement and common sense. He will develop his expertise in this niche capability over the next 18 months.

Intellect

Above worn rank

Demonstrates rational, creative and intuitive thinking; demonstrates insight and quickness of comprehension; able to develop workable and effective solutions.

CAPT Hastie has a strong academic reputation at UNSW and his application for a scholarship to study at OXFORD is pending confirmation in October 14. He is very articulate and has the ability to analyse and dissect complex problems. This was most evident during the Squadron full mission profile.

Adaptability

Above worn rank

Innovative, copes with change, progressive in thought; has a can-do attitude and is forward looking.

CAPT Hastie has demonstrated great versatility through rapid transition from a wide variety of tasks. He has completed numerous demanding courses, a demanding Squadron exercise, interagency liaison and coalition liaison.

Resource management and accountability

At worn rank

Effectively utilises assigned resources to achieve desired objectives (material, personnel, safety and financial); is accountable and accepts responsibility for resources given to them.

CAPT Hastie has demonstrated sound judgement when handling commonwealth funds on operations and in training. He is managing a complex sub account as a troop commander and is responsible for recommending procurement proposals.

Oral and written communication

Above worn rank

Effective oral and written communication skills, communicates persuasively; is succinct and uses appropriate tone and style.

CAPT Hastie's written work is exceptional. He was also required to brief the Chief of Army while running the operations desk during the major Squadron Exercise.

I have identified the following strengths

CAPT Hastie possesses a sharp intellect and conducts a wide range of reading in his own time. He is a strong leader and a good communicator. While completing 20 weeks of specialist training it was evident that he rapidly assimilates new information and more importantly, when analysing complex problems he is able to rapidly dissect the issues and distil important information. His most impressive trait is the way in which he articulates this analysis concisely and succinctly. These skills will serve him increasingly well as he progresses in rank.

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Part 3B - Assessing officer report (Continued)

I have identified the following opportunities for development / improvement

CAPT Hastie is performing exceptionally well in the CLM stream. He would benefit from expanding his knowledge base, particularly in regard to the capability management pathway. This will further enhance his ability to contribute to SASR and SOCOMD development of key enablers.

Briefly highlight aspects of performance that differentiates this officer from their peers

CAPT Hastie has spent the majority of the reporting period immersed in an environment characterised by coalition and interagency interaction on operations and in training. He has undergone 20 weeks of specialist training within a unique capability and he has performed very well. This unique exposure and experience has resulted in the development of a refined strategic appreciation and a more mature understanding of where SOCOMD fits into the whole of government architecture. This is a distinct differentiator between him and his peers.

Signature (Double click to digitally sign)

[Redacted Signature]

Part 4A - Assessed officer's declaration - interim report

I have read and been debriefed on my interim report

Yes

Signature (Double click to digitally sign)

[Redacted Signature]

Part 4B - Assessing officer review

Is a Senior Technical Officer review required?

No

Part 5 - Senior technical / specialist officer comment (if required)

Employee ID	Service	Rank	Family name	Given name(s)
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
Defence email address		Corps	Position / appointment title	
[Redacted]		[Redacted]	[Redacted]	

Professional development

[Redacted] Demonstrated initiative in pursuing opportunities for professional / specialist knowledge / skills development.

Please provide comment on the assessed officer's:

1. Quality of technical writing.
2. Quality of technical advice to CoC.
3. The breadth of their career to date and a recommendation regarding their future employment.

[Redacted Comment Area]

Promotion recommendation

[Redacted Promotion Recommendation]

Signature (Double click to digitally sign)

[Redacted Signature]

Part 6 - Assessing officer annual report

I rate **ANDREW WILLIAM HASTIE**  out of  **CAPT** in my Command.

Performance rating

**4 SAS Sqn has four SAS qualified RAINF Captains and one RASIGs Captain. Three of the five are Troop Commanders. I rate CAPT Hastie as 2nd of the troop commanders and 4 overall. I consider CAPT Hastie to be amongst the best of the Captains in SASR and he is considered an excellent candidate for SUC.**

Promotion recommendation

Instructional posting


Representational duties

Command and Staff College

Capability and technology management program

Sponsored Tertiary studies

Higher Defence College


Signature (Double click to digitally sign)  


Part 7A - Assessed officer's declaration - annual report

I have read and been debriefed on my annual report

I intend to make representation against the assessor's report (After reading Part 6 of the report, the assessed officer is to indicate their intention to represent)

Representation made by assessed officer

Signature (Double click to digitally sign)  


Part 7B - Reviewing officer details (if required)

Employee ID	Service	Rank	Family name	Given name(s)
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Defence email address	Corps	Position / appointment title		
<input type="text"/>	<input type="text"/>	<input type="text"/>		

**Part 7C - Reviewing officer representation results (if required)**

Result of representation process

Representation comments

Signature (Double click to digitally sign)

**Part 7D - Assessed officers acknowledgement (if required)**

I have read and acknowledge the Reviewing Officers report

Signature (Double click to digitally sign)

**Part 8 - Senior assessing officer report**

Employee ID	Service	Rank	Family name	Given name(s)
Defence email address	Corps		Position / appointment title	

I  Agree with the AO's appraisal of this officer.

Comments (Mandatory if SAO disagrees with AO's appraisal, otherwise not required)

**I had direct oversight of CAPT Hastie, particularly during the Squadron exercise conducted in Adelaide where he briefed the Chief of Army. He also represented SOCOMD very effectively at a Global SOF symposium where Professor Preston Cline from Wharton School of leadership presented. He has thrived upon the challenges presented by the combined, joint, interagency environment he has experienced this reporting period.**

**CAPT Hastie has a strong moral compass and he is an excellent ambassador for SASR, SOCOMD and the Army. He is a strong intellect and I support his aspiration to undertake study at Oxford University in the UK, pending the success of his application for scholarship.**

**CAPT Hastie is expected to compete very strongly for sub-unit command within SASR and due to his focus on professional development and training of subordinates, he would be well suited to training related appointments as well. He is performing within the top few captains across SASR.**

Potential for Command - Sub unit

Potential for Command - Unit

Potential for Command - Formation

Promotion recommendation

Potential for promotion - 2 up

Signature (Double click to digitally sign)