

APPENDIX 4: CAPABILITY FRAMEWORK CARDS

CARD SET 1: PERSONAL ATTRIBUTES

Personal Attributes

Innovative

Generates options and ideas for improvements

Is open to change and alternatives

Takes advantage of new and emerging opportunities

Card 1



Personal Attributes

Focused

Researches options and sets a clear path

Has clear goals, deals with obstacles and impediments

Manages own time to achieve key outcomes

Card 2



Personal Attributes

Positive

Has faith in own abilities and remains optimistic

Maintains composure and focus when faced with difficulty

Recovers from setbacks

Card 3



Personal Attributes

Collaborative

Works with others to achieve common goals

Engenders a spirit of teamwork

Encourages others to achieve

Card 4



Personal Attributes

Analytical

Reviews arguments and opinions before making judgement

Presents clear and logical arguments

Takes a systematic approach when building toward improvements

Card 5



Personal Attributes

Client/member focused

Prioritises needs of clients and members

Aims for best outcomes for clients and members

Is outcome focused

Follows through with commitments

Card 6



Personal Attributes

Culturally aware

Respects difference in all its forms

Adapts language to aid communication

Values diversity as a strength and positively utilises diversity

Card 7



Personal Attributes

Ethical

Is credible and truthful

Has integrity and principles

Reflects expected standards of behaviour and/or Code of Conduct

Card 8



CARD SET 2: CAPABILITIES

Community & Interagency Relations

Networks & Stakeholders

Tier 1: Utilises own community networks to achieve established outcomes

Tier 2: Researches community's needs and concerns and provides community development/education

Tier 3: Reviews and manages services in response to changing needs of relevant groups in the community

Tier 4: Creates and sustains dynamic, strategic and productive relationships with key stakeholders

Card 9



Community & Interagency Relations

Community

Tier 1: Contributes to staff forums and meetings about key community issues

Tier 2: Participates effectively in networks and community meetings to advance organisational objectives

Tier 3: Represents the organisation and promotes awareness of key issues in community networks

Tier 4: Advances organisational objectives and champions important issues with key stakeholders

Card 10



Community & Interagency Relations

Partnerships & collaboration

Tier 1: Works collaboratively with other organisations in formal and informal partnerships to achieve client/member outcomes

Tier 2: Works collaboratively with other organisations in formal and informal partnerships to achieve client/member outcomes

Tier 3: Develops models and protocols for working in formal and informal partnerships with other CSOs to achieve client/member outcomes

Tier 4: Negotiates and builds fruitful formal and informal partnerships to achieve strategic objectives and improve client and member outcomes

Card 11



Community & Interagency Relations

Knowledge of community

Tier 1: Maintains basic awareness of current community issues and knowledge of relevant organisations

Tier 2: Maintains detailed understanding of current community issues and knowledge of relevant organisations

Tier 3: Demonstrates high-level understanding of the sector and the work of other relevant organisations

Tier 4: Maintains high level awareness of sector and current issues that affect clients and members

Card 12



Community & Interagency Relations

Social justice

Tier 1: Demonstrates commitment to social justice and social inclusion

Tier 2: Demonstrates commitment to social justice and social inclusion

Tier 3: Demonstrates commitment to social justice and social inclusion

Tier 4: Demonstrates commitment to social justice and social inclusion and the development of a strong community sector

Card 13



Professionalism

Time management

Tier 1: Demonstrates punctuality and meets agreed schedules and timelines

Tier 2: Manages time and uses tools effectively to assist with planning and organising

Tier 3: Prioritises work; delegates appropriately demonstrating an understanding of organisational, team and individual priorities and capacities; and ensures that key requirements are met

Tier 4: Designs own approaches for excellent performance and structures time and tasks to achieve prioritised outcomes

Card 14



Professionalism

Ethics

Tier 1: Observes Code of Conduct, seeks assistance with ethical dilemmas, and manages professional boundaries

Tier 2: Observes professional boundaries and standards and assists others with ethical dilemmas

Tier 3: Sees that reward system is aligned with organisational values and that behavioral expectations/Code of Conduct are communicated

Tier 4: Models organisational values and preferred behaviours and promotes Code of Conduct

Card 15



Professionalism

Taking responsibility

Tier 1: Takes responsibility for work outcomes and enacts authority as defined in role statement

Tier 2: Takes responsibility for work outcomes and assists others to understand role and responsibilities

Tier 3: Delegates to develop staff and accepts responsibility for actions of staff and teams under authority

Tier 4: Accepts responsibility for organisation's positive and negative outcomes

Card 16



Professionalism

Problem solving

Tier 1: Demonstrates common sense, and uses established strategies to solve routine problems

Tier 2: Assists with resolution of clients'/ members' and colleagues' problems

Tier 3: Implements systems to address adverse events and problems and assists teams to take proactive approaches to problem solving

Tier 4: Sees emerging problems for the organisation and takes proactive steps to ensure that risks are managed

Card 17



Professionalism

Initiative and enterprise

Tier 1: Contributes to ideas for improved ways of working

Tier 2: Demonstrates initiative and enterprise and supports others to work more effectively

Tier 3: Encourages teams to show initiative and looks for ways to work more dynamically

Tier 4: Envisions new and innovative possibilities and actions those with significant organisational benefits

Card 18



Communication

Advocacy

Tier 1: Actively listens to colleagues and clients and passes on relevant information accurately and appropriately

Tier 2: Advocates for clients/members to advance their interests

Tier 3: Articulates clear and persuasive messages about key issues when advocating or negotiating for clients/members and on behalf of the organisation

Tier 4: Expresses confident and cogent public messages when advocating and negotiating for clients/members and organisational issues

Card 19



Communication

Written communication

Tier 1: Provides accurate written information using forms, log books and templates appropriate to the task

Tier 2: Writes accurate, clear and informative reports and communications that meet the needs of their intended audience

Tier 3: Writes winning tenders, and accurate reports and documents that meet audience needs

Tier 4: Writes succinct and lucid reports and documents for Board, funding bodies and key stakeholders

Card 20



Communication

Verbal communication

Tier 1: Speaks politely and explains issues and information clearly to clients/members and colleagues

Tier 2: Articulates clear and respectful messages and information to clients/members and colleagues

Tier 3: Provides informed, meaningful and relevant messages when communicating with staff and clients/members

Tier 4: Provides considered responses and clear messages to inspire trust and confidence of others

Card 21



Communication

Public speaking

Tier 1: Participates actively in staff meetings and shares information to improve work environment and outcomes

Tier 2: Uses relevant facts to express clear and logical arguments and opinions in meetings and other forums

Tier 3: Makes convincing presentations, using a range of media, to communicate key issues

Tier 4: Adapts presentations to engage different audiences and obtain their support

Card 22



Communication

Interpersonal skills

Tier 1: Demonstrates active listening and asks appropriate questions when dealing with clients/members and colleagues

Tier 2: Demonstrates appropriate interpersonal skills, active listening, empathy, social awareness and emotional intelligence in verbal communications

Tier 3: Models self awareness, self management and social awareness in communications, problem solving and conflict resolution

Tier 4: Motivates others through personal interactions and mentors development of emerging leaders
Card 23



Leadership & Teamwork

United vision

Tier 1: Maintains enthusiasm and understands own role in achieving organisational mission

Tier 2: Generates ideas for innovation and enhanced working practices to achieve organisational mission

Tier 3: Celebrates and rewards the achievement of outcomes that contribute to organisation's mission

Tier 4: Champions vision and mission and maintains a focus on the big picture

Card 24



Leadership & Teamwork

Strategic focus

Tier 1: Follows work plan and prioritises key tasks

Tier 2: Contributes to team plans and relates teamwork to strategic objectives

Tier 3: Develops team plans with clear targets and goals linked to strategic plan

Tier 4: Establishes systems to support and evaluate strategic plan

Card 25



Leadership & Teamwork

Team dynamics

Tier 1: Openly shares information, participates and contributes to team discussions

Tier 2: Offers constructive feedback and provides balanced and informed perspectives at team meetings

Tier 3: Manages team dynamics, supports productive working relationships and work-life balance

Tier 4: Engenders organisational synergy and a spirit of collaboration

Card 26



Leadership & Teamwork

Conflict management

Tier 1: Considers the views of others and aims for group cohesion

Tier 2: Recognises differences of opinion and works toward the resolution of team conflict

Tier 3: Develops systems and protocols for management of conflict and disputes and is actively involved in problem solving and conflict resolution

Tier 4: Operates in political environments and key networks and negotiates for win-win outcomes

Card 27



Leadership & Teamwork

Diversity/different styles

Tier 1: Values diversity in team and supports colleagues

Tier 2: Builds team spirit and supports team members' development

Tier 3: Selects diverse team members with strong and appropriate skill bases suited to task and supports team building

Tier 4: Develops and models own leadership style

Card 28



Resources, Assets & Sustainability

Revenue raising

Tier 1: Supports fundraising work

Tier 2: Undertakes public relations and fundraising activities

Tier 3: Prepares funding applications and writes winning tenders

Tier 4: Negotiates for resources with government, philanthropic agencies or other sources of revenue and invests responsibly

Card 29



Resources, Assets & Sustainability

Financial management

Tier 1: Assists with maintenance of financial records and works efficiently to meet established budgets

Tier 2: Assists with budget reviews and works to established budgets

Tier 3: Prepares program and complex project budgets, and reviews financial performance

Tier 4: Oversees organisational budget and key program budgets, reviews financial performance and ensures availability of adequate resources

Card 30



Resources, Assets & Sustainability

Procurement

Tier 1: Makes low cost purchases and achieves value for money

Tier 2: Researches market and attains value for money when making purchases or contracting work

Tier 3: Establishes purchasing and probity protocols

Tier 4: Reviews major purchases and ensures value for money is achieved

Card 31



Resources, Assets & Sustainability

Equipment and assets

Tier 1: Takes care when using and maintaining equipment and aids

Tier 2: Researches and recommends purchase of equipment and aids to provide efficient and effective service delivery

Tier 3: Manages assets, allocates resources and purchases high cost equipment to support service delivery

Tier 4: Builds organisation's asset base to support service delivery

Card 32



Resources, Assets & Sustainability

Sustainability

Tier 1: Uses resources appropriately and supports the organisation's sustainability protocols

Tier 2: Aims for sustainability in purchasing decisions

Tier 3: Identifies and manages financial risks and develops protocols for sustainable purchasing

Tier 4: Ensures financial and organisational sustainability through a range of strategies including competitive and collaborative approaches

Card 33



Service Delivery

Reflective practice

Tier 1: Applies organisational practice models, procedures and relevant legislation when working with clients/members

Tier 2: Demonstrates reflective and evidence based practice

Tier 3: Disseminates, promotes and develops reflective and evidenced based practice models

Tier 4: Supports managers to establish innovative and effective models for service delivery

Card 34



Service Delivery

Knowledge of client/member issues

Tier 1: Maintains awareness of client/member needs

Tier 2: Builds knowledge of client/member issues and requirements to improve practice

Tier 3: Demonstrates detailed knowledge of client/member issues and builds research links

Tier 4: Maintains high level awareness of client/member issues as impacted by political, economic, social and technological change

Card 35



Service Delivery

Client/member outcomes

Tier 1: Supports clients/members to achieve their goals or aspirations through provision of quality service

Tier 2: Provides clients/members with high quality service and appropriate referrals

Tier 3: Provides clinical leadership and focuses team on client/member outcomes

Tier 4: Fosters a culture of excellence in service delivery

Card 36



Service Delivery

Diversity

Tier 1: Demonstrates sensitivity and respect for diversity and differences in clients/members

Tier 2: Demonstrates cultural sensitivity and adjusts personal style in response to client/member differences

Tier 3: Supports teams to value and work effectively with client/member diversity

Tier 4: Champions respect for diversity and importance of culturally appropriate behaviours

Card 37



Service Delivery

Client confidentiality and dignity

Tier 1: Respects client/member confidentiality

Tier 2: Respects client/member confidentiality

Tier 3: Creates systems and policies for protection of client/member confidentiality

Tier 4: Fosters a culture of respect for client/members' dignity

Card 38



Program Management & Policy Development

Policy development and implementation

Tier 1: Maintains awareness of policies and applies procedures to daily work activities

Tier 2: Participates in the review and development of policy and utilises policies and procedures to guide work practices

Tier 3: Researches options and consults with stakeholders to develop clear and workable policies and procedures that align with organisational mission

Tier 4: Establishes policy framework to support Board strategy and decision-making, and fosters staff support for policy implementation

Card 39



Program Management & Policy Development

Program development

Tier 1: Performs own role and responsibilities efficiently to contribute to program and project outcomes

Tier 2: Contributes to program objectives, develops and implements simple project plans

Tier 3: Manages programs and complex projects to work to timelines and budget and achieve goals and objectives; and envisions and designs new programs

Tier 4: Establishes targets for program areas and encourages strong results; and supports the development of new programs

Card 40



Program Management & Policy Development

Achieving results

Tier 1: Supports program and project team members to achieve defined outcomes

Tier 2: Ensures clarity of understanding of required work, fulfils program and project responsibilities, and achieves performance targets

Tier 3: Clarifies roles and responsibilities of program staff and project teams and achieves necessary support from stakeholders

Tier 4: Supports program managers and conducts campaigns to assist program activities

Card 41



Program Management & Policy Development

Contract management

Tier 1: Records relevant data for contract administration

Tier 2: Maintains awareness of contracts relating to own position and ensures that work fulfils contractual obligations

Tier 3: Monitors contracts and checks that contractual obligations of both parties are met

Tier 4: Negotiates and establishes contracts, and maintains relationships with key stakeholders

Card 42



Program Management & Policy Development

Complaints handling and continuous improvement

Tier 1: Records complaints and assists with reviewing feedback on program outcomes

Tier 2: Utilises feedback from complaints to improve programs and reviews own performance

Tier 3: Establishes complaints handling procedures and methods for responding to critical incidents

Tier 4: Encourages continuous improvement and establishment of systems for feedback and review

Card 43



Change & Responsiveness

Change management

Tier 1: Maintains a positive approach to change and adapts to new or different ways of working

Tier 2: Supports change management and assists others to adapt and adjust to change

Tier 3: Implements change management processes and monitors progress

Tier 4: Keeps informed of changing political, economic, social and technological context and designs responsive change management strategies

Card 44



Change & Responsiveness

Multi-skilling

Tier 1: Takes advantage of opportunities for learning and growing skills

Tier 2: Works collaboratively with people from different disciplines and shares skills and knowledge

Tier 3: Designs jobs and teams with an emphasis on multi-skilling and opportunities for shared learning

Tier 4: Encourages multi-skilling, flexibility and learning from others

Card 45



Change & Responsiveness

Creativity and innovation

Tier 1: Identifies opportunities to do things better, develops ideas with others and assists with the implementation of routine changes

Tier 2: Generates and shares ideas and encourages others to reflect on activities and develop ideas for innovation and improvement

Tier 3: Establishes ways to capture, communicate and share innovative ideas and practices

Tier 4: Encourages creativity and innovation in the workplace

Card 46



Change & Responsiveness

Technology

Tier 1: Uses technology and software applications effectively in accordance with task requirements

Tier 2: Supports the use of new technology and develops skills to master new technologies

Tier 3: Researches and implements new technologies to strengthen the organisation and improve business practices

Tier 4: Promotes the use of new technologies to enhance business practices

Card 47



Change & Responsiveness

Learning and development

Tier 1: Prepares own development plan in consultation with supervisors

Tier 2: Maintains awareness of own skills and skill needs, actively works to address skills gaps and assists others to identify training needs

Tier 3: Establishes systems and processes for reviewing skills and professional development

Tier 4: Fosters a culture of life-long learning

Card 48



Governance & Compliance

Strategy

Tier 1: Achieves targets in work plans and understands links with strategic goals

Tier 2: Contributes to team work plans and ensures that own work outcomes are achieved

Tier 3: Develops and implements work plans and targets to support implementation of strategic plan

Tier 4: Establishes and reviews systems to support Board's strategic plan and achieve organisational goals

Card 49



Governance & Compliance

Quality

Tier 1: Ensures that own work meets the organisation's quality requirements

Tier 2: Contributes to enhancement of quality practices and ensures that own work meets quality requirements

Tier 3: Manages implementation of quality systems and ensures that quality outcomes are achieved

Tier 4: Establishes and reviews quality systems and organisational standards

Card 50



Governance & Compliance

Risk management

Tier 1: Ensures that risks are identified and reported in own work context

Tier 2: Contributes to identification and control of risks and hazards and takes advantages of emerging opportunities

Tier 3: Manages risk and encourages staff to take advantage of opportunities

Tier 4: Establishes and reviews risk management framework

Card 51



Governance & Compliance

WHS

Tier 1: Ensures safety of self and others in work environment

Tier 2: Contributes to identification of WHS risks and hazards, and ensures safety in own work context

Tier 3: Manages work practices for health and wellbeing of staff and compliance with WHS legislation

Tier 4: Establishes and reviews WHS systems to address organisational requirements

Card 52



Governance & Compliance

Legislation and compliance

Tier 1: Is aware of relevant legislation and licensing requirements and ensures compliance in work practices

Tier 2: Is aware of relevant legislation and licensing requirements and ensures compliance in work practices

Tier 3: Manages work practices to comply with relevant legislation and licensing requirements

Tier 4: Establishes systems to ensure legislative and licensing compliance

Card 53

