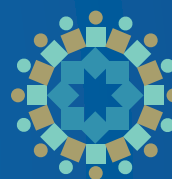


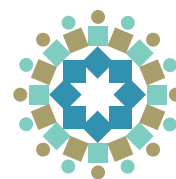
MIDROC CAPABILITY FRAMEWORK



MIDROC

Mid North Coast Regional Organisation of Councils

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MIDROC

Mid North Coast Regional Organisation of Councils

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FOREWORD

The local government sector makes a unique and important contribution to New South Wales as it implements the policies of the elected council and provides a broad range of essential services to the community.

Central to workforce performance are the capabilities - the knowledge, skills and abilities that local government employees must demonstrate to perform their roles effectively. The MIDROC Capability Framework provides a common foundation for creating roles, recruiting to roles, managing performance, capability development, career planning and, more broadly, workforce planning.

The MIDROC Capability Framework has been developed from the NSW Public Sector Capability Framework and the previous draft Executive Capability Framework. The MIDROC Capability Framework describes the core capabilities and behaviours required of local government employees. It applies across the entire sector, across all occupational groups.

The MIDROC Capability Framework is the result of significant consultation with key representatives from across the eight mid-north coast Councils that make up MIDROC. The foundation document from the NSW public sector is robust, fit for purpose and has applicability across a diverse public sector.

This MIDROC Capability Framework is being introduced as part of a suite of reforms aiming to promote and support a modern and effective local government sector workforce and assist Councils to become Fit for the Future. For the sector to fully benefit from the reforms, it is important that the MIDROC Capability Framework is embedded across the full range of workforce management and development activities, including recruitment, performance management and capability development. This will facilitate sector wide capability building, mobility within and across councils, and a more agile and responsive local government sector workforce that is well equipped to deliver efficient and effective essential services for the people of the mid-north coast.

GMs of MIDROC



ABOUT THE MIDROC CAPABILITY FRAMEWORK

The MIDROC Capability Framework describes the capabilities and associated behaviours that are expected of all MIDROC employees, at every level and in every organisation.

The Framework is a foundation for the full range of workforce management and development activities: role design and description; recruitment; performance management; learning and development and strategic workforce planning.

The Framework provides a systematic and integrated approach to these activities and gives the large and diverse council workforce a shared language to describe the knowledge, skills and abilities needed to perform work across all councils and functions.

The MIDROC Capability Framework supports:

- > consistent role descriptions across the sector by providing a common basis for describing core capability requirements
- > best practice recruitment outcomes as managers and selection panels have a clear picture of the type and level of capability required and can apply targeted assessment methodologies
- > managing performance development by assisting managers and staff to have a clear, common understanding of role expectations and providing a starting point for capability assessment and development planning
- > sector mobility based on consistent articulation of capabilities required in roles across the sector
- > targeted learning and development activities (formal and informal) to specific capability levels
- > individual career planning, enabling employees to identify career and development pathways based on the capabilities required for progression to chosen roles
- > systematic workforce planning, as the capabilities are used to identify current and future workforce capability needs and gaps.

ABOUT THE MIDROC CAPABILITY FRAMEWORK

The Framework includes behavioural indicators for each capability, ranging from 'Foundational' to 'Highly Advanced'. Indicators of non-compliance are also included. Whilst these indicators broadly align with skill based bands and levels within Council, there are roles where a level of competence in a specific capability is inherent in the role i.e. customer service and customer focus.

Behavioural Indicator	Skills Based Band	Indicative Job Classifications
Foundational	Operational	Labourer Plant Operator Construction Worker
Intermediate	Administrative/Technical/Trades/Team Leader	Ganger Team Leader Administration Officer Library Technician
Adept	Professional/Specialist Supervisor/Coordinator	Coordinator
Advanced	Business Unit Manager, Group Manager	Group Manager
Highly Advanced	Executive	Director

MIDROC CAPABILITY FRAMEWORK

PRE EMPLOYMENT CAPABILITIES



BASIC

Literacy; numeracy; communication and utilising technology

PEOPLE RELATED

Working with others; co-operation; negotiation and conflict resolution

CONCEPTUAL

Planning and organising; problem solving; learning how to learn and adapting to change

PERSONAL

Self esteem; responsibility and motivation; be able to manage own time; be adaptable and persistent

CORE CAPABILITIES



PERSONAL ATTRIBUTES

DISPLAY RESILIENCE AND VOICE

Be open and honest, prepared to express your views, and willing to accept and commit to change

ACT WITH INTEGRITY

Be ethical and professional, and adhere to the Code of Conduct, Council Values and Work Standards

MANAGE SELF

Show drive and motivation, a measured approach and a commitment to learning

RESPECT

Show respect for diverse backgrounds, experiences and perspectives

WORK SAFELY

Take care of own health and safety and that of others



RELATIONSHIPS

COMMUNICATE EFFECTIVELY

Communicate clearly, actively listen to others and respond with respect

CUSTOMER SERVICE FOCUS

Provide customer centred services in line with organisational objectives and agreed service standards

WORK COLLABORATIVELY

Engage and collaborate with others and value their contribution

BUILD RELATIONSHIPS

Gain consensus and commitment from others and resolve issues and conflicts



RESULTS

DELIVER RESULTS

Achieve results through efficient use of resources and a commitment to quality outcomes

PLAN AND PRIORITISE

Plan to achieve work and team priorities and respond flexibly to changing circumstances

THINK CRITICALLY AND SOLVE PROBLEMS

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

DEMONSTRATE ACCOUNTABILITY

Be responsible for own actions, adhere to legislation, policies and procedures and be proactive in addressing risk

LEADERSHIP CAPABILITIES



BUSINESS ENABLERS

FINANCE, GOVERNANCE AND RISK MANAGEMENT

Apply processes and decision making consistent with legislation, policies, available facts and constraints in order to create transparency, optimise value for money and appropriately address risk

TECHNOLOGY

Understand and use available technologies to maximise efficiencies and effectiveness

PROCUREMENT AND CONTRACT MANAGEMENT

Understand and apply procurement processes to ensure effective purchasing and contract performance

PROJECT MANAGEMENT

Understand and apply effective planning, coordination and control methods



LEADING OTHERS

MANAGE AND DEVELOP PEOPLE

Engage and motivate staff and develop capability in others

INSPIRE DIRECTION AND PURPOSE

Communicate goals, priorities and vision and recognise achievements

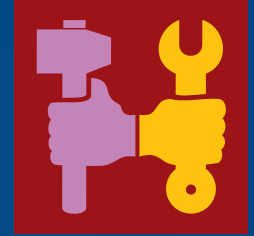
OPTIMISE BUSINESS OUTCOMES

Manage resources effectively and apply sound workforce planning principles

MANAGE REFORM AND CHANGE

Support, promote and champion change, and assist others to engage with change

OCCUPATION SPECIFICS CAPABILITIES



Occupation or profession specific capability sets can be used in conjunction with the core capabilities by all employees and people managers



MIDROC

Mid North Coast Regional Organisation of Councils



PRE EMPLOYMENT CAPABILITIES

BASIC

Literacy; Numeracy; Communication and utilising technology

Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Perform simple, everyday literacy and numeracy activities and have a basic knowledge of technology > Use a television guide to find out what programs are on at a specific time > Compare ticket prices for two events > Start a computer and find programs > Use words to convey clear messages via a two way radio > Count and record numbers 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Perform moderately challenging reading, adding up, communication and technology tasks > Consult reference material to determine contents of pre packaged items > Identify a specific location on a map > Calculate the cost of ordering goods from a price list > Open a word document, use the keyboard and print the document > Read and understand a set of instructions for a required task > Identify the number and type of tools required to carry out a task > Assess a plan and estimate material quantities required 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Perform more complex and challenging literacy and numeracy activities > Use technology to undertake more complex tasks > Compare points of view in two research papers > Interpret tables and graphics > Compare the cost per unit of items > Use a computer to research a topic and present information in digital form > Interpret and communicate traffic plans to a team of people > Use technology to book equipment to ensure job completion 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Perform superior literacy and numeracy activities and communicate on a professional level in both written and verbal forms > Able to utilise technology at an advanced level > Write an incident report including key details about a workplace accident or near miss > Read and interpret legislation in order to ensure compliance > Use technology to investigate options for improving safe work practices > Use historical data to formulate budgets and can then deliver on them within the required time frames 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Perform highly complex literacy and numeracy activities and can demonstrate superior communication skills and computer literacy > Write a report detailing the effects on employees of inconsistent application of policy and identify strategies to prevent such inconsistency > Deliver a presentation to key stakeholders outlining the key findings of the report and manage a discussion on the implementation of any identified strategies > Be well versed in the use of computer applications required for the job > Manipulate technology to interpret data and write reports



PRE EMPLOYMENT CAPABILITIES

PEOPLE RELATED

Working with others; co-operation; negotiation and conflict resolution

Foundational

At this level the individual should be able to:

- > Take turns and share resources by following an established routine
- > Advise a supervisor of a conflict
- > **For example:** when working on road maintenance, the employee should be able to work with the team to put in place the traffic management plan that has been provided (including agreeing on tasks and allocating resources where needed)

Intermediate

At this level the individual should be able to:

- > Participate in guided group investigations, talk with their workmates about a conflict (they may require supervisor intervention to resolve conflict)
- > Include others in the group and negotiate basic requests such as days off and lunch breaks and can work with others on a common goal and respects others opinions
- > **For example:** when working in a small team, the employee should be able to negotiate with their manager a request for time off for annual leave. If time has already been booked by another team member, this individual should be able to discuss further with his/her manager to find a solution

Adept

At this level the individual should be able to:

- > Assert themselves when appropriate, talk about the conflict and resolve the matter with advice from the supervisor
- > Respect and value differing viewpoints, willingly to work towards team/shared goals and recognise that all teams do not operate in the same way
- > Actively take part in team tasks in the workplace, co-operate with and support others, willingly go the extra mile when required and help team members when they are under pressure
- > **For example:** when a conflict arises between two staff members over allocated work tasks, this individual should be able to discuss the issue with the other employee and find a reasonably workable solution for both parties. Some guidance may be necessary from the Supervisor.

Advanced

At this level the individual should be able to:

- > Negotiate roles and relationships, consistently display positive approach to working with others, and appreciate the differences between people and be flexible in accommodating others where appropriate
- > Pass constructive feedback to colleagues, work for solutions that the majority of team/colleagues can support and share work out equitably
- > **For example:** a supervisor who has observed work that is not in line with the organisations values is able to provide feedback to the individual and set the standard for future behaviour and they should know to make a diary note

Highly Advanced

At this level the individual should be able to:

- > Consider the ideas of others in reaching an independent or shared decision, assess how well they support other members of the team in group investigations and projects, resolve own conflict and mediate in employee conflict
- > Effectively manage their own time and ensure the team is working well together. Provide social lubrication to ensure smooth working relationships
- > Regularly communicate with other staff and supervisor to proactively raise issues
- > **For example:** this individual should be capable of working through a workplace conflict between peers, suggest suitable solutions and ensure harmony is maintained



PRE EMPLOYMENT CAPABILITIES

CONCEPTUAL

Planning and Organising; problem solving; learning how to learn and adapting to change

Foundational	Intermediate	Adept	Advanced	Highly Advanced
At this level the individual should be able to: <ul style="list-style-type: none"> > Seek direction from more senior colleagues on work to be carried out > Be led through a change process by the supervisor or manager > Follow instructions of supervisor 	At this level the individual should be able to: <ul style="list-style-type: none"> > Organise work to meet deadlines, assess priorities as required, monitor progress and resources > Effectively plan and co-ordinate their own effort in small projects > Contribute to the change process and see change as an opportunity to improve performance > Raise change opportunities with supervisor 	At this level the individual should be able to: <ul style="list-style-type: none"> > Prioritise workload to ensure tasks are completed to the agreed standard > Solve simple problems by self > Be flexible and responsive to changing work priorities and issues, show a willingness to try out new ways of working, promote improvement ideas to more senior colleagues > Provide effective support to others to enable delivery 	At this level the individual should be able to: <ul style="list-style-type: none"> > Plan and organise their own work for a full week > Solve more complex problems without input from others > Contribute positively to the change process and see change as an opportunity to improve performance, work with section/ team members to identify change opportunities, identify and make changes to improve efficiency and quality of service of own area via input to procedures and processes and implement and share ideas for continuous improvement within section 	At this level the individual should be able to: <ul style="list-style-type: none"> > Plan and organise work for extended periods of time > Solve complex problems and rationally work through competing priorities > Identify critical tasks and deliverables, and obtain or organise necessary resources and support to achieve operational objectives > Support others during change, thrive in an environment where change is 'the norm' > Actively seek out information in relation to changes which affect section/team and assists with implementation



PRE EMPLOYMENT CAPABILITIES

PERSONAL

Self Esteem, responsibility and motivation. Be able to manage own time, be adaptable and persistent

Foundational	Intermediate	Adept	Advanced	Highly Advanced
At this level the individual should be able to: <ul style="list-style-type: none"> > Clarify what is expected > Approache daily tasks with energy and enthusiasm > Strive to understand required standards > Accept responsibility for own actions 	At this level the individual should be able to: <ul style="list-style-type: none"> > Show good realistic levels of self esteem, confidence in own abilities. > Persevere even when conditions are difficult > Manage own time > Carry out activities in an orderly and well-structured manner and pays attention to detail > Let people know if things get delayed, inform team and others of progress > Demonstrates a concern for resources 	At this level the individual should be able to: <ul style="list-style-type: none"> > Describe and acknowledge own feelings and recognise when not operating at best > Motivate self to achieve outcomes as expected, occasionally contributes above expectations. > Regularly adopt most efficient approach to achieve goals and objectives > Encourage teams to meet targets while maintaining quality of work > Monitor performance against clear standards or deadlines > Actively seek to understand reasons for obstacles and to find ways to overcome 	At this level the individual should be able to: <ul style="list-style-type: none"> > Moderate own behaviour and influence the behaviour of others in team > Set and agree clear standards to achieve goals with team/colleagues > Identify the causes of slippage/ failure and takes prompt action > Build commitment to achieve desired results > Seek feedback from supervisor and customers to improve performance 	At this level the individual should be able to: <ul style="list-style-type: none"> > Moderate own behaviour and influence the behaviour of others in team > Set SMART objectives for self > Regularly reviews progress of plans to redirect action when necessary to achieve targets > Strive to raise performance levels of self > Use initiative and looks ahead, considers external developments relevant to self



CORE CAPABILITIES

PERSONAL ATTRIBUTES

DISPLAY RESILIENCE AND VOICE

Be open and honest, prepared to express your views, and willing to accept and commit to change

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Resistance to change > Maintains status quo when improved approaches are warranted or available > Does not follow through with or is dismissive of new ideas > Unwilling to step outside of comfort zone > Tends to highlight only barriers to change > Undermines new initiatives and offers criticism without alternative solutions > Requires prompting to offer suggestions for improvement > Takes suggestions for improvement as a personal attack 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Be open to new ideas and approaches > Offer own opinion, ask questions and make suggestions > Adapt well to new situations > Not give up easily when problems arise > Stay calm in challenging situations 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Be flexible and adaptable and respond quickly when situations change > Offer own opinion and raise challenging issues > Listen when ideas are challenged and respond in a reasonable way > Work through challenges > Stay calm and focused in the face of challenging situations 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Be flexible, show initiative and respond quickly when situations change > Give frank and honest feedback/advice > Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively > Raise and work through challenging issues and seek alternatives > Keep control of own emotions and stay calm under pressure and in challenging situations 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Stay calm and act constructively in highly pressured and unpredictable environments > Give frank, honest advice in the face of strong, contrary views > Accept criticism of own ideas and respond in a thoughtful and considered way > Welcome new challenges and persist in raising and working through novel and difficult issues > Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Create a climate which encourages and supports openness, persistence and genuine debate around critical issues > Provide sound exposition and argument for agreed positions while remaining open to valid suggestions for change > Raise critical issues and make tough decisions > Respond to significant, complex and novel challenges with a high level of resilience and persistence > Consistently use a range of strategies to keep control of own emotions and act as a stabilising influence even in the most challenging situations



CORE CAPABILITIES

PERSONAL ATTRIBUTES

ACT WITH INTEGRITY

Be ethical and professional, and adhere to the Code of Conduct, Council Values and Work Standards

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Speaks negatively about Council or openly criticises Council decisions > Decisions and dealings with others lack transparency or consistency > May withhold relevant information > Discounts information that does not support own view > Remains closed to the opinion of others without valid reason > Demonstrates disrespect or bias towards others on occasions > May breach confidentiality or inappropriately share information > May turn a blind eye to wrongdoing or require prompting to disclose conflict of interest matters 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Behave in an honest, ethical and professional way > Take opportunities to clarify understanding of ethical behaviour requirements > Identify and follow legislation, rules, policies, guidelines and codes of conduct that apply to your role > Speak out against misconduct, illegal and inappropriate behaviour > Report apparent conflicts of interest > Be punctual and reliable with attendance 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Represent the organisation in an honest, ethical and professional way > Support a culture of integrity and professionalism > Understand and follow legislation, rules, policies, guidelines and codes of conduct > Help others to understand their obligations to comply with legislation, rules, policies, guidelines and codes of conduct > Recognise and report misconduct, illegal or inappropriate behaviour > Report and manage apparent conflicts of interest 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Represent council in an honest, ethical and professional way and encourage others to do so > Demonstrate professionalism to support a culture of integrity within the team/unit > Set an example for others to follow and identify and explain ethical issues > Ensure that others understand the legislation and policy framework within which they operate > Act to prevent and report misconduct, illegal and inappropriate behaviour 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Model the highest standards of ethical behaviour and reinforce them in others > Represent council in an honest, ethical and professional way and set an example for others to follow > Ensure that others have a working understanding of the legislation and policy framework within which they operate > Promote a culture of integrity and professionalism within council and in dealings with external organisations > Monitor ethical practices, standards and systems and reinforce their use > Act on reported breaches of rules, policies and guidelines 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Champion and act as an advocate for the highest standards of ethical and professional behaviour > Drive a culture of integrity and professionalism across council, and in dealings cross-council, cross-jurisdiction and with external organisations > Define, communicate and evaluate ethical practices, standards and systems and reinforce their use > Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such reports



CORE CAPABILITIES

PERSONAL ATTRIBUTES

MANAGE SELF

Show drive and motivation, a measured approach and a commitment to learning

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Does the minimum in order to get by > Reluctant to do more or extend their contribution > Complains or pushes back when assigned additional work > Work not always delivered on time or to the required standard > Gives up easily or abdicates responsibility for deliverables when tasks are challenging or complex > Resistant or disinterested in receiving feedback > Becomes defensive or argumentative upon receiving feedback 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Be willing to develop and apply new skills > Show commitment to completing work activities effectively > Look for opportunities to learn from the feedback of others 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Adapt existing skills to new situations > Show commitment to achieving work goals > Show awareness of own strengths and areas for growth and develop and apply new skills > Seek feedback from colleagues and stakeholders > Maintain own motivation when tasks become difficult 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Look for and take advantage of opportunities to learn new skills and develop strengths > Show commitment to achieving challenging goals > Examine and reflect on own performance > Seek and respond positively to constructive feedback and guidance > Demonstrate a high level of personal motivation 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Act as a professional role model for colleagues, set high personal goals and take pride in their achievement > Actively seek, reflect and act on feedback on own performance > Translate negative feedback into an opportunity to improve > Maintain a high level of personal motivation > Take the initiative and act in a decisive way 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Promote and model the value of self-improvement and be proactive in seeking opportunities for growth > Actively seek, reflect and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviours > Manage challenging, ambiguous and complex issues calmly and logically > Model initiative and decisiveness



CORE CAPABILITIES

PERSONAL ATTRIBUTES

RESPECT

Show respect for diverse backgrounds, experiences and perspectives

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Displays impatience or intolerance towards those who have different backgrounds, experiences and perspectives > May make inappropriate or insensitive jokes or comments relating to diversity > Is not prepared to make adjustments to accommodate or respond to individual differences > Engages in discriminatory or harassing behaviour > Engages in divisive behaviour such as excluding others, “bad mouthing” others or speaking about others behind their back > Sticks to themselves – avoids collaborating with others 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Acknowledge and be responsive to diverse experiences, perspectives, values and beliefs > Be open to the inputs of others > Work to understand the perspectives of others 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Be responsive to diverse experiences, perspectives, values and beliefs and listen to others’ individual viewpoints > Seek input from others who may have different perspectives and needs > Adapt well in diverse environments 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Seek to promote the value of diversity for the organisation > Recognise and adapt to individual differences and working styles > Support initiatives that create an environment in which diversity is valued 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Encourage and include diverse perspectives in the development of policies and strategies > Leverage diverse views and perspectives to develop new approaches to delivery of outcomes > Build and monitor a workplace culture that values fair and inclusive practices and diversity principles > Implement methods and systems to ensure that individuals can participate to their fullest ability > Recognise the value of individual differences to support broader organisational strategies 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Create and drive a culture where all staff value diversity of people, experiences and backgrounds > Use diversity to foster innovation, drive change across the organisation and leverage business outcomes > Develop and promote integrated workplace diversity principles across the organisation > Champion the business benefits generated by workforce diversity > Ensure workplace systems, policies and practices allow individuals to participate to their fullest ability



CORE CAPABILITIES

PERSONAL ATTRIBUTES

WORK SAFELY

Take care of own health and safety and that of others

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Usually works in a safe manner but is critical of safe work practices and sees them as an imposition > Rarely contributes to discussions or initiatives related to creating a safe environment > Overlooks or fails to consider all risks > Blames external factors when involved in incidents > May neglect the maintenance of Council plant and equipment 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Follow safe work practices and take reasonable care of own and others health and safety > Report all accidents, incidents and near misses > Understands that policy and procedure exist and know where to find them > Attend toolbox talks and other briefing as appropriate > Take accountability for own safety 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Identify and follow safe work practices, and be vigilant about their application by self and others > Be alert to risks that might impact the completion of an activity and escalate these when identified > Be familiar with the intent and content of safety related policy and procedure > Complete hazard identification forms as necessary > Report all accidents, incidents and near misses > Take accountability for own safety 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Identify and implement safe work practices, taking a systematic risk management approach to ensure health and safety of self and others > Conduct and report on quality control audits > Take accountability for own safety and those of other staff in area by proactively identifying potential hazards 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Exercise due diligence to ensure work health and safety risks are addressed > Take accountability for own safety and those of other staff in area by proactively identifying, reporting and actioning potential hazards 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Set standards and exercise due diligence to ensure work health and safety risks are addressed > Take accountability for own safety and those of other staff in area by proactively identifying, reporting and actioning potential hazards



CORE CAPABILITIES

RELATIONSHIPS

COMMUNICATE EFFECTIVELY

Communicate clearly, actively listen to others and respond with respect

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Verbal or written communication lacks clarity or succinctness > Defaults to written communication when verbal would be more appropriate/efficient > Inconsistent with active listening and demonstrating interest > Interrupts others and makes assumptions about their opinion > Tone, terminology, body language, humour etc may be unsuited to the circumstance > Fails to share important or relevant information with others > Lacks confidence in front of larger groups 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Speak at the right pace and volume for varied audiences > Allow others time to speak > Display active listening > Explain things clearly > Be aware of own body language and facial expressions > Write in a way that is logical and easy to follow 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Focus on key points and speak in 'Plain English' > Clearly explain and present ideas and arguments > Listen to others when they are speaking and ask appropriate, respectful questions > Monitor own and others' non-verbal cues and adapt where necessary > Prepare written material that is well structured and easy to follow by the intended audience > Communicate routine technical information clearly 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Tailor communication to the audience > Clearly explain complex concepts and arguments to individuals and groups > Monitor own and others' non-verbal cues and adapt where necessary > Create opportunities for others to be heard > Actively listen to others and clarify own understanding > Write fluently in a range of styles and formats 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Present with credibility, engage varied audiences and test levels of understanding > Translate technical and complex information concisely for diverse audiences > Create opportunities for others to contribute to discussion and debate > Actively listen and encourage others to contribute inputs > Adjust style and approach to optimise outcomes > Write fluently and persuasively in a range of styles and formats 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences > Speak in a highly articulate and influential manner > State the facts and explain their implications for the organisation and key stakeholders > Promote the organisation's position with authority and credibility cross-council, cross-jurisdictionally and to external organisations > Actively listen, and identify ways to ensure all have an opportunity to contribute > Anticipate and address key areas of interest for the audience and adapt style under pressure



CORE CAPABILITIES

RELATIONSHIPS

CUSTOMER SERVICE FOCUS

Provide customer centred services in line with organisational objectives and agreed service standards

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Inconsistent in demonstrating service commitment and standards > Avoids having to respond directly to customers > Transfers service issues to others for resolution with inadequate or incomplete information > Service responses take too long or may not occur without 3rd party follow up > Does not keep customer adequately informed of progress > Does not fully utilise internal customer request systems to appropriately manage service requests 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Understand the importance of customer service > Help customers understand the services that are available > Take responsibility for delivering services which meet customer requirements > Keep customers informed of progress and seek feedback to ensure their needs are met > Show respect, courtesy and fairness when interacting with customers 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Support a culture of quality customer service in the organisation > Demonstrate a thorough knowledge of the services provided and relay to customers > Identify and respond quickly to customer needs > Consider customer service requirements and develop solutions to meet needs > Resolve complex customer issues and needs > Cooperate across work areas to improve outcomes for customers 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Take responsibility for delivering high quality customer focused services > Understand customer perspectives and ensure responsiveness to their needs > Identify customer service needs and implement solutions > Find opportunities to co-operate with internal and external parties to improve outcomes for customers > Maintain relationships with key customers in area of expertise > Connect and collaborate with relevant stakeholders within the community 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Promote a culture of quality customer service in the organisation > Initiate and develop partnerships with customers to define and evaluate service performance outcomes > Promote and manage alliances within the organisation and across the public, private and community sectors > Liaise with senior stakeholders on key issues and provide expert and influential advice > Identify and incorporate the interests and needs of customers in business process design > Ensure that the organisation's systems, processes, policies and programs respond to customer needs 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes > Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice > Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes > Set overall performance standards for service delivery across the organisation and monitor compliance



CORE CAPABILITIES

RELATIONSHIPS

WORK COLLABORATIVELY

Engage and collaborate with others and value their contribution

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Places higher priority on own tasks rather than team goals > Does not disclose information that could assist the team effort > Rarely offers to help others unless directed to do so > Critical of other teams > Reluctant to partner between teams to solve problems 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Work as a supportive and co-operative team member, share information and acknowledge others' efforts > Respond to others who need clarification or guidance on the job > Step in to help others when workloads are high > Keep team and supervisor informed of work tasks 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Build a supportive and co-operative team environment > Share information and learning across teams > Acknowledge outcomes which were achieved by effective collaboration > Engage other teams/units to share information and solve issues and problems jointly > Support others in challenging situations 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Encourage a culture of recognising the value of collaboration > Build co-operation and overcome barriers to information sharing and communication across teams/units > Share lessons learned across teams/units > Identify opportunities to work collaboratively with other teams/ units to solve issues and develop better processes and approaches to work 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Build a culture of respect and understanding across the organisation > Recognise outcomes which resulted from effective collaboration between teams > Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-councils > Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector > Publicly celebrate the successful outcomes of collaboration > Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop organisational, whole-of-council and cross-jurisdictional solutions > Identify and overcome barriers to collaboration with internal and external stakeholders



CORE CAPABILITIES

RELATIONSHIPS BUILD RELATIONSHIPS

Gain consensus and commitment from others and resolve issues and conflicts

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Is unaware of, or disregards, the impact of own behaviour on others > Does not act in good faith when dealing with team members. > Is not open, honest, respectful in communication with others 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Utilise facts to support claims > Help to find solutions that contribute to positive outcomes > Contribute to resolving differences with other staff or parties > Respond to conflict without worsening the situation and refer to a supervisor where appropriate > Know when to withdraw from a conflict situation 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Utilise facts, knowledge and experience to support recommendations > Work towards positive and mutually satisfactory outcomes > Identify and resolve issues in discussion with other staff and stakeholders > Identify others' concerns and expectations > Respond constructively to conflict and disagreements > Keep discussion focused on the key issues 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Negotiate from an informed and credible position > Lead and facilitate productive discussions with staff and stakeholders > Encourage others to talk, share and debate ideas to achieve a consensus > Recognise and explain the need for compromise > Influence others with a fair and considered approach and sound arguments > Show sensitivity and understanding in resolving conflicts and differences > Manage challenging relations with internal and external stakeholders > Pre-empt and minimise conflict 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Influence others with a fair and considered approach and present persuasive counter-arguments > Work towards mutually beneficial win/win outcomes > Show sensitivity and understanding in resolving acute and complex conflicts > Identify key stakeholders and gain their support in advance > Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise > Pre-empt and minimise conflict within the organisation and with external stakeholders 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy > Use sound arguments, strong evidence, and expert opinion to influence outcomes > Determine and communicate the organisation's position and bargaining strategy > Represent the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions > Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders > Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution



CORE CAPABILITIES

RESULTS DELIVER RESULTS

Achieve results through efficient use of resources and a commitment to quality outcomes

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Does not always deliver on commitments > Needs to be closely supervised > Unable to identify required resources > Reluctant to seek assistance or clarification when uncertain about what is required 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Complete own work tasks under guidance, within set budgets, timeframes and standards > Take the initiative to progress own work > Identify resources needed to complete allocated work tasks > Seek clarification when unsure of work tasks 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Complete work tasks to agreed budgets, timeframes and standards > Take the initiative to progress and deliver own and team/unit work > Contribute to allocation of responsibilities and resources to ensure achievement of team/unit goals > Seek and apply specialist advice when required 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Take responsibility for delivering on intended outcomes > Make sure team/unit staff understand expected goals and acknowledge success > Identify resource needs and ensure goals are achieved within budget and deadlines > Identify changed priorities and ensure allocation of resources meets new business needs > Ensure financial implications of changed priorities are explicit and budgeted for > Use own expertise and seek others' expertise to achieve work outcomes 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Drive a culture of achievement and acknowledge input of others > Investigate and create opportunities to enhance the achievement of organisational objectives > Make sure others understand that on-time and on-budget results are required and how overall success is defined > Control output of business unit to ensure council outcomes are achieved within budget > Progress organisational priorities and ensure effective acquisition and use of resources > Seek and apply the expertise of key individuals to achieve organisational outcomes 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation > Identify, recognise and celebrate success > Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes > Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes > Initiate and communicate high level priorities for the organisation to achieve government outcomes > Use own professional knowledge and expertise of others to drive organisational objectives forward



CORE CAPABILITIES

RESULTS

PLAN AND PRIORITISE

Plan to achieve work and team priorities and respond flexibly to changing circumstances

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Requires a detailed plan in order to manage tasks > Unable to prioritise tasks > Resistant to change and inflexible in approach > Does not work with team to achieve team priorities 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Plan and coordinate allocated activities > Re-prioritise own work activities on a regular basis to achieve set goals > Contribute to the development of team work plans and goal setting > Understand team objectives and how own work relates to achieving these 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Understand the team/unit objectives and align operational activities accordingly > Initiate, and develop team goals and plans and use feedback to inform future planning > Respond proactively to changing circumstances and adjust plans and schedules when necessary > Consider the implications of immediate and longer term organisational issues and how these might impact on the achievement of team/unit goals > Accommodate and respond with initiative to changing priorities and operating environments 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Take into account future aims and goals of the team/unit and organisation when prioritising own and others' work > Initiate, prioritise, consult on and develop team/unit goals, strategies and plans > Anticipate and assess the impact of changes, such as government policy / economic conditions, on team/unit objectives and initiate appropriate responses > Ensure current work plans and activities support and are consistent with organisational change initiatives > Evaluate achievements and adjust future plans accordingly 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Understand the links between the business unit, organisation and the whole-of-council agenda > Ensure business plan goals are clear and appropriate including contingency provisions > Monitor progress of initiatives and make necessary adjustments > Anticipate and assess the impact of changes, such as government policy/ economic conditions, to business plans and initiatives, and respond appropriately > Consider the implications of a wide range of complex issues, and shift business priorities when necessary > Undertake planning to transition the organisation through change initiatives and evaluate progress and outcome to inform future planning 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate to staff > Understand the organisation's current and potential future role within government and the community, and plan appropriately > Ensure effective governance frameworks and guidance enable high quality strategic, corporate, business and operational planning > Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-council outcomes > Drive initiatives in an environment of ongoing, widespread change, including whole-of-council policy directions



CORE CAPABILITIES

RESULTS

THINK CRITICALLY AND SOLVE PROBLEMS

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

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Cannot identify problems or issues > Does not recognise when things are going off track > Does not escalate issues and problems > Is not open to sharing ideas with team members 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Find and check information needed to complete own work tasks > Identify and inform supervisor of issues that may impact on completion of tasks > Escalate more complex issues and problems when these are identified > Share ideas about ways to improve work tasks and solve problems > Suggest improvements to work tasks for the team 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Research and analyse information and make recommendations based on relevant evidence > Identify issues that may hinder completion of tasks and find appropriate solutions > Be willing to seek out input from others and share own ideas to achieve best outcomes > Identify ways to improve systems or processes which are used by the team/unit 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Research and analyse information, identify interrelationships and make recommendations based on relevant evidence > Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of options > Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness > Identify and share business process improvements to enhance effectiveness 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues > Work through issues, weigh up alternatives and identify the most effective solutions > Take account of the wider business context when considering options to resolve issues > Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements > Implement systems and processes that underpin high quality research and analysis 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement > Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues > Identify and evaluate organisation-wide implications when considering proposed solutions to issues > Apply lateral thinking and develop innovative solutions that have long standing, organisation wide impact > Ensure effective governance systems are in place to guarantee quality analysis, research and reform



CORE CAPABILITIES

RESULTS

DEMONSTRATE ACCOUNTABILITY

Be responsible for own actions, adhere to legislation, policies and procedures and be proactive in addressing risk

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Does not take responsibility for own actions > Cannot identify risks associated with tasks > Lacks awareness of policy, procedure, legislation > Fails to escalate issues when identified 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Take responsibility for own actions > Be aware of delegations and act within authority levels > Be aware of team goals and their impact on work tasks > Escalate issues when these are identified 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Take responsibility and be accountable for own actions > Understand delegations and act within authority levels > Use financial and other resources responsibly 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Assess work outcomes and identify and share learnings to inform future actions > Ensure that actions of self and others are focused on achieving organisational outcomes > Exercise delegations responsibly > Understand and apply high standards of financial probity with public monies and other resources > Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Design and develop systems to establish and measure accountabilities > Ensure accountabilities are exercised in line with council and business goals > Oversee quality assurance practices > Model the highest standards of financial probity, demonstrating respect for public monies and other resources > Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks > Incorporate sound risk management principles and strategies into business planning 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Direct the development of effective systems for the establishment and measurement of accountabilities, and evaluate ongoing effectiveness > Promote a culture of accountability with clear line of sight to council goals > Inspire a culture which respects the obligation to manage public monies and other resources responsibly and with probity > Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation > Direct the development of short and long term risk management frameworks to ensure the achievement of government aims and objectives



LEADERSHIP CAPABILITIES

BUSINESS ENABLERS

FINANCE, GOVERNANCE AND RISK MANAGEMENT

Apply processes and decision making consistent with legislation, policies, available facts and constraints in order to create transparency, optimise value for money and appropriately address risk

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Lacks understanding of appropriate use of financial resources > Demonstrate a lack of attention to detail > Fails to understand the concepts of good governance > Does not respond appropriately to risk > Does not demonstrate an understanding for value for money 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Understand that council services budgets are limited and must only be used for intended purposes > Appreciate the importance of accuracy and completeness in estimating costs as well as calculating and recording financial data and transactions > Understand compliance obligations related to using resources and recording financial transactions > Understand that we spend public funds and need to use good governance > Recognise basic risks 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Understand basic financial, governance and risk terminology, policies and processes, including the difference between recurrent and capital spending > Take account of financial and budget implications, including value for money in planning decisions > Present basic financial information to a target audience in an appropriate format > Understand audit, reporting and compliance obligations and the actions needed to satisfy them > Understand the components of good governance > Display an awareness of risk and exposure and solutions to address these 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Understand core financial governance and risk terminology, policies and processes, and display a knowledge of relevant recurrent and capital financial measures > Understand impacts of funding allocations on business planning and budgets, including value for money, choice between direct provision and purchase of services, and financial implications of decisions > Understand and apply audit, reporting and compliance obligations > Identify discrepancies or variances in reports, and take corrective action where appropriate > Seek specialist advice and support where required > Make decisions and prepare business cases paying due regard to financial, governance and risk considerations 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Apply a thorough understanding of advanced finance, governance and risk terminology, policies and processes., including budget preparation and management > Identify and analyse trends, review data and evaluate business options to ensure business cases are sound from a finance, governance and risk perspective > Understand and promote the role of sound financial management, robust governance and prudent risk management and their impact on organisational effectiveness > Involve specialist advice in review and evaluation of systems and processes used to identify opportunities for improvement > Respond to financial and risk management audit outcomes, addressing areas of non-compliance 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Apply strategic management of financial and budgetary compliance and governance responsibilities within the organisation > Define organisational directions and set priorities and business plans with reference to key indicators > Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them, through direct provision or purchase of services > Ensure that the organisation informs strategic decisions with appropriate advice from professionals > Establish effective governance to ensure the ethical and honest use of resources across the organisation > Actively pursue risk minimisation strategies, plans and outcomes for the organisation



LEADERSHIP CAPABILITIES

BUSINESS ENABLERS

TECHNOLOGY

Understand and use available technologies to maximise efficiencies and effectiveness

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Has limited knowledge and skill in the use of basic office technology > Has limited knowledge of how technology can be utilised to make tasks easier > Does not understand document control > Cannot use basic technology appropriate to role 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Display familiarity and confidence in the use of core office software applications or other technology used in role > Understand the use of computers, telecommunications, audio-visual equipment or other technologies used by the organisation > Understand information, communication and document control policies and systems, and security protocols > Comply with policies on acceptable use of technology 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Apply computer applications that enable performance of more complex tasks > Apply practical skills in the use of relevant technology > Make effective use of records, information and knowledge management functions and systems > Understand and comply with information and communications security and acceptable use policies > Support the implementation of systems improvement initiatives and the introduction and roll-out of new technologies 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks > Identify opportunities to use a broad range of communications technologies to deliver effective messages > Understand, act on and monitor compliance with information and communications security and use policies > Identify ways to leverage the value of technology to achieve team/unit outcomes, using the existing technology of the business > Support compliance with the records, information and knowledge management requirements of the organisation 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Show commitment to the use of existing and deployment of appropriate new technologies in the workplace > Implement appropriate controls to ensure compliance with information and communications security and use policies > Maintain a level of currency regarding emerging technologies and how they might be applied to support business outcomes > Seek advice from appropriate technical experts to leverage information, communication and other technologies to achieve business outcomes > Implement and monitor appropriate records, information and knowledge management systems protocols and policies 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Encourage research and expert advice on the application of emerging technologies to achieve organisational outcomes > Ensure that effective governance frameworks are in place to enable efficient and effective application of information and communication technology within the organisation > Establish effective governance to ensure organisational compliance with information and communications security and use policies > Critically assess business cases supporting the introduction of technology solutions to improve the efficiency and effectiveness of the organisation > Ensure that effective policy and procedural disciplines are in place for records, information and knowledge management to meet both government and organisational requirements



LEADERSHIP CAPABILITIES

BUSINESS ENABLERS

PROCUREMENT AND CONTRACT MANAGEMENT

Understand and apply procurement processes to ensure effective purchasing and contract performance

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Lacks understanding of ordering, receipting and payment processing > Does not comply with policy or procedure in regard to purchasing > Does not understand terms and conditions used in basic contracts > No knowledge of contract compliance 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Comply with basic ordering, receipting and payment processes > Apply basic checking and quality control processes to activities which support procurement and contract management 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Understand and comply with legal, policy and organisational guidelines and procedures in relation to procurement and contract management > Conduct delegated purchasing activities, complying with prescribed guidelines and procedures > Work with providers, suppliers and contractors to ensure that outcomes are delivered in line with time and quality requirements 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Apply legal, policy and organisational guidelines and procedures in relation to procurement and contract management > Develop well written, well structured procurement documentation that clearly sets out the business requirements > Monitor procurement and contract management processes to ensure they are open, transparent and competitive, and that contract performance is effective > Be aware of procurement and contract management risks, and what actions are expected to mitigate these > Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles > Escalate procurement and contract management issues where required 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Ensure that council policy in relation to procurement and contract management is implemented > Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions > Take responsibility for procurement and contract management activities and decisions by applying the guidelines and procedures > Promote the principles of risk management as applied to procurement projects, to identify and mitigate risk > Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes > Represent the organisation in the resolution of complex/sensitive disputes with providers, suppliers and contractors 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Ensure that whole-of-council approaches to procurement and contract management are integrated into policies and practices > Ensure that effective governance processes are in place for the organisation's provider, supplier and contractor management, tendering, procurement and contracting policies, processes and outcomes > Monitor and evaluate both compliance and effectiveness of procurement and contract management within the organisation



LEADERSHIP CAPABILITIES

BUSINESS ENABLERS

PROJECT MANAGEMENT

Understand and apply effective planning, coordination and control methods

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Poor understanding of project management concepts > Limited ability to coordinate activities in order to meet deadlines > Lacks ability to contribute to schedules, workload or process improvement discussions > Does not understand project goals 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Plan and deliver tasks in line with agreed schedules > Check progress against schedules, and seek help to overcome barriers > Participate in planning and provide feedback about improvements to schedules 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Perform basic research and analysis which others will use to inform project directions > Understand project goals, steps to be undertaken and expected outcomes > Prepare accurate documentation to support cost or resource estimates > Participate and contribute to reviews of progress, outcomes and future improvements > Identify and escalate any possible variance from project plans 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Prepare clear project proposals and define scope and goals in measurable terms > Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements > Prepare accurate estimates of costs and resources required for more complex projects > Communicate the project strategy and its expected benefits to others > Monitor the completion of project milestones against goals and initiate amendments where necessary > Evaluate progress and identify improvements to inform future projects 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts > Access key subject-matter experts' knowledge to inform project plans and directions > Implement effective stakeholder engagement and communications strategy for all stages of projects > Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning > Develop effective strategies to remedy variances from project plans, and minimise impacts > Manage transitions between project stages and ensure that changes are consistent with organisational goals 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Implement effective governance processes for acceptance of projects based on sound business cases > Use historical, political and broader context to inform project directions and mitigate risk > Obtain the commitment of key stakeholders to major project strategies, including cross organisational initiatives, and ensure ongoing communication > Ensure that project risks are managed effectively and appropriate strategies are in place to respond to variance > Implement systems for monitoring and evaluating effective management, expenditure of project budgets and resources, to achieve organisational goals



LEADERSHIP CAPABILITIES

LEADING OTHERS

MANAGE AND DEVELOP PEOPLE

Engage and motivate staff and develop capability in others

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Uncertainty exists within the team regarding how their roles support the organisation's goals > Inconsistent in collaborating with team members on goal setting and development planning – adopts a “top down” approach > Performance measures are unclear, tracking and regular feedback processes are lacking > Performance feedback is irregular, non-specific or may focus only on the negative > Avoids or procrastinates when faced with underperformance or unacceptable behaviours, preferring to ‘keep the peace’ > Treats feedback as a ‘one way’ process > Devotes inadequate time to staff development aside from ‘training courses’ 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Clarify work required, expected behaviours and outputs > Contribute to developing team capability and recognise potential in people > Give support and regular constructive feedback that is linked to development needs > Identify appropriate learning opportunities for team members > Recognise performance issues that need to be addressed and seek appropriate advice 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Ensure that roles and responsibilities are clearly communicated > Collaborate on the establishment of clear performance standards and deadlines in line with established performance development frameworks > Develop team capability and recognise and develop potential in people > Be constructive and build on strengths when giving feedback > Identify and act on opportunities to provide coaching and mentoring > Recognise performance issues that need to be addressed and work towards resolution of issues 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Define and clearly communicate roles and responsibilities to achieve team/unit outcomes > Negotiate clear performance standards and monitor progress > Develop team/unit plans that take into account team capability, strengths and opportunities for development > Provide regular constructive feedback to build on strengths and achieve results > Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way > Monitor and report on performance of team in line with established performance development frameworks 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Refine roles and responsibilities over time to achieve better business outcomes > Recognise talent, develop team capability and undertake succession planning > Coach and mentor staff and encourage professional development and continuous learning > Provide timely, constructive and objective feedback to staff > Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way > Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning > Drive executive capability development and ensure effective succession management practices > Implement effective approaches to identify and develop talent across the organisation > Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences > Instil a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation



LEADERSHIP CAPABILITIES

LEADING OTHERS

INSPIRE DIRECTION AND PURPOSE

Communicate goals, priorities and vision and recognise achievements

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
At this level the individual would demonstrate the following: <ul style="list-style-type: none"> > Does not effectively communicate to team the vision, values and priorities of the organisation > Does not allocate time to discuss, explain policy and procedures > Does not acknowledge others contributions > Does not ensure goals and objectives are aligned with section priorities > Does not provide timely feedback to team members 	At this level the individual should be able to: <ul style="list-style-type: none"> > Assist team to understand organisational direction > Ensure team members understand the organisation's policies and services > Ensure team members understand how their activities align to business objectives and affect overall performance > Recognise and acknowledge team members' high quality work 	At this level the individual should be able to: <ul style="list-style-type: none"> > Assist team to understand organisational direction and explain the reasons behind decisions > Ensure the team/unit objectives lead to the achievement of business outcomes that align with organisational policies > Recognise and acknowledge individual/team performance 	At this level the individual should be able to: <ul style="list-style-type: none"> > Promote a sense of purpose within the team and enable others to understand the strategic direction of the organisation > Translate broad goals into operational needs and explain the links for the team > Link team performance goals to team/unit goals to ensure implementation of council policy > Ensure team objectives and outcomes lead to implementation of council policy > Recognise and acknowledge high individual/team performance 	At this level the individual should be able to: <ul style="list-style-type: none"> > Promote a sense of purpose and enable others to understand the links between policy and organisational goals > Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them > Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes > Create opportunities for recognising and celebrating high performance at the individual and team level > Work to remove barriers to achievement of goals 	At this level the individual should be able to: <ul style="list-style-type: none"> > Champion the organisational vision and strategy, and communicate the way forward > Create a culture of confidence and trust in future direction > Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation > Communicate the parameters and expectations surrounding organisational strategies > Celebrate organisational success and high performance and engage in activities to maintain morale



LEADERSHIP CAPABILITIES

LEADING OTHERS

OPTIMISE BUSINESS OUTCOMES

Manage resources effectively and apply sound workforce planning principles

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Does not plan ahead for workforce changes > Does not manage leave entitlements > Fails to provide context and information regarding external events and the impact on sectional activity > Does not consider customers needs in decision and processes > Does not provide opportunity for team to grow and develop personally and professionally 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Keep team members informed of the reasons for decisions so that this may inform their work > Ensure that team members make effective use of resources to maximise business outcomes > Ensure that team members understand and inform customers about processes, practices and decisions > Ensure team members understand business principles to achieve work tasks effectively > Ensure team goals and standards are met 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Develop team/unit plans that take into account team capability and strengths > Plan and monitor resource allocation effectively to achieve team/unit objectives > Ensure team members work with a good understanding of business principles as they apply to the council context > Participate in wider organisational workforce planning to ensure the availability of capable resources 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives > Allocate resources to ensure achievement of business outcomes and contribute to wider workforce planning > Ensure that team members base their decisions on a sound understanding of business principles applied in a council context > Monitor performance against standards and take timely corrective actions > Keep others informed about progress and performance outcomes 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Develop workforce plans that effectively distribute organisational resources to achieve business goals > Plan for strategic use of human resources that links to wider organisational aims and goals > Encourage others to strive for ongoing performance improvement > Align systems and processes to encourage improved performance and outcomes 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time > Engage in strategic workforce planning, and strategic resource utilisation to ensure achievement of both the organisation's aims and goals > Align workforce resources and talent with organisational priorities



LEADERSHIP CAPABILITIES

LEADING OTHERS

MANAGE REFORM AND CHANGE

Support, promote and champion change, and assist others to engage with change

Non-Compliance	Foundational	Intermediate	Adept	Advanced	Highly Advanced
<p>At this level the individual would demonstrate the following:</p> <ul style="list-style-type: none"> > Does not personally support organisational change initiatives > Fails to inform and discuss change initiatives with staff > Does not suggest or research opportunities to change and improve sectional processes and deliverables. > Does not recognise barriers to change or is a barrier to change 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Support change initiatives and assist staff to understand their purpose and impact > Share information with team members to assist them to understand and manage uncertainty and change > Recognise barriers to change and support the team to accept and facilitate change 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Promote change processes and communicate change initiatives across the team/unit > Accommodate changing priorities and respond flexibly to uncertainty and ambiguity > Support others in managing uncertainty and change 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Actively promote change processes to staff and participate in the communication of change initiatives across the organisation > Provide guidance, coaching and direction to others managing uncertainty and change > Engage staff in change processes and provide clear guidance, coaching and support Identify cultural barriers to change and implement strategies to address these 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty > Assist others to address emerging challenges and risks and generate support for change initiatives > Translate change initiatives into practical strategies and explain these to staff and their role in implementing them > Implement structured change management processes to identify and develop responses to cultural barriers 	<p>At this level the individual should be able to:</p> <ul style="list-style-type: none"> > Drive a continuous improvement agenda, define high level objectives and translate these into practical implementation strategies > Build staff support and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context > Create an organisational culture that actively seeks opportunities to improve > Anticipate, plan for and address cultural barriers to change at the organisational level



OCCUPATION/PROFESSION SPECIFIC CAPABILITY SETS

MIDROC will coordinate the development of occupation/profession specific capability sets for job families that are common in the sector, and where functional capability building has been identified as a critical need. These occupation/profession specific capability sets, together with the MIDROC Capability Framework will provide a holistic picture of the knowledge, skills and abilities required for each role. Where occupation/profession specific capabilities overlap with the MIDROC Capability Framework, the MIDROC capabilities should be used to maximise consistency across the sector.

Individual Councils may use occupation/profession specific capability sets that have been internally developed to meet local needs, or access externally developed frameworks, for example, cross-jurisdictional standards or those offered by professional associations in conjunction with the MIDROC Capability Framework.

Where professional standards or local frameworks are already in existence for various occupations, the MIDROC HR Group will work with the relevant Council to develop a practical approach to utilising these in conjunction with the MIDROC Capability Framework.

