

# APPENDIX 3: CAPABILITY FRAMEWORK INDIVIDUAL VIEW

## TIER 1

### EXAMPLE ROLE - PRACTITIONER

People working at this level do not supervise the work of others; they work under the direction of others and apply their skills to meet established targets or outputs.

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<b>Networks and stakeholders</b> 1.1.1 Utilises own community networks to achieve established outcomes	<b>Time management</b> 2.1.1 Demonstrates punctuality and meets agreed schedules and timelines	<b>Advocacy</b> 3.1.1 Actively listens to colleagues and clients and passes on relevant information accurately and appropriately	<b>United vision</b> 4.1.1 Maintains enthusiasm and understands own role in achieving organisational mission	<b>Revenue raising</b> 5.1.1 Supports fundraising work	<b>Reflective practice</b> 6.1.1 Applies organisational practice models, procedures and relevant legislation when working with clients/members	<b>Policy development and implementation</b> 7.1.1 Maintains awareness of policies and applies procedures to daily work activities	<b>Change management</b> 8.1.1 Maintains a positive approach to change and adapts to new or different ways of working	<b>Strategy</b> 9.1.1 Achieves targets in work plans and understands links with strategic goals
<b>Community</b> 1.1.2 Contributes to staff forums and meetings about key community issues	<b>Ethics</b> 2.1.2 Observes Code of Conduct seeks assistance with ethical dilemmas, and manages professional boundaries	<b>Written communication</b> 3.1.2 Provides accurate written information using forms, log books and templates appropriate to the task	<b>Strategic focus</b> 4.1.2 Follows work plan and prioritises key tasks	<b>Financial management</b> 5.1.2 Assists with maintenance of financial records and works efficiently to meet established budgets	<b>Knowledge of client/member issues</b> 6.1.2 Maintains awareness of client/member needs	<b>Program development</b> 7.1.2 Performs own role and responsibilities efficiently to contribute to program and project outcomes	<b>Multi-skilling</b> 8.1.2 Takes advantage of opportunities for learning and growing skills	<b>Quality</b> 9.1.2 Ensures that own work meets the organisations' quality requirements

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<b>Partnerships and collaboration</b> 1.1.3 Works collaboratively with other organisations in formal and informal partnerships to achieve client/member outcomes	<b>Taking responsibility</b> 2.1.3 Takes responsibility for work outcomes and enacts authority as defined in role statement	<b>Verbal communication</b> 3.1.3 Speaks politely and explains issues and information clearly to clients/ members and colleagues	<b>Team dynamics</b> 4.1.3 Openly shares information, participates and contributes to team discussions	<b>Procurement</b> 5.1.3 Makes low cost purchases and achieves value for money	<b>Client/member outcomes</b> 6.1.3 Supports clients/members to achieve their goals or aspirations through provision of quality service	<b>Achieving results</b> 7.1.3 Supports program and project team members to achieve defined outcomes	<b>Creativity and innovation</b> 8.1.3 Identifies opportunities to do things better, develops ideas with others and assists with the implementation of routine changes	<b>Risk management</b> 9.1.3 Ensures that risks are identified and reported in own work context
<b>Knowledge of community</b> 1.1.4 Maintains basic awareness of current community issues and knowledge of relevant organisations	<b>Problem solving</b> 2.1.4 Demonstrates common sense, and uses established strategies to solve routine problems	<b>Public</b> 3.1.4 Participates actively in staff meetings and shares information to improve work environment outcomes	<b>Conflict management</b> 4.1.4 Considers the views of others and aims for group cohesion	<b>Equipment and assets</b> 5.1.4 Takes care when using and maintaining equipment and aids	<b>Diversity</b> 6.1.4 Demonstrates sensitivity and respect for diversity and differences in clients/members	<b>Contract management</b> 7.1.4 Records relevant data for contract administration	<b>Technology</b> 8.1.4 Uses technology and software applications effectively in accordance with task requirements	<b>WHS</b> 9.1.4 Ensures safety of self and others in work environment

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<b>Social justice</b> 1.1.5 Demonstrates commitment to social justice and social inclusion	<b>Initiative and enterprise</b> 2.1.5 Contributes to ideas for improved ways of working	<b>Interpersonal skills</b> 3.1.5 Demonstrates active listening and asks appropriate questions when dealing with clients/members and colleagues	<b>Diversity/ different styles</b> 4.1.5 Values diversity in team and supports colleagues	<b>Sustainability</b> 5.1.5 Uses resources appropriately and supports organisation's sustainability protocols	<b>Client confidentiality and dignity</b> 6.1.5 Respects client/member confidentiality	<b>Complaints handling and continuous improvement</b> 7.1.5 Records complaints and assists with reviewing feedback on program outcomes	<b>Learning and development</b> 8.1.5 Prepares own development plan in consultation with supervisors	<b>Legislation and compliance</b> 9.1.5 Is aware of relevant legislation and licensing requirements and ensures compliance in work practices

## TIER 2

### EXAMPLE ROLE - ADVANCED PRACTITIONER

People working at this level have well developed skills; they may take limited responsibility for the work of other

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<b>Networks and stakeholders</b> 1.2.1 Researches community's needs and concerns and provides community development/ education	<b>Time management</b> 2.2.1 Manages time and uses tools effectively to assist with planning and organising	<b>Advocacy</b> 3.2.1 Advocates for clients/members to advance their interests	<b>United vision</b> 4.2.1 Generates ideas for innovation and enhanced working practices to achieve organisational mission	<b>Revenue raising</b> 5.2.1 Undertakes public relations and fundraising activities	<b>Reflective practice</b> 6.2.1 Demonstrates reflective and evidence-based practice	<b>Policy development and implementation</b> 7.2.1 Participates in the review and development of policy and utilises policies and procedures to guide work practices	<b>Change management</b> 8.2.1 Supports change management and assists others to adapt and adjust to change	<b>Strategy</b> 9.2.1 Contributes to team work plans and ensures that own work outcomes are achieved
<b>Community</b> 1.2.2 Participates effectively in networks and community meetings to advance	<b>Ethics</b> 2.2.2 Observes professional boundaries and standards and assists others with ethical dilemmas	<b>Written communication</b> 3.2.2 Writes accurate, clear and informative reports and communications that meet the needs of their intended audience	<b>Strategic focus</b> 4.2.2 Contributes to team plans and relates teamwork to strategic objectives	<b>Financial management</b> 5.2.2 Assists with budget reviews and works to established budgets	<b>Knowledge of client/ member issues</b> 6.2.2 Builds knowledge of client/member issues and requirements to improve practice	<b>Program development</b> 7.2.2 Contributes to program objectives, develops and implements simple project plans	<b>Multi-skilling</b> 8.2.2 Works collaboratively with people from different disciplines and shares skills and knowledge	<b>Quality</b> 9.2.2 Contributes to enhancement of quality practices and ensures that own work meets quality requirements

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<p><b>Partnerships and collaboration</b></p> <p>1.2.3 Works collaboratively with other organisations in formal and informal partnerships to achieve client/member outcomes</p>	<p><b>Taking responsibility</b></p> <p>2.2.3 Takes responsibility for work outcomes and assists others to understand role and responsibilities</p>	<p><b>Verbal communication</b></p> <p>3.2.3 Articulates clear and respectful messages and information to clients/members and colleagues</p>	<p><b>Team dynamics</b></p> <p>4.2.3 Offers constructive feedback and provides balanced and informed perspectives at team meetings</p>	<p><b>Procurement</b></p> <p>5.2.3 Researches market and attains value for money when making purchases or contracting work</p>	<p><b>Client/member outcomes</b></p> <p>6.2.3 Provides clients/members with high quality service and appropriate referrals</p>	<p><b>Achieving results</b></p> <p>7.2.3 Ensures clarity of understanding of required work, fulfils program and project responsibilities, and achieves performance targets</p>	<p><b>Creativity and innovation</b></p> <p>8.2.3 Generates and shares ideas and encourages others to reflect on activities and develop ideas for innovation and improvement</p>	<p><b>Risk management</b></p> <p>9.2.3 Contributes to identification and control of risks and hazards and takes advantages of emerging opportunities</p>
<p><b>Knowledge of community</b></p> <p>1.2.4 Maintains detailed understanding of current community issues and knowledge of relevant organisations</p>	<p><b>Problem solving</b></p> <p>2.2.4 Assists with resolution of clients'/ members' and colleagues' problems</p>	<p><b>Public speaking</b></p> <p>3.2.4 Uses relevant facts to express clear and logical arguments and opinions in meetings and other forums</p>	<p><b>Conflict management</b></p> <p>4.2.4 Recognises differences of opinion and works toward the resolution of team conflict</p>	<p><b>Equipment and asset</b></p> <p>5.2.4 Researches and recommends purchase of equipment and aids to provide efficient and effective service delivery</p>	<p><b>Diversity</b></p> <p>6.2.4 Demonstrates cultural sensitivity and adjusts personal style in response to client/member differences</p>	<p><b>Contract management</b></p> <p>7.2.4 Maintains awareness of contracts relating to own position and ensures that work fulfils contractual obligations</p>	<p><b>Technology</b></p> <p>8.2.4 Supports the use of new technology and develops skills to master new technologies</p>	<p><b>WHS</b></p> <p>9.2.4 Contributes to identification of WHS risks and hazards, and ensures safety in own work context</p>

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<p><b>Social justice</b> 1.2.5 Demonstrates commitment to social justice and social inclusion</p>	<p><b>Initiative and enterprise</b> 2.2.5 Demonstrates initiative and enterprise and supports others to work more effectively</p>	<p><b>Interpersonal skills</b> 3.2.5 Demonstrates appropriate interpersonal skills, active listening, empathy, social awareness and emotional intelligence in verbal communications</p>	<p><b>Diversity/ different styles</b> 4.2.5 Builds team spirit and supports team members' development</p>	<p><b>Sustainability</b> 5.2.5 Aims for sustainability in purchasing decisions</p>	<p><b>Client confidentiality and dignity</b> 6.2.5 Respects client/ member</p>	<p><b>Complaints handling and continuous improvement</b> 7.2.5 Utilises feedback from complaints to improve programs and reviews own performance</p>	<p><b>Learning and development</b> 8.2.5 Maintains awareness of own skills and skill needs, actively works to address skills gaps and assists others to identify</p>	<p><b>Legislation and compliance</b> 9.2.5 Is aware of relevant legislation and licensing requirements and ensures compliance in work practices</p>

## TIER 3

### EXAMPLE ROLE - MANAGER AND LEAD PRACTITIONER

People working at this level take a leadership role; they may supervise the work of others and/or provide leadership through their technical or specialist skills.

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<b>Networks and stakeholders</b> 1.3.1 Reviews and manages services in response to changing needs of relevant groups in the community	<b>Time management</b> 2.3.1 Prioritises work; delegates appropriately demonstrating an understanding of organisational, team and individual priorities and capacities; and ensures that key requirements are met	<b>Advocacy</b> 3.3.1 Articulates clear and persuasive messages about key issues when advocating or negotiating for clients/members and on behalf of the organisation	<b>United vision</b> 4.3.1 Celebrates and rewards the achievement of outcomes that contribute to organisation's mission	<b>Revenue raising</b> 5.3.1 Prepares funding applications and writes winning tenders	<b>Reflective practice</b> 6.3.1 Disseminates, promotes and develops reflective and evidenced based practice models	<b>Policy development and implementation</b> 7.3.1 Researches options and consults with stakeholders to develop clear and workable policies and procedures that align with organisational mission	<b>Change management</b> 8.3.1 Implements change management processes and monitors progress	<b>Strategy</b> 9.3.1 Develops and implements work plans and targets to support implementation of strategic plan

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<p><b>Community 1.3.2</b> Represents the organisation and promotes awareness of key issues in community networks</p>	<p><b>Ethics 2.3.2</b> Sees that reward system is aligned with organisational values and that behavioural expectations/ Code of Conduct are communicated</p>	<p><b>Written communication 3.3.2</b> Writes winning tenders, and accurate reports and documents that meet audience needs</p>	<p><b>Strategic focus 4.3.2</b> Develops team plans with clear targets and goals linked to strategic plan</p>	<p><b>Financial management 5.3.2</b> Prepares program and complex project budgets, and reviews financial performance</p>	<p><b>Knowledge of client/member issues 6.3.2</b> Demonstrates detailed knowledge of client/member issues and builds research links</p>	<p><b>Program development 7.3.2</b> Manages programs and complex projects to work to timelines and budget and achieve goals and objectives; and envisions and designs new programs</p>	<p><b>Multi-skilling 8.3.2</b> Designs jobs and teams with an emphasis on multi-skilling and opportunities for shared learning</p>	<p><b>Quality 9.3.2</b> Manages implementation of quality systems and ensures that quality outcomes are achieved</p>
<p><b>Partnerships and collaboration 1.3.3</b> Develops models and protocols for working in formal and informal partnerships with other CSOs to achieve client/member outcomes</p>	<p><b>Taking responsibility 2.3.3</b> Delegates to develop staff and accepts responsibility for actions of staff and teams under authority</p>	<p><b>Verbal communication 3.3.3</b> Provides informed, meaningful and relevant messages when communicating with staff and clients/members</p>	<p><b>Team dynamics 4.3.3</b> Manages team dynamics, supports productive working relationships and work-life balance</p>	<p><b>Procurement 5.3.3</b> Establishes purchasing and probity protocols</p>	<p><b>Client/member outcomes 6.3.3</b> Provides clinical leadership and focuses team on client/member outcomes</p>	<p><b>Achieving results 7.3.3</b> Clarifies roles and responsibilities of program staff and project teams and achieves necessary support from stakeholders</p>	<p><b>Creativity and innovation 8.3.3</b> Establishes ways to capture, communicate and share innovative ideas and practices</p>	<p><b>Risk management 9.3.3</b> Manages risk and encourages staff to take advantage of opportunities</p>



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<p><b>Knowledge of community</b> 1.3.4 Demonstrates high-level understanding of the sector and the work of other relevant organisations</p>	<p><b>Problem solving</b> 2.3.4 Implements systems to address adverse events and assists teams to take proactive approaches to problem solving</p>	<p><b>Public speaking</b> 3.3.4 Makes convincing presentations, using a range of media, to communicate key issues</p>	<p><b>Conflict management</b> 4.3.4 Develops systems and protocols for management of conflict and disputes and is actively involved in problem solving and conflict resolution</p>	<p><b>Equipment and assets</b> 5.3.4 Manages assets, allocates resources and purchases high cost equipment to support service delivery</p>	<p><b>Diversity</b> 6.3.4 Supports teams to value and work effectively with client/member diversity</p>	<p><b>Contract management</b> 7.3.4 Monitors contracts and checks that contractual obligations of both parties are met</p>	<p><b>Technology</b> 8.3.4 Researches and implements new technologies to strengthen the organisation and improve business practices</p>	<p><b>WHS 9.3.4</b> Manages work practices for health and wellbeing of staff and compliance with WHS legislation</p>
<p><b>Social justice</b> 1.3.5 Demonstrates commitment to social justice and social inclusion</p>	<p><b>Initiative and enterprise</b> 2.4.5 Encourages teams to show initiative and looks for ways to work more dynamically</p>	<p><b>Interpersonal skills</b> 3.3.5 Models self-awareness, self-management and social awareness in communications, problem solving and conflict resolution</p>	<p><b>Diversity/ different styles</b> 4.3.5 Selects diverse team members with strong and appropriate skill bases suited to task and supports team building</p>	<p><b>Sustainability</b> 5.3.5 Identifies and manages financial risks and develops protocols for sustainable purchasing</p>	<p><b>Client confidentiality and dignity</b> 6.3.5 Creates systems and policies for protection of client/member confidentiality</p>	<p><b>Complaints handling and continuous improvement</b> 7.3.5 Establishes complaints handling procedures and methods for responding to</p>	<p><b>Learning and development</b> 8.3.5 Establishes systems and processes for reviewing skills and professional development</p>	<p><b>Legislation and compliance</b> 9.3.5 Manages work practices to comply with relevant legislation and licensing requirements</p>

## TIER 4

### EXAMPLE ROLE - CEO, LEADERSHIP AND EXECUTIVE TEAM MEMBERS

People at this level will guide and steer the organisation and take responsibility for a range of programs and services.

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<b>Networks and stakeholders</b> 1.4.1 Creates and sustains dynamic, strategic and productive relationships with key stakeholders	<b>Time management</b> 2.4.1 Designs own approaches for excellent performance and structures time and tasks to achieve prioritised outcomes	<b>Advocacy</b> 3.4.1 Expresses confident and cogent public messages when advocating and negotiating for clients/members and organisational issues	<b>United vision</b> 4.4.1 Champions vision and mission and maintains a focus on the big picture	<b>Revenue raising</b> 5.4.1 Negotiates for resources with government, philanthropic agencies or other sources of revenue and invests responsibly	<b>Reflective practice</b> 6.4.1 Supports managers to establish innovative and effective models for service delivery	<b>Policy development and implementation</b> 7.4.1 Establishes policy framework to support Board strategy and decision- making, and fosters staff support for policy implementation	<b>Change management</b> 8.4.1 Keeps informed of changing political, economic, social and technological context and designs responsive change management strategies	<b>Strategy</b> 9.4.1 Establishes and reviews systems to support Board's strategic plan and achieve organisational goals

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<p><b>Community</b> 1.4.2 Advances organisational objectives and champions important issues with key stakeholders</p>	<p><b>Ethics</b> 2.4.2 Models organisational values and preferred behaviours and promotes Code of Conduct</p>	<p><b>Written communication</b> 3.4.2 Writes succinct and lucid reports and documents for Board, funding bodies and key stakeholders</p>	<p><b>Strategic focus</b> 4.4.2 Establishes systems to support and evaluate strategic plan</p>	<p><b>Financial management</b> 5.4.2 Oversees organisational budget and key program budgets, reviews financial performance and ensures availability of adequate resources</p>	<p><b>Knowledge of client/member issues</b> 6.4.2 Maintains high level awareness of client/ member issues as impacted by political, economic, social and technological</p>	<p><b>Program development</b> 7.4.2 Establishes targets for program areas and encourages strong results; and supports the development of new programs</p>	<p><b>Multi-skilling</b> 8.4.2 Encourages multi-skilling, flexibility and learning from others</p>	<p><b>Quality</b> 9.4.2 Establishes and reviews quality systems and organisational standards</p>
<p><b>Partnerships and collaboration</b> 1.4.3 Negotiates and builds fruitful formal and informal partnerships to achieve strategic objectives and improve client and member outcomes</p>	<p><b>Taking responsibility</b> 2.4.3 Accepts responsibility for organisation's positive and negative outcomes</p>	<p><b>Verbal communication</b> 3.4.3 Provides considered responses and clear messages to inspire trust and confidence of others</p>	<p><b>Team dynamics</b> 4.4.3 Engenders organisational synergy and a spirit of collaboration</p>	<p><b>Procurement</b> 5.4.3 Reviews major purchases and ensures value for money is achieved</p>	<p><b>Client/member outcomes</b> 6.4.3 Fosters a culture of excellence in service delivery</p>	<p><b>Achieving results</b> 7.4.3 Supports program managers and conducts campaigns to assist program activities</p>	<p><b>Creativity and innovation</b> 8.4.3 Encourages creativity and innovation in the workplace</p>	<p><b>Risk management</b> 9.4.3 Establishes and reviews risk management framework</p>

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<p><b>Knowledge of community</b> 1.4.4 Maintains high level awareness of sector and current issues that affect</p>	<p><b>Problem solving</b> 2.4.4 Sees emerging problems for the organisation and takes proactive steps to ensure that risks are managed</p>	<p><b>Public speaking</b> 3.4.4 Adapts presentations to engage different audiences and obtain their support</p>	<p><b>Conflict management</b> 4.4.4 Operates in political environments and key networks and negotiates for win-win outcomes</p>	<p><b>Equipment and assets</b> 5.4.4 Builds organisation's asset base to support service delivery</p>	<p><b>Diversity</b> 6.4.4 Champions respect for diversity and importance of culturally appropriate behaviours</p>	<p><b>Contract management</b> 7.4.4 Negotiates and establishes contracts, and maintains relationships with key stakeholders</p>	<p><b>Technology</b> 8.4.4 Promotes the use of new technologies to enhance business practices</p>	<p><b>WHS</b> 9.4.4 Establishes and reviews WHS systems to address organisational requirements</p>
<p><b>Social justice</b> 1.4.5 Demonstrates commitment to social justice and social inclusion and the development of a strong Homeless Services Sector</p>	<p><b>Initiative and enterprise</b> 2.4.5 Envisions new and innovative possibilities and actions those with significant organisational benefits</p>	<p><b>Interpersonal skills</b> 3.4.5 Motivates others through personal interactions and mentors development of emerging leaders</p>	<p><b>Diversity/ different styles</b> 4.4.5 Develops and models own leadership style</p>	<p><b>Sustainability</b> 5.4.5 Ensures financial and organisational sustainability through a range of strategies including competitive and collaborative approaches</p>	<p><b>Client confidentiality and dignity</b> 6.4.5 Fosters a culture of respect for clients'/ members' dignity</p>	<p><b>Complaints handling and continuous improvement</b> 7.4.5 Encourages continuous improvement and establishment of systems for feedback and review</p>	<p><b>Learning and development</b> 8.4.5 Fosters a culture of life-long learning</p>	<p><b>Legislation and compliance</b> 9.4.5 Establishes systems to ensure legislative and licensing compliance</p>