Capability Framework Design Workshop

6th June 2017

Sarah Artist, Senior Manager Innovation & Capacity

Michelle Hamberger, Project Consultant

Rachel Linton, Project Consultant

Agenda

Item	Time
1 Welcome and overview of workshop	10mins
2 Project Overview	30mins
3 Presentation of design options	15mins
4 Discussion and feedback on design options	45mins
5 Next steps	5mins

Purpose of this workshop

To present the local government capability framework project and consultation approach and gain feedback on the draft design options that have been developed so far

Introduction

- Experience using a capability framework?

Project phases

- Phase 1 (February to July 2017):
  - ○ Develop Local Government Capability Framework

- Phase 2 (July to December 2017):
  - ○ Develop support tools

Local Government capability framework

A framework that defines the core knowledge, skills and abilities expected of elected members and all local government employees

Support NSW councils to:

- align the workforce and elected members in delivering community outcomes
- improve performance and capacity
- attract and retain highly capable people
- provide a shared basis for workforce planning
- provide broader career options and develop the next generation of local government leaders in NSW
- provide a common basis for professional development to build capability in local government.

Tools and resources

Possible tools to support implementation:

- A role description template and role description builder tool

- Guide to using capabilities in Workforce Planning

- Generic role descriptions for common roles (e.g. General Manager)

- A guide on using the capability framework in recruitment

- A guide and template for capability-based performance management

- A guide on using the capability framework for councillors' development planning

Consultation approach

**LG Capability Framework -
by July 2017**

- Central team
- Reference Group meetings
- Design Workshops
- Mindhive online forum
- HR & L&D Networks
- Emails
- LGNSW weeklies & website

**Support tools –
by December 2017**

- Central and Virtual teams
- Reference Group meetings
- Consultation workshops
- Mindhive online forum
- HR & L&D Networks
- Emails
- LGNSW weeklies & website

Mindhive

Mindhive will enable you to:

o Stay in touch with the latest developments

o Share your comments anytime from your computer or mobile device

o Contribute to the development through our Mindhive community

Design Options

Design principles

The capability framework should:

- cover both workforce and elected members

- apply to all roles, for both workforce and elected members

- focus on core common capabilities, with any complementary technical sets developed at a later stage.

- work alongside the skills descriptors in the Local Government (State) Award.

- be designed to underpin all aspects of workforce management

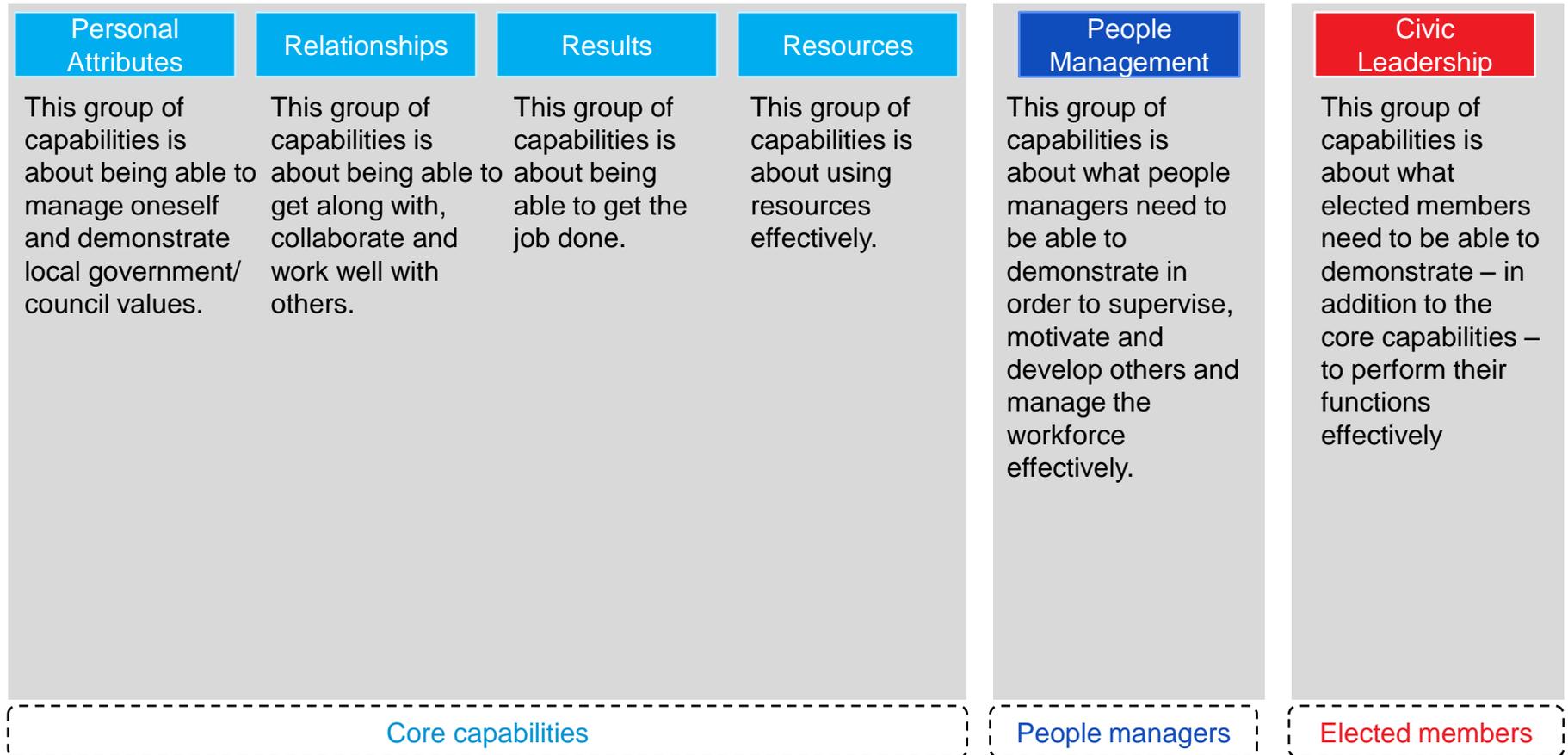- reflect local government language

The design approach should:

- avoid 'reinventing the wheel'

- focus on and involve input from end users

- value simpler solutions over more complex solutions, where both would meet the other design principles

- use the NSW Capability Framework as a starting point for design work

Design summary

Personal Attributes

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

Act with Integrity
Be honest, ethical and professional

Demonstrate Council Values
Adhere to and promote council values

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

Relationships

Communicate and Engage
Communicate clearly, actively listen to others and respond with respect

Community and Customer Focus
Provide service focused on community needs and organisational objectives

Work Collaboratively
Collaborate with others and value their contribution

Influence and Negotiate
Gain consensus and commitment from others and resolve issues and conflicts

Results

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

Plan and Prioritise
Plan to achieve priority outcomes and respond flexibly to changing circumstances

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

Demonstrate Accountability
Be responsible for own actions, adhere to legislation and policy

Resources

Finance
Understand and apply financial processes to achieve value for money and minimise financial risk

Technology and Assets
Understand and use available technologies and assets to maximise efficiencies and effectiveness

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

People Management

Manage and Develop People
Engage and motivate and develop capability and potential in others

Inspire Direction and Purpose
Communicate goals, priorities and vision and recognise achievements

Optimise Business Outcomes
Manage resources effectively and apply sound workforce planning principles

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

Civic Leadership

Demonstrate Civic Leadership
Be recognised by peers and the community as a pro-active member of the governing body

Represent Communities
Understand and promote the interests of all citizens and stakeholders

Govern Responsibly
Effective decision making, legislative compliance and uphold principles and behaviours of good governance

Core capabilities

People managers

Elected members
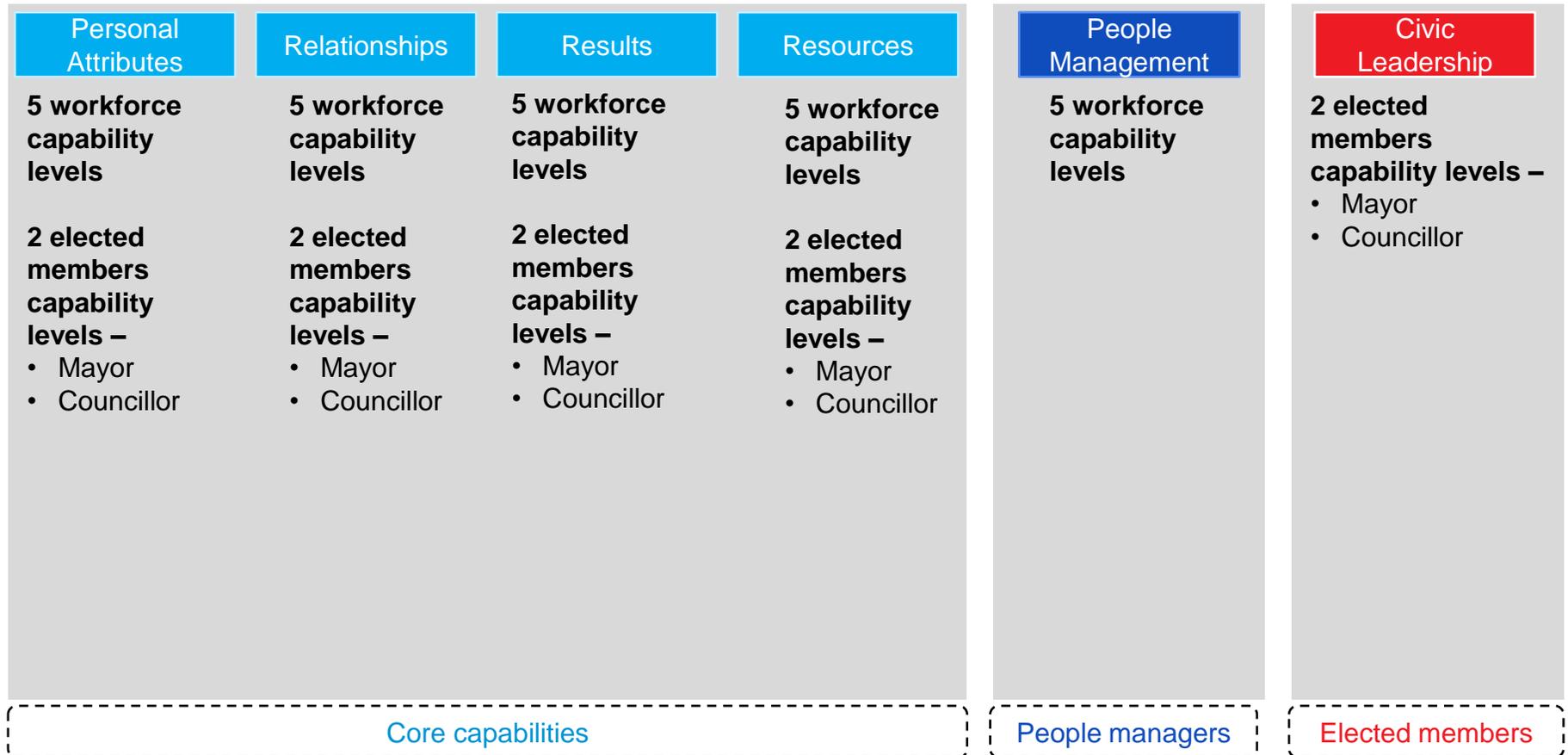
Design element 1: Capability groups

Personal Attributes	Relationships	Results	Resources	People Management	Civic Leadership
This group of capabilities is about being able to manage oneself and demonstrate local government/ council values.	This group of capabilities is about being able to get along with, collaborate and work well with others.	This group of capabilities is about being able to get the job done.	This group of capabilities is about using resources effectively.	This group of capabilities is about what people managers need to be able to demonstrate in order to supervise, motivate and develop others and manage the workforce effectively.	This group of capabilities is about what elected members need to be able to demonstrate – in addition to the core capabilities – to perform their functions effectively

Core capabilities

People managers

Elected members

Design element 2: Workforce capabilities

Personal Attributes	Relationships	Results	Resources	People Management
Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	**Communicate and Engage** Communicate clearly, actively listen to others and respond with respect	**Deliver Results** Achieve results through efficient use of resources and a commitment to quality outcomes	**Finance** Understand and apply financial processes to achieve value for money and minimise financial risk	**Manage and Develop People** Engage and motivate and develop capability and potential in others
Act with Integrity Be honest, ethical and professional	**Community and Customer Focus** Provide service focused on community needs and organisational objectives	**Plan and Prioritise** Plan to achieve priority outcomes and respond flexibly to changing circumstances	**Technology and Assets** Understand and use available technologies and assets to maximise efficiencies and effectiveness	**Inspire Direction and Purpose** Communicate goals, priorities and vision and recognise achievements
Demonstrate Council Values Adhere to and promote council values	**Work Collaboratively** Collaborate with others and value their contribution	**Think and Solve Problems** Think, analyse and consider the broader context to develop practical solutions	**Procurement and Contracts** Understand and apply procurement processes to ensure effective purchasing and contract performance	**Optimise Business Outcomes** Manage resources effectively and apply sound workforce planning principles
Manage Self Show drive and motivation, a measured approach and a commitment to learning	**Influence and Negotiate** Gain consensus and commitment from others and resolve issues and conflicts	**Demonstrate Accountability** Be responsible for own actions, adhere to legislation and policy		**Manage Change** Support, promote and champion change, assist others to engage with change

Core capabilities – apply to all employees

People managers

Design element 3: Elected member capabilities

Personal Attributes

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

Act with Integrity
Be honest, ethical and professional

Demonstrate Council Values
Adhere to and promote council values

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

Relationships

Communicate and Engage
Communicate clearly, actively listen to others and respond with respect

Community and Customer Focus
Provide service focused on community needs and organisational objectives

Work Collaboratively
Collaborate with others and value their contribution

Influence and Negotiate
Gain consensus and commitment from others and resolve issues and conflicts

Results

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

Plan and Prioritise
Plan to achieve priority outcomes and respond flexibly to changing circumstances

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

Demonstrate Accountability
Be responsible for own actions, adhere to legislation and policy

Resources

Finance
Understand and apply financial processes to achieve value for money and minimise financial risk

Technology and Assets
Understand and use available technologies and assets to maximise efficiencies and effectiveness

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

Civic Leadership

Demonstrate Civic Leadership
Be recognised by peers and the community as a pro-active member of the governing body

Represent Communities
Understand and promote the interests of all citizens and stakeholders

Govern Responsibly
Effective decision making, legislative compliance and uphold principles and behaviours of good governance

Core capabilities

Elected members

Design element 4: Capability levels

Personal Attributes	Relationships	Results	Resources
5 workforce capability levels	**5 workforce capability levels**	**5 workforce capability levels**	**5 workforce capability levels**
2 elected members capability levels – • Mayor • Councillor	**2 elected members capability levels –** • Mayor • Councillor	**2 elected members capability levels –** • Mayor • Councillor	**2 elected members capability levels –** • Mayor • Councillor

People Management
5 workforce capability levels

Civic Leadership
2 elected members capability levels – • Mayor • Councillor

Core capabilities

People managers

Elected members

Discussion & Feedback on Design Options

Discussion on design options

Question 1: Capabilities – 10 minutes

Do the capability groups and capabilities reflect NSW council capability requirements for the workforce, people managers and elected members?

Question 2: Personal Attributes – 15 minutes

Demonstrate Council Values. This capability is for councils to incorporate their own local values. Generic text could be provided as part of the framework. Your thoughts?

Question 3: Value Diversity & Project Management

Value Diversity has been included in Demonstrate Council Values. Project Management is not a separate capability within Resources as there is overlap with Plan and Prioritise and Deliver Results. Your thoughts?

Question 4 – Capability Building – 15 minutes

How do you think the framework could be used to support capability building within your council?

Which of the tools and resources to be developed in Phase 2 would be a priority for you?

Discussion on implementation

In your Council where will you start with implementation?

- Developing capability-based position descriptions

- Using a capability based approach to recruitment

- Aligning annual work plans and development plans around capabilities

- Shaping your learning and development plan around capabilities

- Using capabilities as a key basis for workforce planning

- Using the capability framework for councillors' development planning

Where would you most like support with implementation?

**CAPABILITY FRAMEWORK**

Next Steps

Next Steps

Capability Framework:

- A series of workshops across NSW to obtain input on design throughout June
- Design progressively refined to reflect input
- Review by Reference Group
- Online and print support materials
- Board approval and launch expected July/ August

Next Steps (cont.)

Support tools:

- Establish central and virtual teams from June (please indicate your interest in participation)
- Concurrent development of tools by different groups June-December 2017
- Review by Reference Group
- Workshops to obtain council input
- Online and print support materials
- Board approval and launch expected December
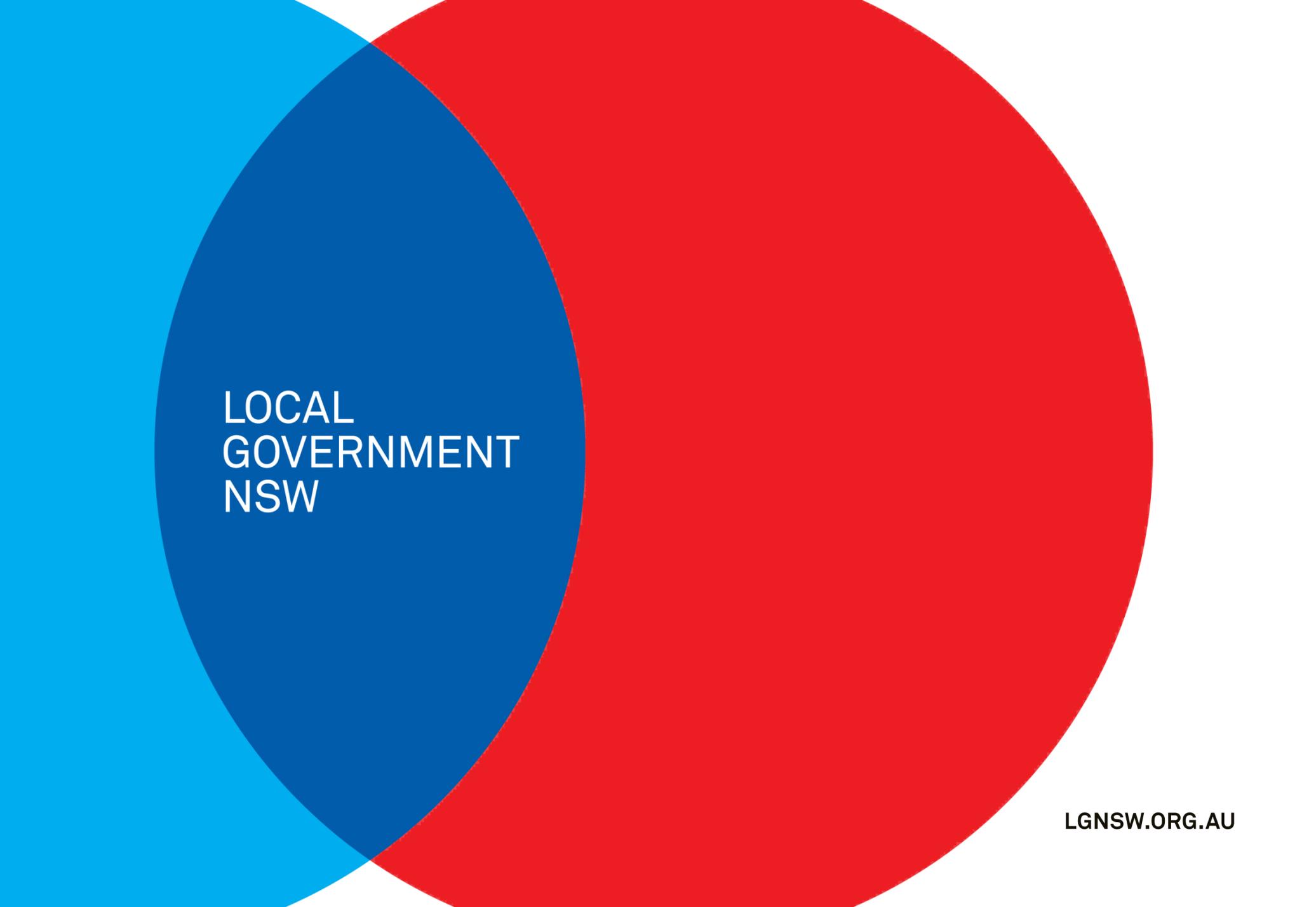
LOCAL
GOVERNMENT
NSW

LGNSW.ORG.AU