



Capability Framework Bayside Council

USING A COMPETENCY BASED APPROACH

Why create a capability framework

- ▶ As we move towards creating a new, modern, dynamic and flexible workforce, for the new Bayside Council - the development and implementation of best practice talent management, recruitment practices, development and performance management is paramount.
- ▶ How did we do this? Adapting of the 'NSW Public Sector Capability Framework' into a new approach for providing a common approach to:
 - Developing position descriptions
 - Recruitment
 - Performance Management
 - Reward & Recognition
 - Career and Learning Development
 - Workforce Planning

How did we do this

- ▶ Introduction of framework into position descriptions, recruitment and assessment.
- ▶ Alignment of capability levels and focus competencies by Grade.
- ▶ Link framework into Performance Planning & Review process.
- ▶ Incorporation into KSAC leadership assessment and coaching program (Learning & Development for Managers)

Council Competency Levels & Focus Competencies by Council Grade

Capability Grade	Council Grade	Approx Salary	No. Focus	Foundation	Intermediate	Adept	Advanced	Highly Advanced
1/2	Grade 1-5	\$40 - \$55	4	14-16	0-2	0	0	0
3/4	Grade 6 - 9	\$59 - \$69	4	7-11	5-11	0	0	0
5/6	Grade 10 - 12	\$74 - \$82	4	5-11	6-14	0-2	0	0
7/8	Grade 13 - 15	\$87 - \$99	6	2-6	8-14	1-7	0	0
9/10	Grade 16 - 17	\$105 - \$113	6	0	5-11	5-10	0-2	0
11/12	Managers (Blue Level 3* & within that include manager level, 2, 3, 4)	\$113 - \$130	6	0				
Band 1	Managers (Blue Level 3* & within that include manager level, 2, 3, 4)	\$139 - \$180	8					
Band 2	Directors (Green - Level 2)		10					
Band 3	GM (Dark Blue - Level 1)		10					

Bayside Council
Leading Our Community

Position Description
Role Here

Service Unit:	Position number:	Status:	Full Time Equivalent:
Salary group:	Last review:		
Reports to:			

OVERVIEW
Bayside Council (incorporating the former City of Murray Hill and Bayside City Councils) has been established by Proclamation on 3 October 2016. The Bayside Council will cover approximately 50 square kilometres and has an estimated population of 15,214.

Bayside Council is growing, changing and establishing as the gateway to Sydney's south - with significant infrastructure within our boundaries and key transport corridors between our location, Sydney Airport and greater Sydney, change is everywhere and so are the opportunities.

Bayside Council represents a fresh start for the community and a great opportunity for staff who are focused on building a new and stronger Council.

This is an exciting opportunity for an innovative, people focused and **dedicated** **high quality** or **exceptional** **individual** or **candidate** **who** **is** **needed** to be part of creating a modern, dynamic organisation that serves the Bayside community well.

Service Unit

- Population: 15,214
- Area: 50 km²
- Number of the role: 1
- Salary: See above
- Service Unit: Treasurer
- Reporting to: Mayor
- Part-time: Full-time
- Full-time: Full-time

3	Exceeds Expectations – Performance exceeds requirements at times, consistently high quality of work and outcomes.
2	Meets Expectations – Performance meets expected requirements.
1	Some Improvement Required – Major requirements have been met, but expectations are not consistently delivered.
0	Unsatisfactory – Important requirements have not been met, major shortcomings.
N/A	Not applicable – e.g. if the milestone is not yet due and progress cannot be reported on.

Focus Competencies Performance

Competency	Performance	Weighted Score	Overall Score
1	Personal Attributes Act with Integrity		
2	Relationships Communicate Effectively		
3	Results Think and solve problems		
4	Business Enablers Finance		
5	People Management Manage and Develop People		
6	People Management Optimise Business Outcomes		



What does this mean to our people

Position Description

- What I need to do in my role
- What is expected of me
- How to behave and act

Induction

- I clearly understand my role and how we contribute to the vision, mission and day to day operations of Council

Reward & Recognition

- Recognises my effort and my achievement
- Rewards me for my work
- Makes me feel valued

Recruitment

- Establishes best fit
- Provides opportunity to build an engaged, committed, innovative and customer centric workforce

Workplan

- How to do my job
- How to achieve my projects, tasks, activities
- Links to my manager's, directors, & council's vision, mission and direction for the future

Links to Learning

- Makes my work meaningful
- Gives me opportunities for growth
- Keeps me motivated & energised

Assessment

- Establishes fair, unbiased, equitable approach to finding the right person
- Finds the right person for the role

Performance Review

- Keeps me updated on how I am doing at work
- Reminds me of my achievements
- How well I did it
- How I behaved, acted & treated others
- How I lived our values

Career Progression

- Provides me with a future direction
- Fosters Great Management
- Establishes a flexible, people focused, and inclusive workplace

Communicating it to our People

HR

- Training - link framework to Transition Recruitment Policy
- Training on creating new PDs for Bayside Council (800)
- Guidelines on assessment & recruitment functions
- **Next steps**
- KSAC Assessment – skills (align with framework)
- Coaching managers for Performance Review

Managers

- Workshops on PD Development
- Guidelines for Recruitment & Assessment
- Workshops on Performance Review & Planning
- **Next steps**
- KSAC Assessment – skills (align with framework)
- Resources on Intranet Site

Staff

- Information Sessions on new PDs
- Training on resume writing and interview skills Framework
- FAQs
- Intranet Site

What resources do we have

- ▶ Dedicated intranet site for staff and managers
- ▶ Training & Workshop Materials
- ▶ USB – for Today
 - Capability Guidelines
 - PD Templates
 - Assessment & Recruitment
 - Performance Review & Planning
 - Reward & Recognition approach
 - Training & Workshop materials

KSAC ASSESSMENT – Leadership Learning

- ▶ Provide a proven diagnostic tool for leadership development to build a competencies based and agile workforce.
- ▶ 10 key learning areas linked to the capability framework.
- ▶ Assessment
- ▶ Alignment with Capability Framework (PD & Workplan)

Practical coaching & workplace application

**Bayside
Council**



- Management Styles
- Innovation



- Effective Communication
- Managing Team Work



- Time Management
- Performance Management



- Budgeting & Financial Analysis
- Operational Planning



- Change Management
- Conflict Management

Next Steps – Resources we need

- ▶ Develop process for linking framework to learning & career development for staff – ELMO system / approach
- ▶ Online resources for PDs, recruitment, assessment
- ▶ Online resources for links to learning & career development
- ▶ Investigation into Legal Aid Capabilities at a click – online Performance review process