

City of Whittlesea CAPABILITY FRAMEWORK

Setting the scene

A CHANGING LANDSCAPE

The local government sector in Australia is experiencing significant change as the demands on councils have changed markedly over the past decade. All indications are that the scale and type of change are expected to grow.

In order for the City of Whittlesea (CoW) to achieve the goals and objectives of Whittlesea 2040 during these sustained periods of change, it is critical that we attract, develop, and engage people with the right capabilities to thrive and meet these strategic challenges.

STRATEGIC CONNECTIONS

Whittlesea 2040 and the People Strategy 2017-2021 outline a compelling vision to create a place for all, while aspiring to be a high performing organisation, for the success of our community.

In order to achieve the above, CoW has a 'living' Workforce Plan, which focuses on:

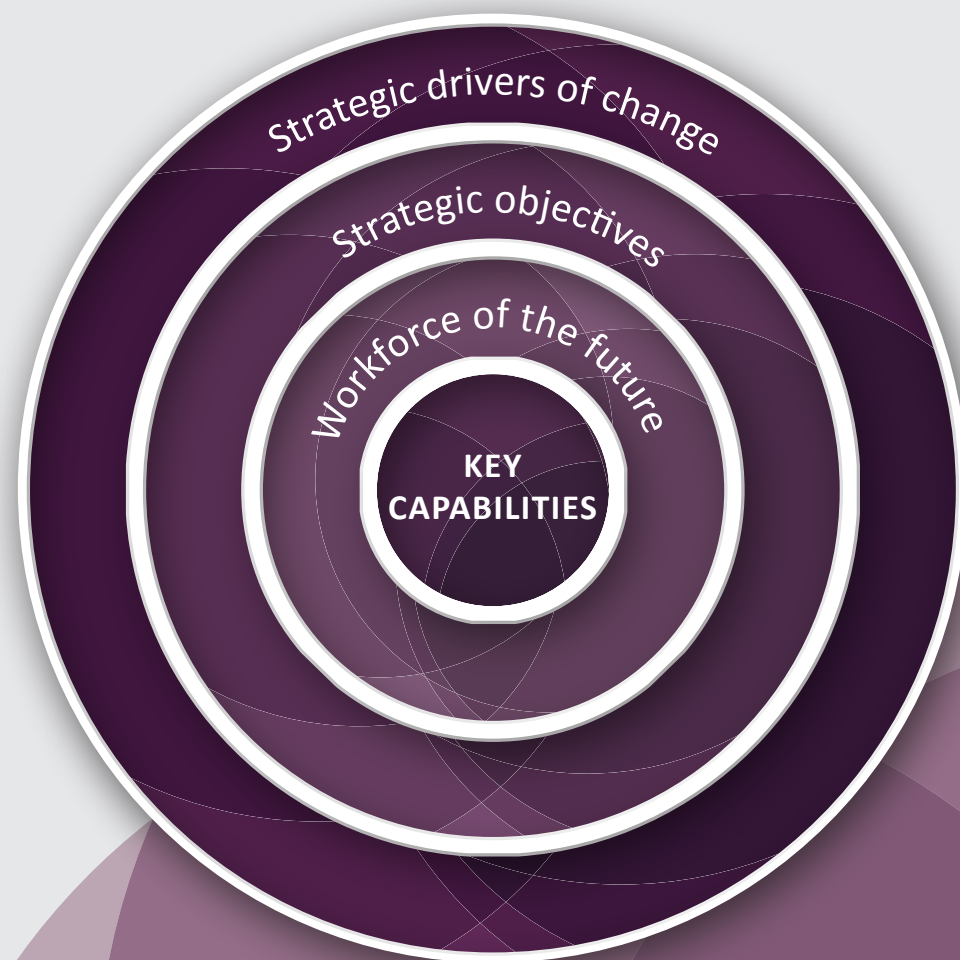
- innovative leadership at all levels
- values-based behaviours
- high standards of professional conduct
- critical capability development
- diversity, equity, and inclusive work practices
- healthy and well employees.

The CoW Capability Framework is a component of the Workforce Plan that supports employee attraction, development, and engagement. Implementation of this framework provides a holistic tool which will; empower all employees to see themselves as leaders from where they are, support employees to manage their own career development, and provide the foundation to attract, develop, and engage employees in line with the strategic objectives of CoW.

FRAMEWORK DEVELOPMENT

CoW has developed a strategic capability framework that applies to all employees. The framework can be applied at the individual, team, department, or directorate level. This type of framework conveys a clear message to all employees about

the values, behaviours, and attributes required for the future given the strategic direction of the organisation. The actions undertaken to create this framework include endorsement of the framework as part of the People Plan initiatives from the executive leaders in the organisation, reviews of other organisations and the current literature in the field, consultation with a range of senior people leaders, team leaders and supervisors and staff within the organisation, and several rounds of iterative improvements with key stakeholders.



ABOUT THE FRAMEWORK

The City of Whittlesea Capability Framework outlines the capabilities and associated behaviours we expect and encourage our employees to demonstrate for sustained growth and success. It is a set of high-level capabilities that are described across multiple levels using behaviour-based statements. The capabilities included in the framework were selected because they represent the strategic knowledge, attributes, and experiences that are required to be developed by individuals and teams to foster high levels of performance in line with strategic direction.

CAPABILITIES ARE DEMONSTRATED THROUGH BEHAVIOURS

Each of the capabilities detail the strategic knowledge, attributes, and experience that are required to be developed by individuals and teams to foster high levels of performance in line with strategic direction. The behavioural descriptions are intended to be observable.

They should be interpreted as illustrative for each capability and are not exhaustive, nor prescriptive. The City of Whittlesea Capability Framework does not remove the responsibility for employees and supervisors to have meaningful professional development and career management conversations on a regular basis. Rather, the framework is a common tool to support these types of conversations.

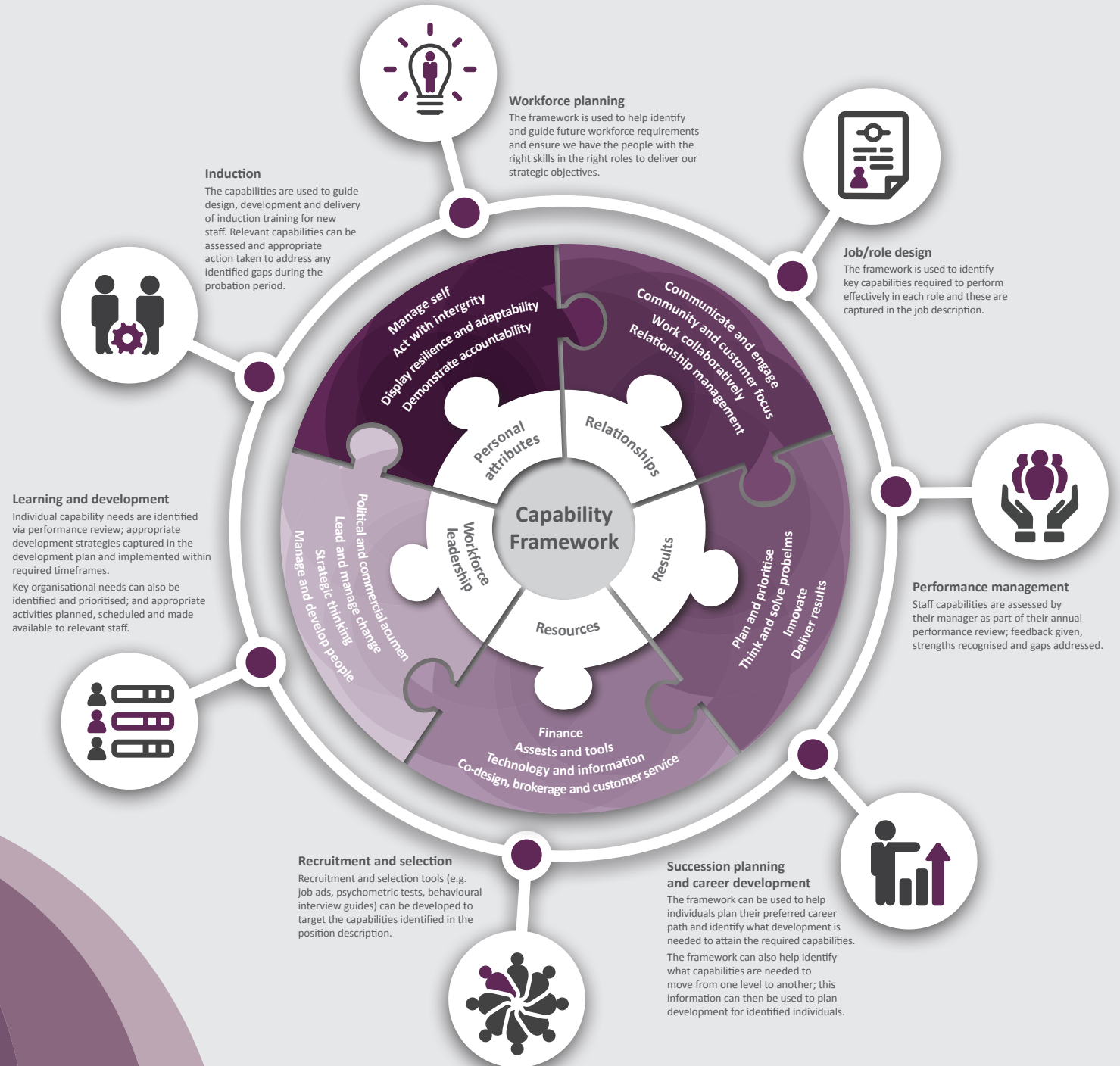
The behavioural capabilities are descriptions of the key behaviours, and underlying knowledge, attributes, and experiences that are required for successful performance in a job, team, or organisation. It provides an indication of the behaviours that are valued and rewarded, and ensures that these are aligned with the organisation's strategic direction.

LEADERSHIP CAPABILITIES ARE EMBEDDED THROUGHOUT THE FRAMEWORK

Highly successful organisations embrace the notion of leadership at all levels, with leadership behaviours looking different depending on your role in the organisation. The modern complex and ever-changing workplace requires all employees to take initiative, think strategically, identify opportunities for business improvement, influence others through change, support collective empowerment of employees, and work together to generate the desired future state of the organisation. The City of Whittlesea Capability Framework has been designed to embed leadership development at all levels.

Each level of leadership is accumulative and includes the level below. In contrast to using a strict hierarchical approach, the levels presented within the framework are more flexible and are based on an employee's impact in the organisation (based on increasing role size, scope, complexity, and influence). This approach has the benefit of providing a single, focused City of Whittlesea Capability Framework for the organisation that is applicable to everyone.

This diagram represents the relationship between the Capability Framework and our existing systems and processes that support managing people here at the City of Whittlesea.



The groups of capabilities

The City of Whittlesea Capability Framework describes 20 capabilities across five groups: personal attributes, relationships, results, resources and workforce leadership.

CAPABILITIES



PERSONAL ATTRIBUTES

Manage self

Show drive and motivation, an awareness of strengths and weaknesses, and a commitment to learning

Display resilience and adaptability

Express own views, persevere through challenges, and be flexible and willing to change

Act with integrity

Be honest, ethical and professional, and prepared to speak up for what is right and be a role model to others of organisational values

Demonstrate accountability

Take responsibility for own actions, commit to safety, and act in line with legislation and policy



RELATIONSHIPS

Communicate and engage

Communicate clearly and respectfully, listen, and encourage input from others

Community and customer focus

Commit to delivering customer and community focused services in line with strategic objectives

Work collaboratively

Be a respectful, inclusive and reliable team member, collaborate with others, and value diversity

Relationship management

Persuade and gain commitment and cooperation from others, and resolve issues and conflicts



RESULTS

Plan and prioritise

Plan and organise work in line with organisational goals, and adjust to changing priorities

Think and solve problems

Think, analyse and consider the broader context to develop practical solutions

Innovate

Encourage and suggest new ideas and show commitment to improving services and ways of working

Deliver results

Achieve results through efficient use of resources and delivery on agreed business outcomes



RESOURCES

Finance

Be a responsible custodian of council funds and apply processes in line with legislation and policy

Assets and tools

Use, allocate and maintain work tools appropriately and manage community assets responsibly

Technology and information

Utilise technology and information to maximise efficiency and effectiveness

Co-design, brokerage and customer service

Facilitation of discussions between community and internal stakeholders in the design of appropriate services and amenities



WORKFORCE LEADERSHIP

Manage and develop people

Engage, empower and motivate staff, develop capability and potential in others

Strategic thinking

Promote, translate and communicate council's vision and goals, and contribute strategically to their realisation

Lead and manage change Initiate, support and champion change, assist others to accept and engage with change

Political and commercial acumen

Read changes in community trends and expectations to deliver value



Core capabilities

PERSONAL ATTRIBUTES

Personal attributes

MANAGE SELF

Show drive and motivation, an awareness of strengths and weaknesses, and a commitment to learning.



FOUNDATIONAL

Checks understanding of own role within the team

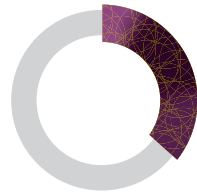
Proactively seeks instruction and guidance

Approaches work tasks with energy and enthusiasm

Stays up to date with knowledge, training and accreditation in relevant skills areas

Seeks and responds well to feedback and guidance and learns new skills to adjust

Learns from mistakes and the feedback of others



INTERMEDIATE

Understands what needs to be done and steps up to do it

Pursues own and team goals with drive and commitment

Shows awareness of own strengths and weaknesses

Asks for feedback from colleagues and stakeholders



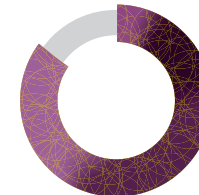
ADEPT

Initiates action on team/department projects, issues and opportunities

Accepts and tackles demanding goals with drive and commitment

Seeks opportunities to apply and develop strengths and skills

Examines and reflects on own performance



ADVANCED

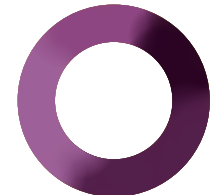
Demonstrates motivation to serve the community and organisation

Initiates team activity on organisation/department projects, issues and opportunities

Seeks and accepts challenging assignments and other development opportunities

Seeks feedback broadly and asks others for help with own development areas

Translates constructive feedback into an opportunity to improve



HIGHLY ADVANCED

Demonstrates motivation to serve the community, make an impact and advance the organisation

Models initiative and decisiveness

Applies and shares knowledge gained through experience and exposure to experts, colleagues and stakeholders

Proactively seeks opportunities for growth for self and others

Actively seeks, reflects and acts on feedback, showing a strong capacity and willingness to modify behaviour

Works to apply strengths and mitigate weaknesses and limitations

Personal attributes

DISPLAY RESILIENCE AND ADAPTABILITY

Express own views, persevere through challenges, and be flexible and willing to change.



FOUNDATIONAL

Adapts to changing work tasks and environments

Is open to new ways of doing things

Does not give up easily when problems arise

Asks questions and offers own opinion

Gives frank and honest feedback/ advice and suggestions for change



INTERMEDIATE

Adapts quickly to changed priorities and organisational settings

Welcomes new ideas and ways of working

Stays calm and focused in difficult situations

Perseveres through challenges

Offers own opinion and raises challenging issues



ADEPT

Is flexible, showing initiative and responding quickly to change

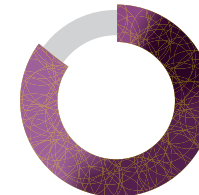
Accepts changed priorities and decisions and works to make the most of them

Listens when challenged and seeks to understand criticisms before responding

Raises and works through challenging issues and seeks alternatives

Stays calm and acts constructively under pressure and in difficult situations

Gives frank, honest advice, even in the face of strong, contrary views



ADVANCED

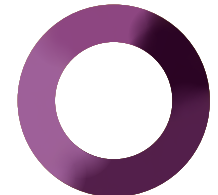
Is flexible and readily adjusts own style and approach to suit the situation

Adjusts tactics or priorities in response to changes in the organisational environment

Accepts criticism of own ideas and responds in a thoughtful and considered way

Welcomes challenges and persists in raising and working through difficult issues

Shows composure and decisiveness in dealing with difficult and controversial issues



HIGHLY ADVANCED

Is comfortable with constant change, and able to adjust accordingly

Provides sound rationale for agreed positions while remaining open to valid suggestions for change

Creates a climate which encourages openness and debate around critical issues

Raises critical issues and makes tough decisions

Persists in the face of significant, complex and novel challenges

Manages own emotions and acts as a stabilising influence in emotionally charged situations

Personal attributes

ACT WITH INTEGRITY

Be honest, ethical and professional, and prepared to speak up for what is right and be a role model to others of the organisational values.



FOUNDATIONAL

Is open and honest

Tells the truth and admits to mistakes

Adheres to the code of conduct, policies and guidelines

Has the courage to speak up and report inappropriate behaviour and misconduct

Maintains confidentiality of customer and organisational information

Recognise and acknowledge behaviour reflecting organisational values and behaviours



INTERMEDIATE

Is open, honest and consistent in words and behaviour

Takes steps to clarify ethical issues and seeks advice when unsure what to do

Helps others to understand their obligations to follow the code of conduct, organisational values and policies

Recognises and reports inappropriate behaviour, misconduct and perceived conflicts of interest



ADEPT

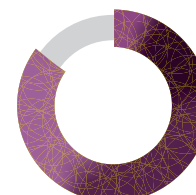
Acts honestly, ethically and with discretion and encourages others to do so

Sets a tone of integrity and professionalism with customers and the team

Supports others to uphold the organisational values and standards and to report inappropriate behaviour

Respectfully challenges behaviour that is inconsistent with organisational values, standards or the code of conduct

Consults appropriately when issues arise regarding misconduct, unethical behaviour and perceived conflicts of interest



ADVANCED

Models ethical behaviour and reinforces it in others

Represents the organisation in an honest, ethical and professional way and sets an example for others to follow

Promotes integrity, courage and professionalism inside and outside the organisation

Develops ethical practices, standards and systems and reinforces their use

Proactively addresses ethical and people issues before they magnify



HIGHLY ADVANCED

Champions and acts as an advocate for the highest standards of ethical and professional behaviour

Sets a tone of integrity and professionalism in the organisation and in dealings external to the organisation

Defines, communicates and evaluates ethical practices, standards and systems and reinforces their use

Creates a climate in which staff feel empowered to challenge and report inappropriate behaviour

Acts promptly and visibly in response to complex ethical and people issues

Personal attributes

DEMONSTRATE ACCOUNTABILITY

Take responsibility for own actions, commit to safety, and act in line with legislation and policy.



FOUNDATIONAL

Takes responsibility for own actions

Completes tasks he/she has agreed to on time

Is aware of the decisions that need to be referred to a manager or supervisor and acts accordingly

Takes care of own and others' safety and wellbeing by following safe work practices

Identifies and speaks up about risks in the workplace



INTERMEDIATE

Follows through reliably and openly takes responsibility for own actions

Is prepared to make decisions within own level of authority

Is vigilant about the use of safe work practices by self and others

Is alert to risks in the workplace and raises them to the appropriate level



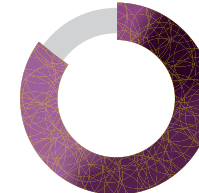
ADEPT

Takes an active role in resolving issues in the team

Coaches team members to take responsibility and follow through

Is committed to safe work practices and manages work health and safety risks

Identifies and addresses other risks in the workplace



ADVANCED

Is prepared to make decisions involving tough choices and weighing of risks

Addresses situations before they become crises and identifies measures to avoid recurrence

Takes responsibility for outcomes, including mistakes and failures

Coaches team members to take responsibility for addressing and resolving challenging situations

Oversees implementation of safe work practices and the risk management framework



HIGHLY ADVANCED

Acts in the public interest at all times

Is prepared to act and take ownership for difficult decisions

Supports and stands by people in the organisation who have made an honest mistake

Creates a climate in which people feel supported to take responsibility for outcomes

Establishes effective governance systems to ensure safe work practices and to mitigate and manage organisational risks



Core capabilities

RELATIONSHIPS

Relationships

COMMUNICATE AND ENGAGE

Communicate clearly and respectfully, listen, and encourage input from others.



FOUNDATIONAL

Explains things clearly

Listens to others when they are speaking and asks appropriate, respectful questions

Shows sensitivity to cultural, religious and other individual differences when interacting with others



INTERMEDIATE

Focuses on key points and communicates in 'Plain English'

Clearly explains and presents ideas and technical information

Monitors own and others' non-verbal cues and adapts where necessary

Actively listens and encourages others to provide input

Shows sensitivity in adapting communication content and style for diverse audience



ADEPT

Tailors content, and style of communication to the needs and level of understanding of the audience

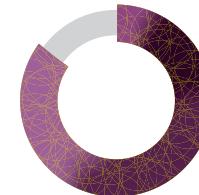
Clearly explains complex concepts and technical information

Adjusts style and approach flexibly for different audiences

Demonstrates active listening skills, using techniques that contribute to a deeper understanding

Writes fluently and persuasively in a range of styles and formats

Creates opportunities for others to contribute to discussion and debate



ADVANCED

Presents with credibility and engages varied audiences

Translates complex information concisely for diverse audiences

Understands and utilises storytelling and other communication techniques to engage audiences

Is attuned to the needs of diverse audiences, adjusting style and approach flexibly

Prepares (or coordinates preparation of) high impact written documents and presentations



HIGHLY ADVANCED

Puts forward compelling arguments

Explains complex concepts appropriately for diverse audiences

Anticipates and addresses key areas of interest for diverse audiences and adapts style under pressure

Invites, actively listens and responds respectfully to questions, comments and suggestions

Relationships

COMMUNITY AND CUSTOMER FOCUS

Commit to delivering customer and community-focused services in line with strategic objectives.



FOUNDATIONAL

Shows awareness that they are working for the community

Shows respect, courtesy and fairness when interacting with customers and members of the community

Listens and asks questions to understand customer/ community needs

Informs customers of progress and checks their needs are being met

Understands that the customer and community is at the centre of everything we do



INTERMEDIATE

Identifies and responds quickly to customer needs

Demonstrates a thorough knowledge of services provided

Puts the customer and community at the heart of work activities

Takes responsibility for resolving customer issues and needs



ADEPT

Demonstrates a sound understanding of the interests and needs of customers and community

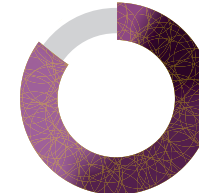
Takes responsibility for delivering quality customer-focused services

Listens to customer and community needs and ensures responsiveness

Builds relationships with customers and identifies improvements to services

Finds opportunities to work with internal and external stakeholders to implement improvements to customer services

Supports the development of customer focus in others



ADVANCED

Demonstrates a thorough understanding of the interests, needs and diversity in the community

Promotes a culture of quality customer service

Initiates and develops partnerships with customers and the community to define and evaluate service outcomes

Ensures that the customer is at the heart of business process design

Makes improvements to management systems, processes and practices to improve service delivery

Works towards social, environmental and economic sustainability in the community/region



HIGHLY ADVANCED

Creates an organisational culture which embraces high quality customer service

Ensures that management systems, processes and practices drive service delivery outcomes

Ensures that community and customer needs are central to strategic planning processes

Establishes systems to set and monitor service delivery standards in line with customer and community expectations

Ensures council services contribute to social, environmental and economic sustainability in the community/region

Relationships

WORK COLLABORATIVELY

Be a respectful, inclusive and reliable team member, collaborate with others and value diversity.



FOUNDATIONAL

Keeps team and supervisor informed of what they are working on

Shares knowledge and information with team members and other staff

Offers to help colleagues and takes on additional tasks when workloads are high

Is aware of the wellbeing of co-workers and provides support as appropriate

Is open to input from people with different experiences, perspectives and beliefs



INTERMEDIATE

Encourages an inclusive, supportive and co-operative team environment

Shares information and learning within and across teams

Works well with other teams on shared problems and initiatives

Looks out for the wellbeing of team members and other colleagues

Encourages input from people with different experiences, perspectives and beliefs

Shows sensitivity to others' workloads and challenges when asking for input and contributions



ADEPT

Contributes to a culture of respect and understanding in the organisation

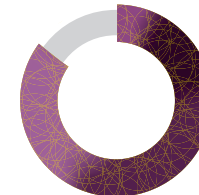
Creates an atmosphere of trust and mutual respect within the team

Builds cooperation and overcomes barriers to sharing across teams/departments

Relates well to people at all levels and develops respectful working relationships across the organisation

Identifies opportunities to work together with other teams/departments

Acts as a resource for other teams/departments on complex or technical matters



ADVANCED

Builds a culture of respect and understanding across the organisation

Facilitates collaboration across departments and recognises outcomes resulting from effective collaboration between teams

Builds co-operation and overcomes barriers to sharing across the organisation

Facilitates opportunities to develop joint solutions with stakeholders across the region and sector

Models inclusiveness and respect for diversity in people, experiences and backgrounds



HIGHLY ADVANCED

Communicates the expectation of collaboration across the organisation

Celebrates successful outcomes of collaboration across the organisation, region and sector

Establishes systems, structures and practices to facilitate shared learning across the organisation, region and sector

Develops respectful relationships with stakeholders who hold different, even directly conflicting, views

Sets a tone of inclusiveness and an expectation that all staff respect diversity in people, experiences and backgrounds

Relationships

RELATIONSHIP MANAGEMENT

Persuade and gain commitment and cooperation from others, and resolve issues and conflicts.



FOUNDATIONAL

Helps find solutions to problems they raise

Uses facts and sound reasoning to inform action

Listens to understand others' interests and needs

Is tactful when disagreeing or proposing a different approach or outcome

Works towards mutually satisfactory outcomes



INTERMEDIATE

Builds a network of work contacts across the organisation

Approaches collaborations in the spirit of cooperation

Uses facts, knowledge, sound reasoning and experience, to inform action and communicate plans with others

Asks questions to understand others' interests, needs and concerns

Works with others to generate options that address the main needs and concerns of all parties



ADEPT

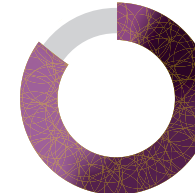
Builds a network of work contacts/ relationships inside and outside the organisation

Approaches collaborations in the spirit of maintaining and strengthening relationships

Communicates from an informed and credible position

Convinces others with a fair and considered approach and sound arguments

Encourages others to share and debate ideas



ADVANCED

Builds and maintains professional relationships inside and outside the organisation

Makes a strong personal impression and influences others with a fair and considered approach

Establishes a negotiation position based on a firm grasp of key issues, likely points of difference and areas for compromise

Identifies key stakeholders and tests their level of support in advance of negotiations

Uses humour appropriately to enhance professional relationships and interactions

Pre-empts and minimises conflict by working towards mutually beneficial outcomes



HIGHLY ADVANCED

Credibly promotes the organisation's position in the community, region and sector

Builds and maintains a wide network of professional relationships outside the organisation

Obtains the commitment of key stakeholders to major projects and ensures ongoing communication

Uses understanding of decision-making processes and networks to determine the organisation's bargaining strategy

Uses sound evidence-based arguments supported by expert opinion to influence outcomes

Pre-empts and avoids conflict by identifying contentious issues and directing discussion towards an acceptable resolution



Core capabilities

RESULTS

Results

PLAN AND PRIORITISE

Plan and organise work in line with organisational goals and adjust to changing priorities.



FOUNDATIONAL

Understands team objectives and own contribution

Plans and organises own work tasks

Asks when unsure about the relative priority of allocated tasks

Manages time appropriately and re-prioritises as required

Identifies and informs supervisor of issues that may impact on completion of tasks



INTERMEDIATE

Participates constructively in unit planning and goal setting

Helps plan and allocate work tasks in line with team/ project objectives

Checks progress against schedules
Identifies and escalates issues impacting on ability to meet schedules

Provides feedback to inform future planning and work schedules



ADEPT

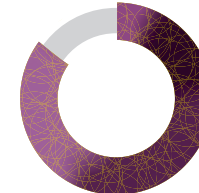
Consults on and delivers team/ department goals and plans, with clear performance measures

Takes into account organisational objectives when setting and reviewing team priorities and projects

Scopes and manages projects effectively, including budgets, resources and timelines

Manages risks effectively, minimising the impacts of variances from project plans

Monitors progress, makes adjustments, and evaluates outcomes to inform future planning



ADVANCED

Ensures business plans and priorities are in line with organisational objectives

Uses appropriate information to inform business plans and mitigate risks

Anticipates and assesses shifts in the environment and ensures contingency plans are in place

Ensures that program risks are managed and strategies are in place to respond to variance

Implements systems for monitoring and evaluating effective program and project management



HIGHLY ADVANCED

Sets and communicates organisational objectives, ensuring these are the focus for planning activity

Considers the organisation's long-term role in the community and region when planning

Ensures that a governance framework enables high quality strategic, corporate and operational planning

Ensures effective governance of program and project management, including acceptance of new initiatives

Results

THINK AND SOLVE PROBLEMS

Think, analyse and consider the broader context to develop practical solutions.



FOUNDATIONAL

Finds and checks information needed to complete own work tasks

Breaks down information and issues into component parts

Thinks through the options available and checks his/her suggested approach

Refers complex issues and problems to a manager/ supervisor



INTERMEDIATE

Gathers and investigates information from a variety of sources

Questions basic inconsistencies or gaps in information and raises to appropriate level

Asks questions to get to the heart of the issue and define the problem clearly

Analyses data and other information and draws conclusions based on evidence

Works with others to assess options and identify appropriate solutions



ADEPT

Draws on numerous sources of information, including past experience, when facing new problems

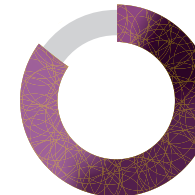
Demonstrates an understanding of how individual issues relate to larger systems

Makes appropriate recommendations based on synthesis and analysis of complex numerical data and written reports

Uses rigorous logic and a variety of problem-solving methods to develop workable solutions

Anticipates, identifies and addresses risks and issues with practical solutions

Leads cross team/ departments efforts to resolve common issues or barriers to effectiveness



ADVANCED

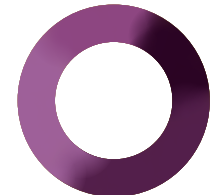
Is able to draw on wide-ranging interests and experiences when facing new challenges

Thinks broadly about the root of problems before focusing in on the problem definition and solutions

Is able to discuss issues from different angles and project future impacts

Considers the broader context when critically analysing information and assessing recommendations

Involves diverse perspectives in testing thier thinking and identifying solutions



HIGHLY ADVANCED

Quickly grasps unfamiliar concepts and deals comfortably with complexity

Demonstrates deep knowledge and expertise across numerous subject areas

Critically analyses information and seeks diverse perspectives to formulate effective responses to policy issues

Identifies and evaluates broader impacts of proposed policies and solutions

Makes good decisions based on available evidence, observed patterns and evaluation of risks and benefits

Results

INNOVATE

Encourage and suggest new ideas and show commitment to improving services and ways of working.



FOUNDATIONAL

Contributes own knowledge and ideas

Suggests improvements to the way work is done



INTERMEDIATE

Researches developments and trends in the industry

Thinks about issues and opportunities from different viewpoints

Links together unrelated ideas or events to generate insights

Identifies improvements to work systems, processes and practices

Experiments to develop innovative solutions



ADEPT

Produces new ideas, approaches or insights

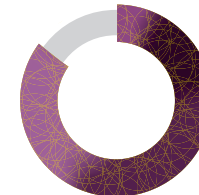
Analyses successes and failures for insights to inform improvement

Identifies ways in which industry developments and trends impact on own business area

Shows curiosity in the future of the community and region and thinks creatively about opportunities for the organisation

Identifies, shares and encourages suggestions for organisational improvement

Role models work practices and behaviours that ensure individuals feel comfortable contributing creative ideas



ADVANCED

Encourages independent thinking and new ideas from others

Draws on developments and trends in the industry and beyond to develop solutions

Supports experimentation and rapid testing to refine innovative solutions

Develops/champions innovative solutions with long standing, organisation-wide impact

Explores creative alternatives to improve management systems, processes and practices

Create a climate to support experimentation, evaluation and learning



HIGHLY ADVANCED

Establishes and promotes a culture which encourages initiative and emphasises the value of continuous improvement

Stays up to date with industry, national and global best practices and trends

Encourages people to challenge the status quo and actively seek opportunities to improve

Creates an organisational climate in which people feel supported to experiment with new ideas and innovations and learn from mistakes

Uses diversity to foster innovation and drive change

Results

DELIVER RESULTS

Achieve results through efficient use of resources and delivery on agreed business outcomes.



FOUNDATIONAL

Takes the initiative to progress work tasks

Clarifies work required and timeframe available

Checks own work for accuracy, quality and completeness

Completes tasks under guidance, on time and to the required standard



INTERMEDIATE

Takes the initiative to progress own and team work tasks

Contributes to the allocation of responsibilities and resources to achieve team/ project goals

Consistently delivers high quality work with some supervision

Consistently delivers key work outputs on time and on budget

Identifies what information/ resources are needed to complete work tasks



ADEPT

Takes responsibility for the quality and timeliness of the team's work products

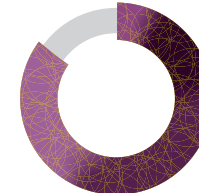
Ensures team understands goals and expectations

Shares the broader context for projects and tasks with the team

Identifies resource needs, including team, budget, information and tools

Allocates responsibilities and resources appropriately

Gives team members appropriate flexibility to decide how to get the job done



ADVANCED

Sets high standards and challenging goals for self and others

Delegates responsibility appropriately and provides support

Defines what success looks like in measurable terms

Uses own professional knowledge and the expertise of others to drive results

Implements and oversees quality assurance practices



HIGHLY ADVANCED

Creates a culture of achievement by setting stretch goals and high expectations for self and others

Shares leadership responsibility and decision-making authority, where possible

Drives organisational activity in an environment of ongoing change and uncertainty

Identifies and removes potential hurdles to achievement of sustainable outcomes



Core capabilities

RESOURCES

Resources

FINANCE

Be a responsible custodian of council funds and apply processes in line with legislation and policy.



FOUNDATIONAL

Shows respect for the value of public money

Calculates and records financial information accurately

Seeks approval from manager/supervisor for expenses and claims, as required by policies or guidelines

Shows a clear understanding of relevant financial policies and procedures



INTERMEDIATE

Understands basic financial information and uses it appropriately

Records financial transactions in line with financial audit and reporting obligations

Comply with budget and financial limits

Uses financial and other resources responsibly and helps others understand their obligations to do so



ADEPT

Uses basic financial terminology appropriately

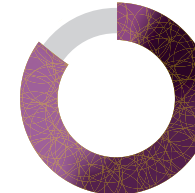
Considers the impact of funding allocations on business models, projects and budgets

Manages finances and budget effectively

Prepares and evaluates business cases with due regard for long term financial sustainability

Applies high standards of financial probity with public monies and other resources

Identifies, monitors and mitigates financial risks



ADVANCED

Ensures the design/delivery of services is within budget

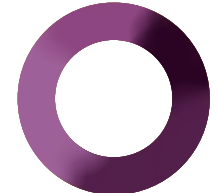
Explains the organisation's financial drivers to others in plain language

Evaluates strategic business cases including the relative cost benefits of direct provision or purchase of services

Models the highest standards of financial probity, demonstrating respect for public monies and other resources

Promotes the role of sound financial management and its impact on long term financial sustainability

Seeks and applies specialist financial advice to inform decisions



HIGHLY ADVANCED

Sets organisational strategies and plans with reference to key financial indicators

Ensures that strategic decisions are made with appropriate advice from finance professionals

Identifies the most appropriate financing and funding strategies to meet operational and capital needs

Inspires a culture which respects the obligation to manage public monies and other resources responsibly

Establishes effective governance to ensure the ethical and honest use of financial resources

Actively pursues financial risk minimisation strategies, plans and outcomes

Resources

ASSETS AND TOOLS

Use, allocate and maintain work tools appropriately and manage community assets responsibly.



FOUNDATIONAL

Uses core work tools and equipment effectively

Takes care of work tools, equipment, accommodation and community assets



INTERMEDIATE

Uses a variety of work tools and resources to enhance work products and expand own skill set

Ensures others understand their obligations to use and maintain work tools and equipment appropriately

Contributes to the allocation of work tools and resources to optimise team outcomes

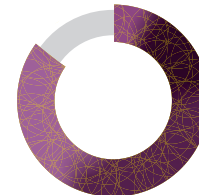


ADEPT

Contributes quality information about council and community assets to asset registers

Prepares accurate asset maintenance and replacement costings in line with council plans and policies

Is aware of asset management risks and actions to manage and mitigate these

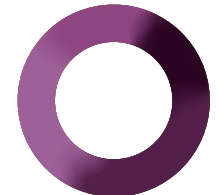


ADVANCED

Considers council and community assets in the design/delivery of services

Facilitates and monitors appropriate deployment of assets and tools in line with community priorities

Implements and monitors compliance with asset management and maintenance plans and policies



HIGHLY ADVANCED

Engages in strategic planning to ensure the organisation's assets support delivery of the strategic plan

Ensures effective governance of the allocation, maintenance and investment in assets and tools

Promotes the role of councils as custodians of community assets

Actively pursues asset risk minimisation strategies, plans and outcomes

Resources

TECHNOLOGY AND INFORMATION

Utilise technology and information to maximise efficiency and effectiveness.



FOUNDATIONAL

Shows confidence in using the technology required in the role

Uses technology appropriately, in line with acceptable use policies

Completes work tasks in line with records, information and knowledge management policies

Be aware of potential threats to information security and acting accordingly



INTERMEDIATE

Shows confidence in using core office software and other computer applications

Makes effective use of records, information and knowledge management systems

Supports the introduction of new technologies to improve efficiency and effectiveness



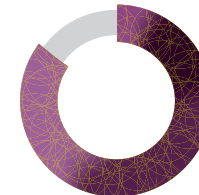
ADEPT

Selects appropriate technologies for projects and tasks

Identifies ways to leverage the value of technology to achieve outcomes

Ensures team understands their obligations to use technology appropriately

Ensures team understands obligations to comply with records, information and knowledge management requirements



ADVANCED

Implements appropriate controls to ensure compliance with information and communications security and use policies

Implements and monitors appropriate records, information and knowledge management systems

Seeks advice from technical experts on leveraging technology to achieve organisational outcomes

Stays up to date with emerging technologies and considers how they might be applied in the organisation



HIGHLY ADVANCED

Ensures effective governance enables efficient and effective applications of technology in the organisation

Ensures effective governance of information and communications security and use policies

Encourages future-focused research and expert advice on the application of emerging technologies

Critically assesses business cases to introduce new technologies

Resources

CO-DESIGN, BROKERAGE AND CUSTOMER SERVICE

Facilitation of discussions between community and internal stakeholders in the design of appropriate services and amenities.



FOUNDATIONAL

Can identify shared values or common good rather than individual needs

Can understand and clearly define the issue by looking at data and evidence

Has the skills and confidence to work with the community

Thinks through problems in simple and non-technical language

Shows a shared commitment and willingness to work in new ways



INTERMEDIATE

Manages their own and others' feelings in the interest of a fair process

Effectively engages with diverse cultural communities and builds the relationships needed to make this happen

Utilises feedback, advice and decisions from people with lived or work experience, and the knowledge, experience and skills of experts in the field

Discusses personal and practical understandings at without letting differences or personal bias impact on solutions



ADEPT

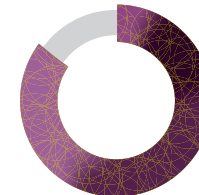
Creates an environment where participants are able to widen the scope of discussion

Facilitates dialogue and engagement to generate new, shared meanings based on expert knowledge and lived experience

Extracts major themes which can be used as the basis for co-designed solutions.

Encourages the development of potential solutions and testing these ideas.

Builds strategies to remove potential or perceived inequality



ADVANCED

Evaluates and tests ideas and solutions with the internal and external stakeholders and community

Creates the environment where changes and adaptations are accepted as part of the process,

Use participatory design methodology to engage the community and internal and external stakeholders to design collaborative services

Enables trialling of possibilities as they emerge and the taking of risks and allowing for failure.

Adopts a strengths based approach and uses community strengths to create solutions



HIGHLY ADVANCED

Inspire and lead the community centred design process

Create strong relationships with community representatives, community service providers and other relevant stakeholders

Enable the implementation of the collaborative services identified through the design process

Integrate social cohesion, economic and environmental sustainability and outstanding customer experience into co-designed processes and services



Core capabilities

WORKFORCE LEADERSHIP

Workforce Leadership

MANAGE AND DEVELOP PEOPLE

Engage, empower and motivate staff, develop capability and potential in others.



FOUNDATIONAL

Understands work required, expected behaviour and outputs

Accepts and provides feedback about positive behaviour and areas for improvement

Able to articulate self-development needs

Recognises ongoing performance gaps and seeks advice on addressing them



INTERMEDIATE

Clearly communicates role and responsibilities

Discusses and sets clear performance goals and standards

Gives regular feedback with the aim of improving performance gaps and helping others learn and develop

Develops project plans that make the best use of the skills and strengths of people



ADEPT

Seeks to understand the individual strengths, weaknesses, goals and concerns of team members

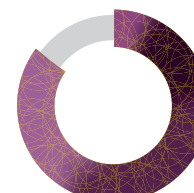
Defines and communicates roles and responsibilities and sets clear performance standards and goals

Coaches team members to help improve performance and development

Regularly discusses performance with team members and provides accurate, constructive reviews

Identifies suitable learning opportunities, including stretch assignments, based on individual needs, interests and goals

Addresses team and individual performance issues, including unsatisfactory performance, in a timely and effective way



ADVANCED

Knows the individual strengths, weaknesses, goals and concerns of members of the team

Fosters high performance through effective conversations, feedback and by developing an empowering environment

Identifies and develops talent across the organisation

Coaches and mentors staff to foster a culture of professional development and continuous learning

Implements performance development frameworks to align capability with the organisation's current and future priorities

Resolves team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way



HIGHLY ADVANCED

Creates a climate in which people across the organisation want to do their best

Ensures the organisation engages in effective performance management, development planning and talent identification

Drives executive capability development and ensures effective succession management practices

Creates a climate in which senior staff value regular feedback, continuous learning and new experiences

Ensures workforce management systems, policies and practices are inclusive of all individuals

Instils a sense of urgency around addressing performance problems among leaders in the organisation

Workforce Leadership

STRATEGIC THINKING

Promote, translate and communicate council's vision and goals, and contribute strategically to their realisation.



FOUNDATIONAL

Have an understanding of the organisation's goals, and strategies

Supported to understand how their role supports organisational objectives and community outcomes

Has an understanding of organisational policies and decisions

Recognises and acknowledges high quality work

Work to a high standard and quality



INTERMEDIATE

Explains the organisation's vision and how the team's work relates

Promotes the organisation's direction and goals and encourages a positive attitude in the team

Recognises and acknowledges individual and team achievements



ADEPT

Demonstrates passion, enthusiasm and personal dedication to the organisation's vision

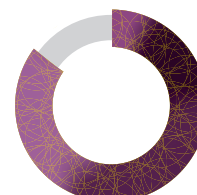
Translates organisation and department objectives into team goals and plans to help staff understand the links

Builds a shared sense of purpose through involving people in the process of cascading goals

Motivates staff by providing autonomy in how they do their work, saying thanks and celebrating successes

Takes opportunities to recognise and reward individual and team efforts and performance

Actively sets aside time for strategic planning, (individually and collaboratively)



ADVANCED

Translates organisational vision and strategy into operational goals to help staff understand their own contribution

Builds a shared sense of purpose through involving people in defining priorities and cascading goals

Regularly communicates progress against business unit and organisational goals

Creates opportunities for recognising and celebrating high performance at the individual and team level

Researches and anticipates future trends and the consequences and ensures projects are aligned with the Council Plan



HIGHLY ADVANCED

Articulates a shared vision of the organisation's future, described in measurable terms that can be clearly understood by others

Champions the organisational vision and strategy, and communicates the way forward

Generates enthusiasm and commitment to goals and cascades understanding throughout the organisation

Communicates the context and parameters surrounding organisational strategies

Celebrates success and high performance and supports regular workplace activities to build a positive culture

Workforce Leadership

LEAD AND MANAGE CHANGE

Initiate, support and champion change, assist others to accept and engage with change.



FOUNDATIONAL

Supports change initiatives through words and actions

Actively engages in change processes

Supports the team to accept and deal with uncertainty and change

Identifies and recommends improvements to work processes and practices

Raises concerns about change in a constructive manner and in an appropriate forum



INTERMEDIATE

Promotes change initiatives and helps the team to understand the purpose and benefits

Provides guidance and support through change processes

Initiates improvements to work systems, processes and practices in consultation with others

Ensures work procedures support changes

Recognises potential barriers to change and makes recommendations to address them



ADEPT

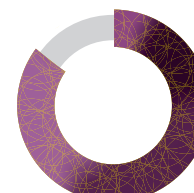
Promotes change initiatives, explaining the purpose and benefits and the implications for the team

Contributes to efforts to involve staff and stakeholders at various stages of the change

Provides clear guidance, coaching and support through change processes

Contributes to efforts to align organisational structures, systems, processes and culture to changes

Role models adaptive behaviour and supports others in coping with ambiguity and uncertainty



ADVANCED

Translates change initiatives into practical strategies, including the role of staff in implementing them

Analyses the change context to identify the level of consultation and involvement required from staff and stakeholders

Develops appropriate approaches to involve staff and stakeholders at various stages of the change

Implements structured processes to manage structural, system, process and cultural barriers to change

Provides coaching and leadership in times of uncertainty and difficulty for staff



HIGHLY ADVANCED

Communicates a compelling case for change and articulates vision, objectives and benefits for different audiences

Analyses the change context to develop the right change approach for the organisation, community and region

Ensures regular communication throughout the change effort to build awareness, understanding, support and commitment

Ensures organisational structures, systems, processes and leadership are aligned to support and embed changes

Anticipates, plans for and addresses cultural barriers to change

Workforce Leadership

POLITICAL AND COMMERCIAL ACUMEN

Read changes in community trends and expectations to deliver value



FOUNDATIONAL

Humble about what they do not know, open to the views of others, and curious about others' views.

Awareness of own biases and motives of others

Awareness of the financial and political context in which Council operates

Awareness of the implications of business decisions and how these can directly affect performance and community value

Awareness of the interdependencies between departments and how these relationships create value for the organisation and community



INTERMEDIATE

Interacts constructively with others to get support from people over whom they have no direct authority

Understands others' perspective and help them to understand yours

Establishes rapport and makes people feel valued, by active listening, inclusive language and verbal reinforcement

Has informed opinions on factors that affect productivity, and understands the customers and community needs.

Understands and applies commercial principles to own area of business.



ADEPT

Understands how certain courses of action will be seen by stakeholders

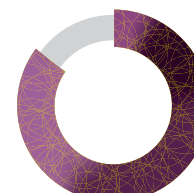
Negotiates, stands up to pressures from others and handles conflict to achieve constructive outcomes

Analyses and discerns the dynamics that can occur when stakeholders and agendas come together

Deep knowledge of customers' needs and put them at the center of decision making

Understands what is commercially achievable and make sound business decisions

Gathers information from diverse sources to make informed business decisions



ADVANCED

Understands which networks to tap and manage given a particular need and context

Understands and manages core organisational power dynamics and how these shape long-term capacity and direction

Develops and cultivates multiple networks to support intelligence gathering, indirect influencing and alliance building

Identifies commercially viable business opportunities which add value to the community

Understands and navigates uncertain and unpredictable aspects of the industry and how to deliver value

Recognises when and how to apply principles of commercialisation in planning and decision-making



HIGHLY ADVANCED

Attuned to the shifting politics of alliances between government, the NGO sector and the private sector

Facilitates the development of partnerships with external stakeholders

Shows the strategic capacity to manage and implement significant policy change.

Seeks out, develops and cultivates alliances and partnerships, and brings difficult issues into the open

Scans and analyses the broad environment to identify possible second- and third-order effects of key factors and situations.

Predicts changes that may impact upon long term financial issues through analysis of trends.

