

All Positions



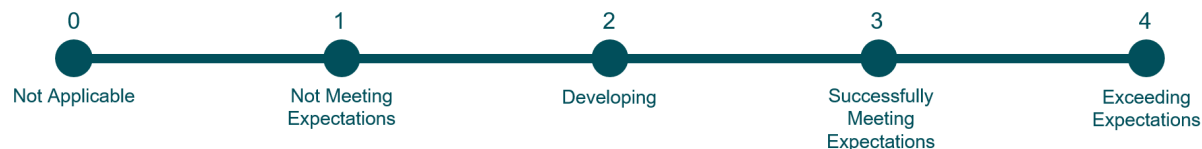
Personal Attributes

MANAGE SELF

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

Foundational Job Grade 2 – 3A	Intermediate Job Grade 4 – 5	Adept Job Grade 6 – 7	Highly Adept Job Grade 8 – 9	Advanced	Highly Advanced
Checks understanding of own role within the team	Understands what needs to be done and steps up to do it	Initiates participation on team/unit projects and opportunities	Initiates action on team/unit projects, and opportunities	Demonstrates motivation to serve the community and organisation	Demonstrates motivation to serve the community, make an impact and advance the organisation
Proactively seeks instruction and guidance	Pursues own and team goals with drive and commitment	Accepts and tackles goals with drive and commitment	Accepts and tackles demanding goals with drive and commitment	Initiates team activity on organisation/unit projects, issues and opportunities	Models initiative and decisiveness
Approaches work tasks with energy and enthusiasm	Shows awareness of own strengths and weaknesses	Seeks opportunities to apply and develop strengths and skills	Seeks and accepts challenging assignments and other development opportunities	Seeks and accepts challenging assignments and other development opportunities	Applies and shares knowledge gained through experience and exposure to experts, colleagues and stakeholders
Stays up to date with knowledge, training and accreditation in relevant skills areas	Asks for feedback from colleagues and stakeholders	Examines and reflects on own performance	Seeks and responds well to feedback and guidance	Seeks feedback broadly and asks others for help with own development areas	Proactively seeks opportunities for growth for self and others
Is willing to learn and apply new skills	Makes the most of opportunities to learn and apply new skills	Seeks and responds well to feedback and guidance	Translates feedback into an opportunity to improve	Translates feedback into an opportunity to improve	Actively seeks, reflects and acts on feedback, showing a strong capacity and willingness to modify behaviour
Learns from mistakes and the feedback of others					Works to apply strengths and mitigate weaknesses and limitations

* Managers & Directors - Refer to Position Description for position based capabilities



Personal Attributes

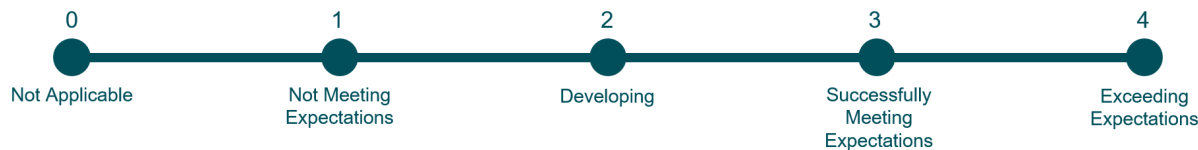
DISPLAY RESILIENCE & ADAPTABILITY

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



Foundational Job Grade 2 – 3A	Intermediate Job Grade 4 – 5	Adept Job Grade 6 – 7	Highly Adept Job Grade 8 – 9	Advanced	Highly Advanced
<p>Adapts to changing work tasks and environments</p> <p>Is open to new ways of doing things</p> <p>Stays calm in difficult situations</p> <p>Does not give up easily when problems arise</p> <p>Asks questions and offers own opinion</p>	<p>Adapts quickly to changed priorities and organisational settings</p> <p>Welcomes new ideas and ways of working</p> <p>Stays calm and focused in difficult situations</p> <p>Perseveres through challenges</p> <p>Offers own opinion and raises challenging issues</p>	<p>Is flexible, showing initiative and responding quickly to change.</p> <p>Accepts changed priorities and decisions and works to make the most of them</p> <p>Gives honest feedback/ advice</p> <p>Listens when challenged and seeks to understand criticisms before responding</p> <p>Stays calm in difficult situations</p>	<p>Is flexible and readily adjusts own style and approach to suit the situation</p> <p>Accepts changed priorities and decisions and works to make the most of them</p> <p>Gives honest advice, even when presented with contrary views</p> <p>Stays calm and acts constructively under pressure and in difficult situations</p>	<p>Is flexible and readily adjusts own style and approach to suit the situation</p> <p>Adjusts tactics or priorities in response to changes in the organisational environment</p> <p>Gives honest advice, even when presented with contrary views</p> <p>Accepts criticism of own ideas and responds in a thoughtful and considered way</p> <p>Welcomes challenges and persists in raising and working through difficult</p>	<p>Is comfortable with constant change, and able to adjust accordingly</p> <p>Provides sound rationale for agreed positions while remaining open to valid suggestions for change</p> <p>Creates a climate which encourages openness and debate around critical issues</p> <p>Raises critical issues and makes tough decisions</p> <p>Persists in the face of significant, complex and novel challenges</p> <p>Manages own emotions and acts as a stabilising influence in emotionally charged situations</p>

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Personal Attributes

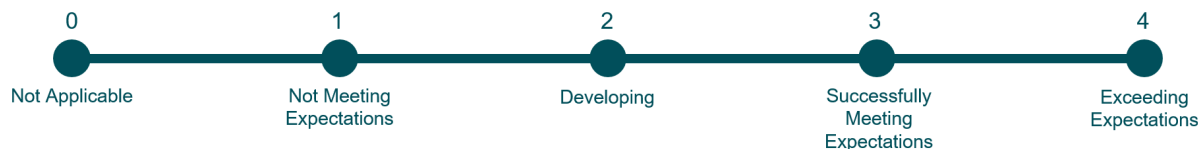
ACT WITH INTEGRITY

Be honest, ethical and professional, and prepared to speak up for what is right



Foundational Job Grade 2 – 3A	Intermediate Job Grade 4 – 5	Adept Job Grade 6 – 7	Highly Adept Job Grade 8 – 9	Advanced	Highly Advanced
<p>Is open and honest</p> <p>Tells the truth and admits to mistakes</p> <p>Follows the code of conduct, policies and guidelines</p> <p>Has the courage to speak up and report inappropriate behaviour and misconduct</p>	<p>Maintains confidentiality of customer and organisational information</p> <p>Is open, honest and consistent in words and behaviour</p> <p>Takes steps to clarify ethical issues and seeks advice when unsure what to do</p> <p>Helps others to understand their obligations to follow the code of conduct, legislation and policies</p> <p>Recognises and reports inappropriate behaviour, misconduct and perceived conflicts of interest</p>	<p>Acts honestly, ethically and with discretion and encourages others to do so</p> <p>Demonstrates integrity and professionalism with customers and the team</p> <p>Upholds professional standards and reports inappropriate behaviour</p> <p>Respectfully challenges behaviour that is inconsistent with organisational values, standards or the code of conduct</p> <p>Consults appropriately when issues arise regarding misconduct, unethical behaviour and perceived conflicts of interest</p>	<p>Acts honestly, ethically and with discretion and encourages others to do so</p> <p>Represents the organisation in an honest, ethical and professional way and sets an example for others to follow</p> <p>Supports others to uphold professional standards and to report inappropriate behaviour</p> <p>Respectfully challenges behaviour that is inconsistent with organisational values, standards or the code of conduct</p> <p>Proactively addresses ethical and people issues before they magnify</p>	<p>Represents the organisation in an honest, ethical and professional way and sets an example for others to follow</p> <p>Models ethical behaviour and promotes integrity, courage and professionalism inside and outside the organisation</p> <p>Monitors ethical practices, standards and systems and reinforces their use</p> <p>Proactively addresses ethical and people issues before they magnify</p>	<p>Champions and acts as an advocate for the highest standards of ethical and professional behaviour</p> <p>Sets a tone of integrity and professionalism in the organisation and in dealings external to the organisation</p> <p>Defines, communicates and evaluates ethical practices, standards and systems and reinforces their use</p> <p>Creates a climate in which staff feel empowered to challenge and report inappropriate behaviour</p> <p>Acts promptly and visibly in response to complex ethical and people issues</p>

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Personal Attributes

DEMONSTRATE ACCOUNTABILITY

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



Foundational Job Grade 2 – 3A	Intermediate Job Grade 4 – 5	Adept Job Grade 6 – 7	Highly Adept Job Grade 8 – 9	Advanced	Highly Advanced
<p>Takes responsibility for own actions</p> <p>Completes tasks he/she has agreed to on time</p> <p>Is aware of the decisions that need to be referred to a manager or supervisor and acts accordingly</p> <p>Takes care of own and others' safety and wellbeing by following safe work practices</p> <p>Identifies and speaks up about risks in the workplace</p>	<p>Follows through reliably and openly takes responsibility for own actions</p> <p>Understands delegations and acts within authority level</p> <p>Is vigilant about the use of safe work practices by self and others</p> <p>Is alert to risks in the workplace and raises them to the appropriate level</p>	<p>Is prepared to make decisions within own level of authority</p> <p>Contributes to managing issues in the team</p> <p>Is committed to safe work practices and manages work health and safety risks</p> <p>Identifies and manages other risks in the workplace</p>	<p>Assesses risks when making decisions</p> <p>Takes an active role in managing issues in the team</p> <p>Coaches team members to take responsibility and follow through</p> <p>Is committed to safe work practices and manages work health and safety risks</p> <p>Implements safe work practices and the risk management framework</p>	<p>Is prepared to make decisions involving tough choices and weighing of risks</p> <p>Addresses situations before they become crises and identifies measures to avoid recurrence</p> <p>Takes responsibility for outcomes, including mistakes and failures</p> <p>Coaches team members to take responsibility for addressing and resolving challenging situations</p> <p>Oversees implementation of safe work practices and the risk management framework</p>	<p>Acts in the public interest at all times</p> <p>Is prepared to act and take ownership for difficult decisions</p> <p>Supports and stands by people in the organisation who have made an honest mistake</p> <p>Creates a climate in which people feel supported to take responsibility for outcomes</p> <p>Establishes effective governance systems to ensure safe work practices and to mitigate and manage organisational risks</p>

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Relationships

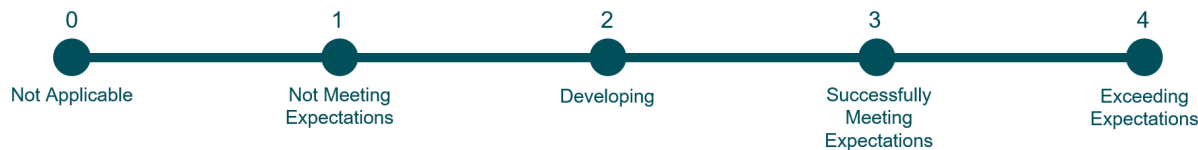
COMMUNICATE WITH A CUSTOMER & COMMUNITY FOCUS

Communicate clearly and commit to delivering customer and community focused services.



Foundational	Intermediate	Adept	Highly Adept	Advanced	Highly Advanced
Job Grade 2 – 3A	Job Grade 4 – 5	Job Grade 6 – 7	Job Grade 8 – 9		
<p>Explains things clearly and allows others time to speak</p> <p>Shows awareness that he/she is working for the community</p> <p>Shows respect, courtesy and fairness when interacting with others</p> <p>Listens and asks questions to understand the needs of others</p>	<p>Clearly explains and presents ideas and technical information</p> <p>Listens to others when they are speaking and asks appropriate, respectful questions</p> <p>Shows sensitivity in adapting communication content and style for diverse audiences</p> <p>Identifies and responds quickly to customer needs</p> <p>Takes responsibility for resolving customer issues and demonstrates a thorough knowledge of services provided</p>	<p>Tailors content, pitch and style of communication to the needs and level of understanding of the audience</p> <p>Clearly explains complex concepts and technical information</p> <p>Writes fluently and persuasively in a range of styles and formats</p> <p>Takes responsibility for delivering quality customer-focused services</p> <p>Builds relationships with customers and identifies improvements</p> <p>Finds opportunities to work with internal and external stakeholders to implement improvements to customer services</p>	<p>Demonstrates a sound understanding of the interests and needs of customers and the community</p> <p>Translates complex information concisely for diverse audiences</p> <p>Prepares (or coordinates preparation of) high impact written documents and presentations</p> <p>Contributes to improvements to management systems, processes and practices to improve service delivery</p> <p>Is considerate of the community/region's social, environmental and economic sustainability</p>	<p>Demonstrates active listening skills and creates opportunities for others to contribute to discussion and debate</p> <p>Is attuned to the needs of diverse audiences, adjusting style and approach flexibly</p> <p>Prepares (or coordinates preparation of) high impact written documents and presentations</p> <p>Demonstrates a thorough understanding of the interests, needs and diversity in the community</p> <p>Promotes a culture of quality customer service</p> <p>Initiates and develops partnerships with customers and the community to define and evaluate service outcomes</p> <p>Works towards social, environmental and economic sustainability in the community/region</p>	<p>Puts forward compelling arguments</p> <p>Explains complex concepts appropriately for diverse audiences</p> <p>Anticipates and addresses key areas of interest for diverse audiences and adapts style under pressure</p> <p>Invites, actively listens and responds respectfully to questions, comments and suggestions</p> <p>Creates an organisational culture which embraces high quality customer service</p> <p>Ensures that systems, processes and practices drive service delivery outcomes in line with customer and community expectations</p> <p>Ensures that community and customer needs are central to strategic planning processes</p> <p>Ensures Council services contribute to social, environmental and economic sustainability in the Community/Region.</p>

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Relationships

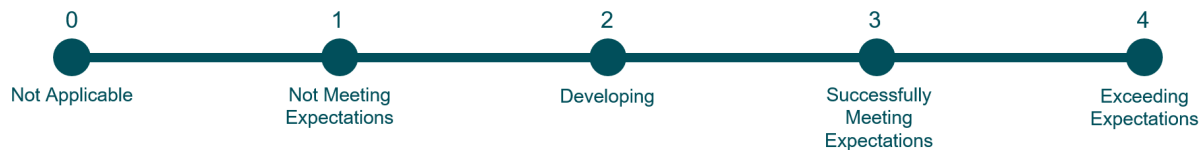
WORK COLLABORATIVELY

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



Foundational Job Grade 2 – 3A	Intermediate Job Grade 4 – 5	Adept Job Grade 6 – 7	Highly Adept Job Grade 8 – 9	Advanced	Highly Advanced
Keeps team and supervisor informed of what he/she is working on	Encourages an inclusive, supportive and co-operative team environment	Contributes to a culture of respect and understanding in the organisation	Models a culture of respect and understanding in the organisation	Builds a culture of respect and understanding across the organisation	Communicates the expectation of collaboration across the organisation
Shares knowledge and information with team members and other staff	Shares information and learning within and across teams	Contributes to an atmosphere of trust and mutual respect within the team	Creates an atmosphere of trust and mutual respect within the team	Facilitates collaboration across units and recognises outcomes resulting from effective collaboration between teams	Celebrates successful outcomes of collaboration across the organisation, region and sector
Offers to help colleagues and takes on additional tasks when workloads are high	Works well with other teams on shared problems and initiatives	Builds cooperation and overcomes barriers to sharing across teams	Builds cooperation and overcomes barriers to sharing across units	Builds co-operation and overcomes barriers to sharing across the organisation	Establishes systems, structures and practices to facilitate sharing and learning across the organisation, region and sector
Is aware of the wellbeing of co-workers and provides support as appropriate	Looks out for the wellbeing of team members and other colleagues	Develops respectful working relationships across the organisation in other teams/units	Develops respectful working relationships across the organisation	Facilitates opportunities to develop joint solutions with stakeholders across the region and sector	Develops respectful relationships with stakeholders who hold different, even directly conflicting, views
Is open to input from people with different experiences, perspectives and beliefs	Encourages input from people with different experiences, perspectives and beliefs Shows sensitivity to others' workloads and challenges when asking for input and contributions	Acts as a resource for other teams/ units on technical matters	Models inclusiveness and respect for diversity in people, experiences and backgrounds Acts as a resource for other teams/ units on complex or technical matters	Models inclusiveness and respect for diversity in people, experiences and backgrounds	Sets a tone of inclusiveness and an expectation that all staff respect diversity in people, experiences and backgrounds

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Results

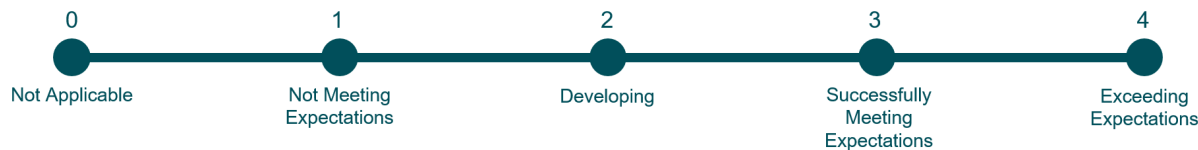
THINK & SOLVE PROBLEMS

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



Foundational Job Grade 2 – 3A	Intermediate Job Grade 4 – 5	Adept Job Grade 6 – 7	Highly Adept Job Grade 8 – 9	Advanced	Highly Advanced
<p>Finds and checks information needed to complete own work tasks</p> <p>Breaks down information and issues into component parts</p> <p>Thinks through the options available and checks his/her suggested approach</p> <p>Refers complex issues and problems to a manager/supervisor</p>	<p>Gathers and investigates information from a variety of sources</p> <p>Questions basic inconsistencies or gaps in information and raises to appropriate level</p> <p>Asks questions to get to the heart of the issue and define the problem clearly</p> <p>Analyses numerical data and other information and draws conclusions based on evidence</p> <p>Works with others to assess options and identify appropriate solutions</p>	<p>Draws on numerous sources of information, including past experience, when facing new problems</p> <p>Demonstrates an understanding of how individual issues relate to larger systems</p> <p>Makes appropriate recommendations data analytics and written reports</p> <p>Uses a variety of problem solving methods to develop workable solutions</p>	<p>Draws on numerous sources of information, including past experience, when facing new problems</p> <p>Identifies the source of the problem and considers future impacts and other projects prior to finding a solution.</p> <p>Makes appropriate recommendations based on synthesis and analysis of complex numerical data and written reports</p> <p>Anticipates, identifies and addresses risks and issues with practical solutions</p> <p>Uses rigorous logic and a variety of problem solving methods to develop workable solutions</p> <p>Leads cross team/unit efforts to resolve common issues or barriers to effectiveness</p>	<p>Is able to draw on wide-ranging interests and experiences when facing new challenges</p> <p>Thinks broadly about the root of problems before focusing in on the problem definition and solutions</p> <p>Is able to discuss issues from different angles and project impacts into the future</p> <p>Considers the broader context when critically analysing information and weighing recommendations</p> <p>Involves diverse perspectives in testing thinking and solutions</p>	<p>Quickly grasps unfamiliar concepts and deals comfortably with complexity</p> <p>Demonstrates deep knowledge and expertise across numerous subject areas</p> <p>Critically analyses information and seeks diverse perspectives to formulate effective responses to policy issues</p> <p>Identifies and evaluates broader impacts of proposed policies and solutions</p> <p>Makes good decisions based on available evidence, observed patterns and evaluation of risks and benefits</p>

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Results

DELIVER RESULTS

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



Foundational Job Grade 2 – 3A	Intermediate Job Grade 4 – 5	Adept Job Grade 6 – 7	Highly Adept Job Grade 8 – 9	Advanced	Highly Advanced
<p>Takes the initiative to progress work tasks</p> <p>Clarifies work required and timeframe available</p> <p>Identifies what information/resources are needed to complete work tasks</p> <p>Checks own work for accuracy, quality and completeness</p> <p>Completes tasks under guidance, on time and to the required standard</p>	<p>Takes the initiative to progress own and team work tasks</p> <p>Contributes to the allocation of responsibilities and resources to achieve team/project goals</p> <p>Consistently delivers high quality work with minimal supervision</p> <p>Consistently delivers key work outputs on time and on budget</p>	<p>Takes responsibility for the quality and timeliness in achieving goals</p> <p>Shares the broader context for projects and tasks</p> <p>Identifies resource needs, including team, budget, information and tools</p> <p>Allocates responsibilities and resources appropriately</p>	<p>Takes responsibility for the quality and timeliness of individual and team work products</p> <p>Ensures team understands goals and expectations</p> <p>Shares the broader context for projects and tasks with the team</p> <p>Identifies resource needs, including team, budget, information and tools</p> <p>Allocates responsibilities and resources appropriately</p> <p>Gives team members appropriate flexibility to decide how to get the job done</p>	<p>Sets high standards and challenging goals for self and others</p> <p>Delegates responsibility appropriately and provides support</p> <p>Defines what success looks like in measurable terms</p> <p>Uses own professional knowledge and the expertise of others to drive results</p> <p>Implements and oversees quality assurance practices</p>	<p>Creates a culture of achievement by setting stretch goals and high expectations for self and others</p> <p>Shares leadership responsibility and decision making authority, where possible</p> <p>Drives organisational activity in an environment of ongoing change and uncertainty</p> <p>Identifies and removes potential hurdles to achievement of sustainable outcomes</p>

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Supervisory Positions only



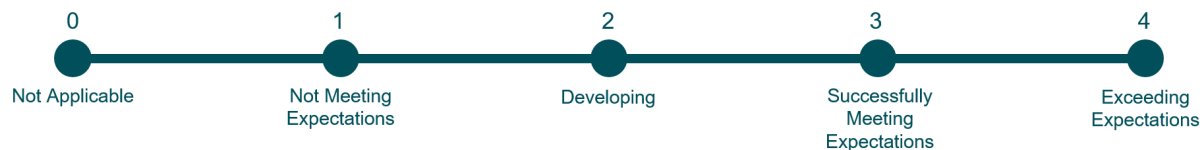
Workforce Leadership

MANAGE AND DEVELOP PEOPLE

Engage and motivate staff, develop capability and potential in others

Foundational	Intermediate	Adept	Highly Adept	Advanced	Highly Advanced
Job Grade 2 – 3A (Not Applicable)	Job Grade 4 – 5 (Supervisors Only)	Job Grade 6 – 7 (Supervisors Only)	Job Grade 8 – 9 (Supervisors Only)	(Supervisors Only)	(Supervisors Only)
	Clearly explains work required, expected behaviour and outputs	Clearly communicates roles and responsibilities in the team	Seeks to understand the individual strengths, weaknesses, goals and concerns of team members	Knows the individual strengths, weaknesses, goals and concerns of members of the team	Creates a climate in which people across the organisation want to do their best
	Gives regular feedback about positive behaviour and areas for improvement	Discusses and sets clear performance goals and standards	Defines and communicates roles and responsibilities and sets clear performance standards and goals	Fosters high performance through effective conversations and feedback and by providing stretch opportunities	Ensures the organisation engages in effective performance management, development planning and talent identification
	Provides appropriate support to enable development	Gives regular feedback with the aim of improving performance and helping others learn and develop	Coaches team members to help improve performance and development	Identifies and develops talent across the organisation	Drives executive capability development and ensures effective succession management practices
	Recognises ongoing performance issues and seeks advice on managing them	Recognises development needs of individuals and identifies suitable learning opportunities	Regularly discusses performance with team members and provides accurate, constructive reviews	Coaches and mentors staff to foster professional development and continuous learning	Creates a climate in which senior staff value regular feedback, continuous learning and new experiences
		Recognises ongoing performance issues and works towards resolving them	Identifies suitable learning opportunities, including stretch assignments, based on individual needs, interests and goals	Implements performance development frameworks to align capability with the organisation’s current and future priorities	Ensures workforce management systems, policies and practices are inclusive of all individuals
			Addresses team and individual performance issues, including unsatisfactory performance, in a timely and effective way	Resolves team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way	Instils a sense of urgency around addressing performance problems among leaders in the organisation

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Job Grade 6 - 7 only past this point



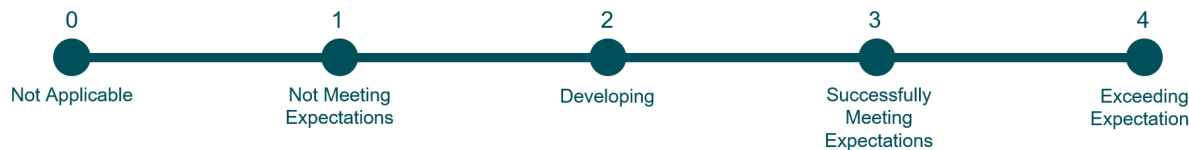
Relationships

INFLUENCE AND NEGOTIATE

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

Foundational	Intermediate	Adept	Highly Adept	Advanced	Highly Advanced
Job Grade 2 – 3A (Not Applicable)	Job Grade 4 – 5 (Not Applicable)	Job Grade 6 – 7	Job Grade 8 – 9		
	<p>Helps find solutions to problems he/she raises</p> <p>Uses facts and sound reasoning to make a case</p> <p>Listens to understand others' interests and needs</p> <p>Is tactful when disagreeing or proposing a different approach or outcome</p> <p>Works towards mutually satisfactory outcomes</p>	<p>Builds a network of work contacts across the organisation</p> <p>Approaches negotiations in the spirit of cooperation</p> <p>Puts forward a valid argument using facts, knowledge and experience</p> <p>Asks questions to understand others' interests, needs and concerns</p> <p>Works with others to generate options that address the main needs and concerns of all parties</p>	<p>Builds a network of work contacts/ relationships inside and outside the organisation</p> <p>Approaches negotiations in the spirit of maintaining and strengthening relationships</p> <p>Negotiates from an informed and credible position</p> <p>Influences others with a fair and considered approach and sound arguments</p> <p>Encourages others to share and debate ideas</p>	<p>Builds and maintains professional relationships inside and outside the organisation</p> <p>Makes a strong personal impression and influences others with a fair and considered approach</p> <p>Establishes a negotiation position based on a firm grasp of key issues, likely points of difference and areas for compromise</p> <p>Identifies key stakeholders and tests their level of support in advance of negotiations</p> <p>Uses humour appropriately to enhance professional relationships and interactions</p> <p>Pre-empt and minimises conflict</p>	<p>Credibly promotes the organisation's position in the community, region and sector</p> <p>Builds and maintains a wide network of professional relationships outside the organisation</p> <p>Obtains the commitment of key stakeholders to major projects and ensures ongoing communication</p> <p>Uses understanding of decision- making processes and networks to determine the organisation's bargaining strategy</p> <p>Uses sound evidence-based arguments supported by expert opinion to influence outcomes</p> <p>Pre-empt and avoids conflict by identifying contentious issues and directing discussion towards an acceptable resolution</p>

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Results

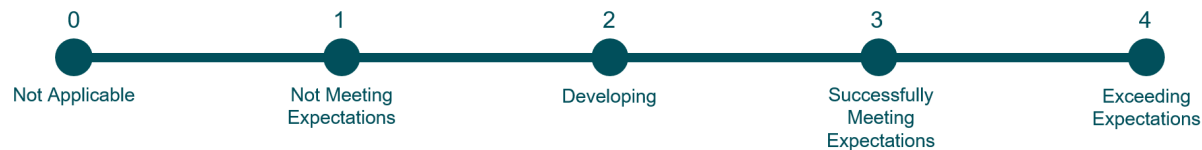
PLAN AND PRIORITISE

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



Foundational	Intermediate	Adept	Highly Adept	Advanced	Highly Advanced
Job Grade 2 – 3A (Not Applicable)	Job Grade 4 – 5 (Not Applicable)	Job Grade 6 – 7	Job Grade 8 – 9		
	<p>Understands team objectives and own contribution</p> <p>Plans and organises own work tasks</p> <p>Asks when unsure about the relative priority of allocated tasks</p> <p>Manages time appropriately and re-prioritises as required</p> <p>Identifies and informs supervisor of issues that may impact on completion of tasks</p>	<p>Participates constructively in unit planning and goal setting</p> <p>Helps plan and allocate work tasks in line with team/project objectives</p> <p>Checks progress against schedules</p> <p>Identifies and escalates issues impacting on ability to meet schedules</p> <p>Provides feedback to inform future planning and work schedules</p>	<p>Consults on and delivers team/ unit goals and plans, with clear performance measures</p> <p>Takes into account organisational objectives when setting and reviewing team priorities and projects</p> <p>Scopes and manages projects effectively, including budgets, resources and timelines</p> <p>Manages risks effectively, minimising the impacts of variances from project plans</p> <p>Monitors progress, makes adjustments, and evaluates outcomes to inform future planning</p>	<p>Ensures business plans and priorities are in line with organisational objectives</p> <p>Uses historical context to inform business plans and mitigate risks</p> <p>Anticipates and assesses shifts in the environment and ensures contingency plans are in place</p> <p>Ensures that program risks are managed and strategies are in place to respond to variance</p> <p>Implements systems for</p>	<p>Sets and communicates organisational objectives, ensuring these are the focus for planning activity</p> <p>Considers the organisation’s long term role in the community and region when planning</p> <p>Ensures that a governance framework enables high quality strategic, corporate and operational planning</p> <p>Ensures effective governance of program and project management, including acceptance of new initiatives</p>

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Managers and Directors only past this point



Workforce Leadership

OPTIMISE WORKFORCE CONTRIBUTION

Hire and deploy people effectively and apply sound workforce planning principles

Foundational	Intermediate	Adept	Highly Adept	Advanced	Highly Advanced
Job Grade 2 – 3A (Not Applicable)	Job Grade 4 – 5 (Not Applicable)	Job Grade 6 – 7 (Not Applicable)	Job Grade 8 – 9 (Not Applicable)		
	<p>Allocates work tasks appropriately to make the best use of the skills and strengths of people in the team</p> <p>Identifies current and potential resource/capability gaps in the team and seeks advice on how to manage them</p> <p>Ensures that team members make effective use of time and resources</p>	<p>Develops team/project plans that make the best use of the skills and strengths of people in the team</p> <p>Plans and monitors resource allocation against unit/project plans</p> <p>Identifies solutions to current and potential resource/capability gaps</p> <p>Participates in workforce planning to ensure the availability of capable resources</p>	<p>Develops team/project plans that take into consideration individual capabilities, strengths and preferences</p> <p>Identifies opportunities for stretch assignments to help grow the capabilities and experience of staff</p> <p>Plans and monitors team resource allocation in line with organisational priorities</p> <p>Makes informed contributions to workforce planning and resource allocation processes</p> <p>Makes good recruitment decisions based on the capabilities, knowledge and experience required in the role</p>	<p>Ensures resource management plans effectively distribute people resources in line with priorities</p> <p>Develops workforce management plans that link to current and future organisational priorities and objectives</p> <p>Uses talent management processes to guide learning and development investment and to allocate critical roles</p> <p>Recruits capable people with varied backgrounds, styles and strengths</p>	<p>Ensures that operating models, systems, processes and workforce structure are aligned to key organisational strategies</p> <p>Oversees the workforce management strategy to ensure the organisation is the right size and shape to deliver outcomes</p> <p>Champions the benefits of diversity and ensures hiring practices attract diverse applicants and minimise selection biases</p> <p>Ensures talent management processes are in place to inform organisational development priorities and investment decisions</p>

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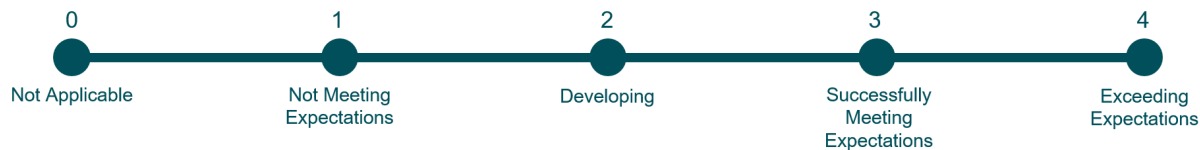
INSPIRE DIRECTION AND PURPOSE

Communicate organisational goals, priorities and vision and recognise achievements



Foundational	Intermediate	Adept	Highly Adept	Advanced	Highly Advanced
Job Grade 2 – 3A (Not Applicable)	Job Grade 4 – 5 (Not Applicable)	Job Grade 6 – 7 (Not Applicable)	Job Grade 8 – 9 (Not Applicable)		
	<p>Explains the organisation’s goals, structure and services</p> <p>Helps team to understand how their activities support organisational objectives and community outcomes</p> <p>Keeps team informed of organisational policies and decisions</p> <p>Recognises and acknowledges high quality work</p>	<p>Explains the organisation’s mission and how the team’s work relates</p> <p>Promotes the organisation’s direction and goals and encourages a positive attitude in the team</p> <p>Discusses organisational issues with the team and helps them understand decisions in context</p> <p>Recognises and acknowledges individual and team achievements</p>	<p>Demonstrates passion, enthusiasm and personal dedication to the organisation’s vision</p> <p>Translates organisation and unit objectives into team goals and plans to help staff understand the links</p> <p>Builds a shared sense of purpose through involving people in the process of cascading goals</p> <p>Motivates staff by providing autonomy in how they do their work, saying thanks and celebrating successes</p> <p>Takes opportunities to recognise and reward individual and team efforts and performance</p>	<p>Translates organisational vision and strategy into operational goals to help staff understand their own contribution</p> <p>Builds a shared sense of purpose through involving people in defining priorities and cascading goals</p> <p>Regularly communicates progress against business unit and organisational goals</p> <p>Creates opportunities for recognising and celebrating high performance at the individual and team level</p>	<p>Articulates a shared vision of the organisation’s future, described in measurable terms</p> <p>Champions the organisational vision and strategy, and communicates the way forward</p> <p>Generates enthusiasm and commitment to goals and cascades understanding throughout the organisation</p> <p>Communicates the context and parameters surrounding organisational strategies</p> <p>Celebrates success and high performance and supports regular workplace activities to build a positive culture</p>

* Managers & Directors - Refer to Position Description for position based capabilities



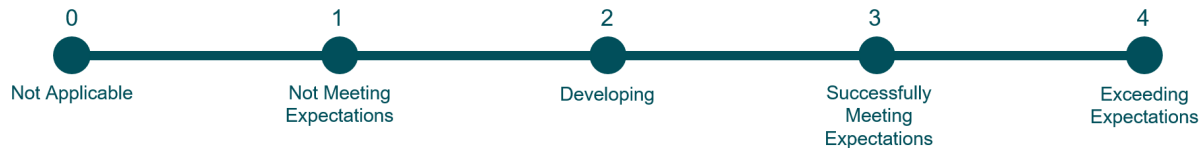
LEAD AND MANAGE CHANGE

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



Foundational	Intermediate	Adept	Highly Adept	Advanced	Highly Advanced
Job Grade 2 – 3A (Not Applicable)	Job Grade 4 – 5 (Not Applicable)	Job Grade 6 – 7 (Not Applicable)	Job Grade 8 – 9 (Not Applicable)		
	<p>Supports change initiatives through words and actions</p> <p>Shares information and communicates change processes</p> <p>Supports the team to accept and manage uncertainty and change</p> <p>Identifies and implements improvements to work processes and practices</p> <p>Identifies and reports potential barriers to change</p>	<p>Promotes change initiatives and helps the team to understand the purpose and benefits</p> <p>Provides guidance and support through change processes</p> <p>Initiates improvements to work systems, processes and practices in consultation with team members</p> <p>Ensures work procedures support changes</p> <p>Identifies potential barriers to change and takes steps to address them</p>	<p>Promotes change initiatives, explaining the purpose and benefits and the implications for the team</p> <p>Contributes to efforts to involve staff and stakeholders at various stages of the project</p> <p>Provides clear guidance, coaching and support through change processes</p> <p>Contributes to efforts to align organisational structures, systems, processes and culture to changes</p>	<p>Translates change initiatives into practical strategies, including the role of staff in implementing them</p> <p>Analyses the change context to identify the level of consultation and involvement required from staff and stakeholders</p> <p>Develops appropriate approaches to involve staff and stakeholders at various stages of the project</p> <p>Implements structured processes to manage structural, system, process and cultural barriers to change</p> <p>Provides coaching and leadership in times of uncertainty and difficulty for staff</p>	<p>Communicates a compelling case for change and articulates vision, objectives and benefits for different audiences</p> <p>Analyses the change context to develop the right change approach for the organisation, community and region</p> <p>Ensures regular communication throughout the change effort to build awareness, understanding, support and commitment</p> <p>Ensures organisational structures, systems, processes and leadership are aligned to support and embed changes</p> <p>Anticipates, plans for and addresses cultural barriers to change</p>

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Resources

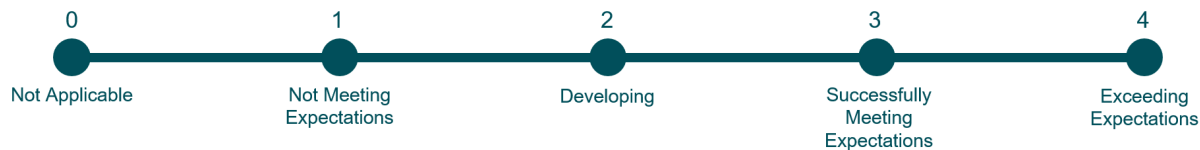
FINANCE



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

Foundational	Intermediate	Adept	Highly Adept	Advanced	Highly Advanced
Job Grade 2 – 3A (Not Applicable)	Job Grade 4 – 5 (Not Applicable)	Job Grade 6 – 7 (Not Applicable)	Job Grade 8 – 9 (Not Applicable)		
	Shows respect for the value of public money	Presents basic financial information clearly and in an appropriate format	Uses basic financial terminology appropriately	Ensures the design/delivery of services is within budget	Sets organisational strategies and plans with reference to key financial indicators
	Calculates and records financial information accurately	Uses funds and records financial transactions in line with financial audit and reporting obligations	Considers the impact of funding allocations on business models, projects and budgets	Explains the organisation’s financial drivers to others in plain language	Ensures that strategic decisions are made with appropriate advice from finance professionals
	Seeks approval from manager/supervisor for expenses and claims, as required by policies or guidelines	Makes expenditure decisions within budget limits	Manages project finances effectively, including budget, timely receipting, billing, collection and variance recognition	Evaluates strategic business cases including the relative cost benefits of direct provision or purchase of services	Identifies the most appropriate financing and funding strategies to meet operational and capital needs
		Uses financial and other resources responsibly and helps others understand their obligations to do so	Prepares and evaluates business cases with due regard for long term financial sustainability	Models the highest standards of financial probity, demonstrating respect for public monies and other resources	Inspires a culture which respects the obligation to manage public monies and other resources responsibly
			Applies high standards of financial probity with public monies and other resources	Promotes the role of sound financial management and its impact on long term financial sustainability	Establishes effective governance to ensure the ethical and honest use of financial resources
			Identifies, monitors and mitigates financial risks	Seeks and applies specialist financial advice to inform decisions	Actively pursues financial risk minimisation strategies, plans and Outcomes

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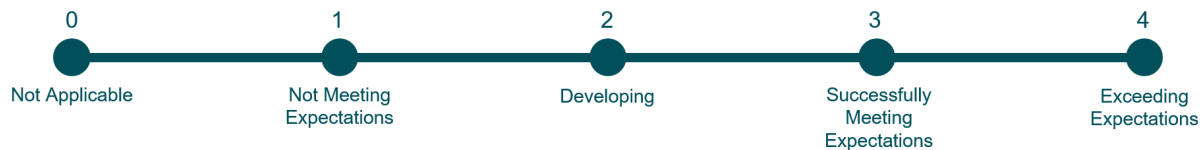
ASSETS & TOOLS

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



Foundational	Intermediate	Adept	Highly Adept	Advanced	Highly Advanced
Job Grade 2 – 3A (Not Applicable)	Job Grade 4 – 5 (Not Applicable)	Job Grade 6 – 7 (Not Applicable)	Job Grade 8 – 9 (Not Applicable)		
	<p>Uses core work tools and equipment effectively</p> <p>Takes care of work tools, equipment, accommodation and community assets</p>	<p>Uses a variety of work tools and resources to enhance work products and expand own skill set</p> <p>Ensures others understand their obligations to use and maintain work tools and equipment appropriately</p> <p>Contributes to the allocation of work tools and resources to optimise team outcomes</p>	<p>Contributes quality information about council and community assets to asset registers</p> <p>Prepares accurate asset maintenance and replacement costings in line with council plans and policies</p> <p>Is aware of asset management risks and actions to manage and mitigate these</p>	<p>Considers council and community assets in the design/delivery of services</p> <p>Facilitates and monitors appropriate deployment of assets and tools in line with community priorities</p> <p>Implements and monitors compliance with asset management and maintenance plans and policies</p>	<p>Engages in strategic planning to ensure the organisation’s assets support delivery of the strategic plan</p> <p>Ensures effective governance of the allocation, maintenance and investment in assets and tools</p> <p>Promotes the role of councils as custodians of community assets</p> <p>Actively pursues asset risk minimisation strategies, plans and outcomes</p>

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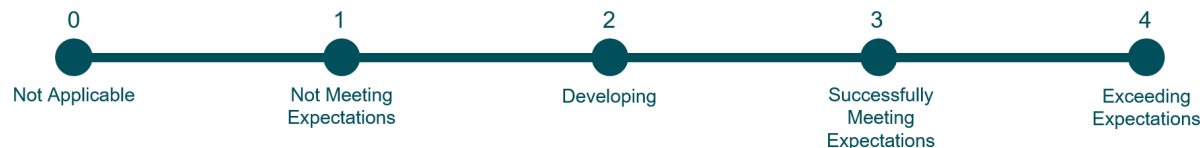
Resources

TECHNOLOGY AND INFORMATION

Use technology and information to maximise efficiency and effectiveness

Foundational	Intermediate	Adept	Highly Adept	Advanced	Highly Advanced
Job Grade 2 – 3A (Not Applicable)	Job Grade 4 – 5 (Not Applicable)	Job Grade 6 – 7 (Not Applicable)	Job Grade 8 – 9 (Not Applicable)		
	Shows confidence in using the technology required in the role	Shows confidence in using core office software and other computer applications	Selects appropriate technologies for projects and tasks	Implements appropriate controls to ensure compliance with information and communications security and use policies	Ensures effective governance enables efficient and effective applications of technology in the organisation
	Uses technology appropriately, in line with acceptable use policies	Makes effective use of records, information and knowledge management systems	Identifies ways to leverage the value of technology to achieve outcomes	Implements and monitors appropriate records, information and knowledge management systems	Ensures effective governance of information and communications security and use policies
	Completes work tasks in line with records, information and knowledge management policies	Supports the introduction of new technologies to improve efficiency and effectiveness	Ensures team understands their obligations to use technology appropriately	Seeks advice from technical experts on leveraging technology to achieve organisational outcomes	Encourages research and expert advice on the application of emerging technologies
			Ensures team understands obligations to comply with records, information and knowledge management requirements	Stays up to date with emerging technologies and considers how they might be applied in the organisation	Critically assesses business cases to introduce new technologies

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PROCUREMENT AND CONTRACTS

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

Foundational	Intermediate	Adept	Highly Adept	Advanced	Highly Advanced
Job Grade 2 – 3A (Not Applicable)	Job Grade 4 – 5 (Not Applicable)	Job Grade 6 – 7 (Not Applicable)	Job Grade 8 – 9 (Not Applicable)		
	<p>Complies with basic ordering, receipting and payment processes</p> <p>Checks quotes and invoices for accuracy</p> <p>Checks that invoiced fees and charges match goods or services delivered</p>	<p>Helps others understand and comply with basic ordering, receipting and payment processes</p> <p>Contributes to the identification of business requirements, deliverables and expectations of suppliers</p> <p>Provides objective input to evaluation processes for proposals and tenders</p> <p>Works with suppliers and contractors to ensure that goods and services meet time and quality requirements</p>	<p>Prepares documents that clearly set out business requirements, deliverables and expectations of suppliers</p> <p>Delivers open, transparent, competitive and effective procurement processes</p> <p>Manages relationships with suppliers and contractors to ensure expectations are clear and business needs are met</p> <p>Takes appropriate actions to manage and mitigate procurement and contract management risks</p>	<p>Ensures that organisational policy on procurement and contract management is implemented</p> <p>Applies knowledge of procurement and contract management risks to decisions</p> <p>Ensures others understand their obligations to manage and mitigate risks in procurement</p> <p>Implements effective governance arrangements to monitor provider, supplier and contractor performance</p> <p>Represents the organisation in resolving disputes with suppliers and contractors</p>	<p>Ensures procurement and contract management policy and practices are in line with guidelines</p> <p>Ensures effective governance of procurement processes and management of supplier and contractor performance</p> <p>Monitors and evaluates compliance with and effectiveness of procurement and contract management policies and procedures</p>

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