



LOCAL GOVERNMENT CAPABILITY FRAMEWORK

Publication and contact details

The Local Government Capability Framework

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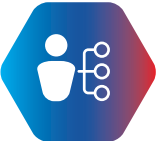



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Introduction

Communities rely on local government, and performance in local government depends on the joint efforts of elected members and employees. All people in local government need to have a core set of capabilities – knowledge, skills, abilities and other attributes – to do their jobs and deliver for the community.

The Local Government Capability Framework has come about because local government in NSW expressed a strong desire to have a set of capabilities to provide clear expectations about performance and behaviour for all people in the sector. It has been developed by LGNSW with significant involvement from elected and workforce representatives across the state.

This framework brings into sharp focus the behaviours and attitudes that together make up our desired culture by emphasising how we do the things we do and making transparent what “good” looks like. It is a leap forward in aligning elected members and the workforce to deliver community outcomes by describing capabilities in terms of observable behaviour so that everyone knows what is expected.

While NSW councils can choose whether to use the framework, the benefits to individual councils and the sector will increase with large scale adoption. Over time, more and more people will have been recruited against capabilities; performance will be measured against capabilities; organisational plans will consider the mix of capabilities needed to deliver community outcomes; and elected members’ professional development will be based on capabilities.

Done well, we expect to see sector-wide capability building resulting in measurable improvements in council performance, community perceptions of local government, and attractiveness as employers.

This is a game changer of which we are very proud.



About the Local Government Capability Framework

The Local Government Capability Framework describes the core knowledge, skills, abilities and other attributes expected of elected members and local government employees in NSW.

The framework is a foundation for the full range of workforce management and development activities: role design and description, recruitment and selection, performance management, learning and development and strategic workforce planning. It also provides a clear basis for councillors' professional development in line with legal requirements.

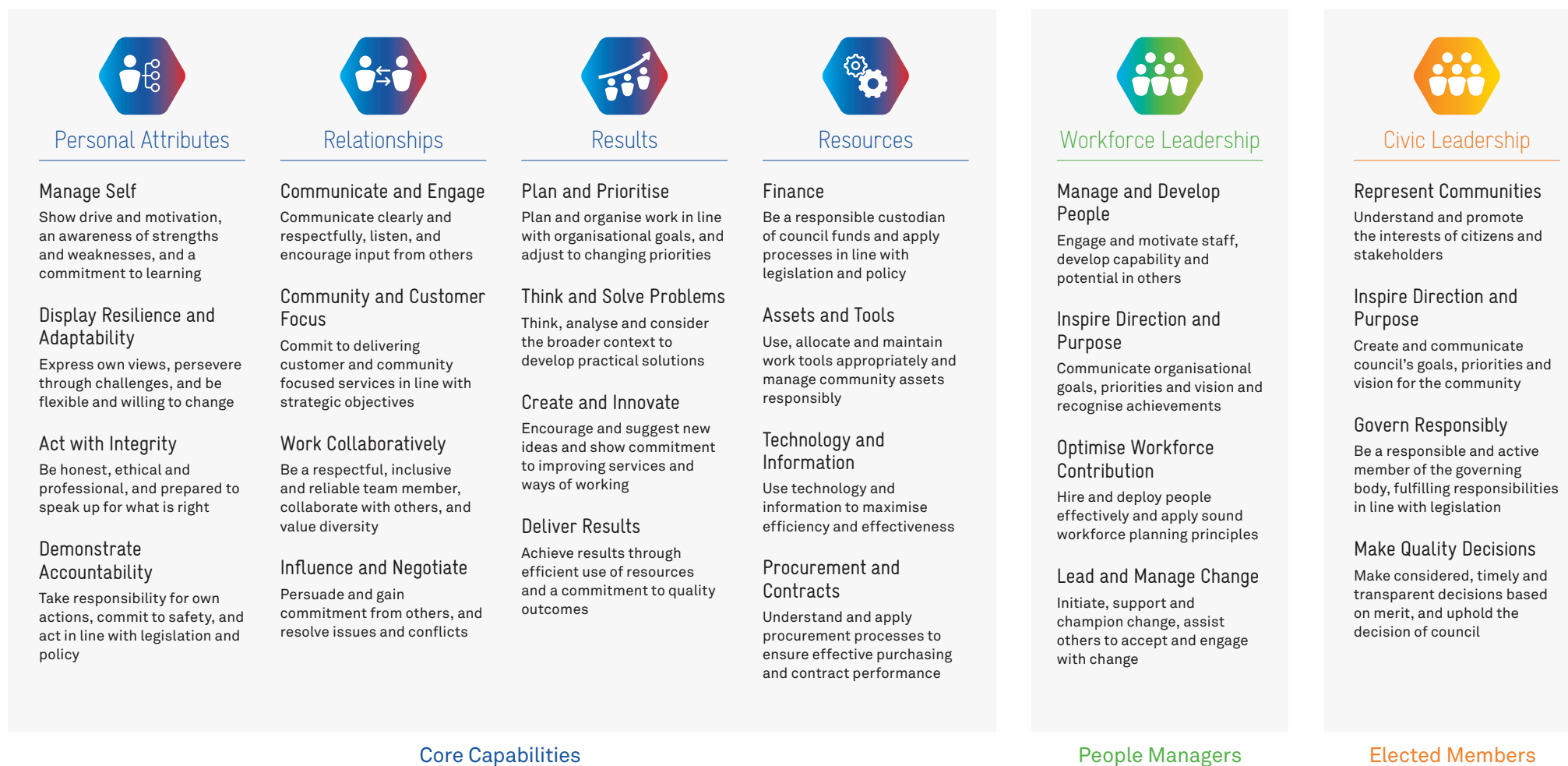
Ultimately, the framework will support NSW councils to:

- > 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.

The groups of capabilities

The Local Government Capability Framework describes 16 capabilities across four core groups: **Personal Attributes**, **Relationships**, **Results** and **Resources**. These capabilities apply to all elected members and local government employees in NSW. Four capabilities in the **Workforce Leadership** group are for employees who manage people, and another four capabilities in the **Civic Leadership** group are for elected members.

Together the capability groups set out the knowledge, skills, abilities and other attributes expected of the workforce and elected members.



How to read the capabilities

Capability group

Organises related capabilities under a single heading

Personal attributes MANAGE SELF

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

Capability name and descriptor

The name of the capability and a description of what it covers



Foundational

- Checks understanding of own role within the team
- Proactively seeks instruction and guidance
- Approaches work tasks with energy and enthusiasm
- Stays up to date with knowledge, training and accreditation in relevant skills areas
- Is willing to learn and apply new skills
- Learns from mistakes and the feedback of others



Intermediate

- Understands what needs to be done and steps up to do it
- Pursues own and team goals with drive and commitment
- Shows awareness of own strengths and weaknesses
- Asks for feedback from colleagues and stakeholders
- Makes the most of opportunities to learn and apply new skills



Adept

- Initiates action on team/unit projects, issues and opportunities
- Accepts and tackles demanding goals with drive and commitment
- Seeks opportunities to apply and develop strengths and skills
- Examines and reflects on own performance
- Seeks and responds well to feedback and guidance



Advanced

- Demonstrates motivation to serve the community and organisation
- Initiates team activity on organisation/unit projects, issues and opportunities
- Seeks and accepts challenging assignments and other development opportunities
- Seeks feedback broadly and asks others for help with own development areas
- Translates negative feedback into an opportunity to improve



Highly Advanced

- Demonstrates motivation to serve the community, make an impact and advance the organisation
- Models initiative and decisiveness
- Applies and shares knowledge gained through experience and exposure to experts, colleagues and stakeholders
- Proactively seeks opportunities for growth for self and others
- Actively seeks, reflects and acts on feedback, showing a strong capacity and willingness to modify behaviour
- Works to apply strengths and mitigate weaknesses and limitations

Level descriptors

For the workforce: each capability is described in terms of levels ranging from **Foundational** to **Highly Advanced**, reflecting a progressive increase in complexity and skill.

For elected members: Each capability is described at **Councillor level**, and most are also described at **Mayor level**, reflecting the additional responsibilities and challenges facing Mayors.

Behavioural indicators

Behavioural indicators are sets of statements illustrating the type of behaviours expected at each level.

Personal attributes

MANAGE SELF

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



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DISPLAY RESILIENCE AND ADAPTABILITY

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



Foundational

- Adapts to changing work tasks and environments
- Is open to new ways of doing things
- Stays calm in difficult situations
- Does not give up easily when problems arise
- Asks questions and offers own opinion



Intermediate

- Adapts quickly to changed priorities and organisational settings
- Welcomes new ideas and ways of working
- Stays calm and focused in difficult situations
- Perseveres through challenges
- Offers own opinion and raises challenging issues



Adept

- Is flexible, showing initiative and responding quickly to change
- Accepts changed priorities and decisions and works to make the most of them
- Gives frank and honest feedback/ advice
- Listens when challenged and seeks to understand criticisms before responding
- Raises and works through challenging issues and seeks alternatives
- Stays calm and acts constructively under pressure and in difficult situations



Advanced

- Is flexible and readily adjusts own style and approach to suit the situation
- Adjusts tactics or priorities in response to changes in the organisational environment
- Gives frank, honest advice, even in the face of strong, contrary views
- Accepts criticism of own ideas and responds in a thoughtful and considered way
- Welcomes challenges and persists in raising and working through difficult issues
- Shows composure and decisiveness in dealing with difficult and controversial issues



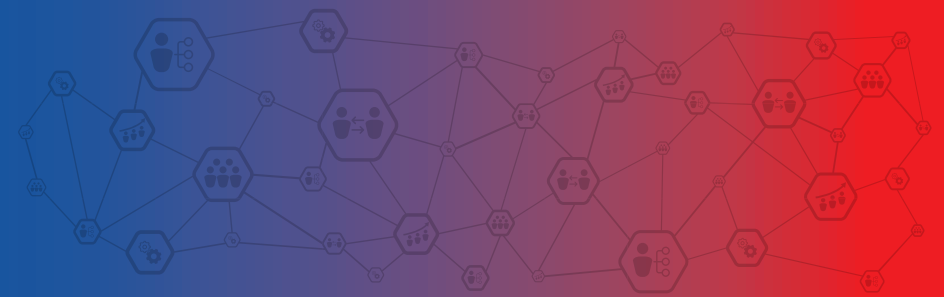
Highly Advanced

- Is comfortable with constant change, and able to adjust accordingly
- Provides sound rationale for agreed positions while remaining open to valid suggestions for change
- Creates a climate which encourages openness and debate around critical issues
- Raises critical issues and makes tough decisions
- Persists in the face of significant, complex and novel challenges
- Manages own emotions and acts as a stabilising influence in emotionally charged situations

Personal attributes

ACT WITH INTEGRITY

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



Foundational

- Is open and honest
- Tells the truth and admits to mistakes
- Follows the code of conduct, policies and guidelines
- Has the courage to speak up and report inappropriate behaviour and misconduct



Intermediate

- Maintains confidentiality of customer and organisational information
- Is open, honest and consistent in words and behaviour
- Takes steps to clarify ethical issues and seeks advice when unsure what to do
- Helps others to understand their obligations to follow the code of conduct, legislation and policies
- Recognises and reports inappropriate behaviour, misconduct and perceived conflicts of interest



Adept

- Acts honestly, ethically and with discretion and encourages others to do so
- Sets a tone of integrity and professionalism with customers and the team
- Supports others to uphold professional standards and to report inappropriate behaviour
- Respectfully challenges behaviour that is inconsistent with organisational values, standards or the code of conduct
- Consults appropriately when issues arise regarding misconduct, unethical behaviour and perceived conflicts of interest



Advanced

- Models ethical behaviour and reinforces it in others
- Represents the organisation in an honest, ethical and professional way and sets an example for others to follow
- Promotes integrity, courage and professionalism inside and outside the organisation
- Monitors ethical practices, standards and systems and reinforces their use
- Proactively addresses ethical and people issues before they magnify

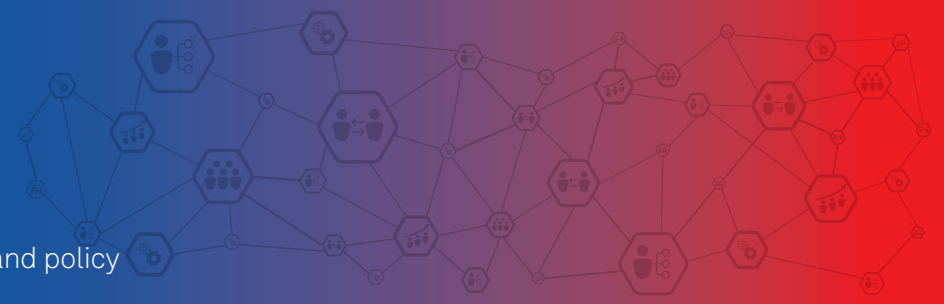


Highly Advanced

- Champions and acts as an advocate for the highest standards of ethical and professional behaviour
- Sets a tone of integrity and professionalism in the organisation and in dealings external to the organisation
- Defines, communicates and evaluates ethical practices, standards and systems and reinforces their use
- Creates a climate in which staff feel empowered to challenge and report inappropriate behaviour
- Acts promptly and visibly in response to complex ethical and people issues

DEMONSTRATE ACCOUNTABILITY

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



Foundational

- Takes responsibility for own actions
- Completes tasks he/she has agreed to on time
- Is aware of the decisions that need to be referred to a manager or supervisor and acts accordingly
- Takes care of own and others' safety and wellbeing by following safe work practices
- Identifies and speaks up about risks in the workplace



Intermediate

- Follows through reliably and openly takes responsibility for own actions
- Understands delegations and acts within authority level
- Is vigilant about the use of safe work practices by self and others
- Is alert to risks in the workplace and raises them to the appropriate level



Adept

- Is prepared to make decisions within own level of authority
- Takes an active role in managing issues in the team
- Coaches team members to take responsibility and follow through
- Is committed to safe work practices and manages work health and safety risks
- Identifies and manages other risks in the workplace



Advanced

- Is prepared to make decisions involving tough choices and weighing of risks
- Addresses situations before they become crises and identifies measures to avoid recurrence
- Takes responsibility for outcomes, including mistakes and failures
- Coaches team members to take responsibility for addressing and resolving challenging situations
- Oversees implementation of safe work practices and the risk management framework



Highly Advanced

- Acts in the public interest at all times
- Is prepared to act and take ownership for difficult decisions
- Supports and stands by people in the organisation who have made an honest mistake
- Creates a climate in which people feel supported to take responsibility for outcomes
- Establishes effective governance systems to ensure safe work practices and to mitigate and manage organisational risks



Core Capabilities

RELATIONSHIPS

Relationships

COMMUNICATE AND ENGAGE

Communicate clearly and respectfully, listen, and encourage input from others



Foundational

- Speaks at an appropriate pace and volume
- Uses appropriate body language and facial expressions
- Explains things clearly
- Allows others time to speak
- Shows sensitivity to cultural, religious and other individual differences when interacting with others



Intermediate

- Focuses on key points and communicates in 'Plain English'
- Clearly explains and presents ideas and technical information
- Monitors own and others' non-verbal cues and adapts where necessary
- Listens to others when they are speaking and asks appropriate, respectful questions
- Shows sensitivity in adapting communication content and style for diverse audiences



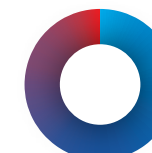
Adept

- Tailors content, pitch and style of communication to the needs and level of understanding of the audience
- Clearly explains complex concepts and technical information
- Adjusts style and approach flexibly for different audiences
- Actively listens and encourages others to provide input
- Writes fluently and persuasively in a range of styles and formats



Advanced

- Presents with credibility and engages varied audiences
- Translates complex information concisely for diverse audiences
- Creates opportunities for others to contribute to discussion and debate
- Demonstrates active listening skills, using techniques that contribute to a deeper understanding
- Is attuned to the needs of diverse audiences, adjusting style and approach flexibly
- Prepares (or coordinates preparation of) high impact written documents and presentations



Highly Advanced

- Puts forward compelling arguments
- Explains complex concepts appropriately for diverse audiences
- Anticipates and addresses key areas of interest for diverse audiences and adapts style under pressure
- Invites, actively listens and responds respectfully to questions, comments and suggestions

COMMUNITY AND CUSTOMER FOCUS

Commit to delivering customer and community focused services in line with strategic objectives



Foundational

- Shows awareness that he/she is working for the community
- Shows respect, courtesy and fairness when interacting with customers and members of the community
- Listens and asks questions to understand customer/community needs
- Informs customers of progress and checks their needs are being met



Intermediate

- Identifies and responds quickly to customer needs
- Demonstrates a thorough knowledge of services provided
- Puts the customer and community at the heart of work activities
- Takes responsibility for resolving customer issues and needs



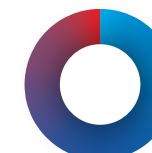
Adept

- Demonstrates a sound understanding of the interests and needs of customers and the community
- Takes responsibility for delivering quality customer-focused services
- Listens to customer and community needs and ensures responsiveness
- Builds relationships with customers and identifies improvements to services
- Finds opportunities to work with internal and external stakeholders to implement improvements to customer services



Advanced

- Demonstrates a thorough understanding of the interests, needs and diversity in the community
- Promotes a culture of quality customer service
- Initiates and develops partnerships with customers and the community to define and evaluate service outcomes
- Ensures that the customer is at the heart of business process design
- Makes improvements to management systems, processes and practices to improve service delivery
- Works towards social, environmental and economic sustainability in the community/region



Highly Advanced

- Creates an organisational culture which embraces high quality customer service
- Ensures that management systems, processes and practices drive service delivery outcomes
- Ensures that community and customer needs are central to strategic planning processes
- Establishes systems to set and monitor service delivery standards in line with customer and community expectations
- Ensures council services contribute to social, environmental and economic sustainability in the community/region

Relationships

WORK COLLABORATIVELY

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



Foundational

Keeps team and supervisor informed of what he/she is working on

Shares knowledge and information with team members and other staff

Offers to help colleagues and takes on additional tasks when workloads are high

Is aware of the wellbeing of co-workers and provides support as appropriate

Is open to input from people with different experiences, perspectives and beliefs



Intermediate

Encourages an inclusive, supportive and co-operative team environment

Shares information and learning within and across teams

Works well with other teams on shared problems and initiatives

Looks out for the wellbeing of team members and other colleagues

Encourages input from people with different experiences, perspectives and beliefs

Shows sensitivity to others' workloads and challenges when asking for input and contributions



Adept

Contributes to a culture of respect and understanding in the organisation

Creates an atmosphere of trust and mutual respect within the team

Builds cooperation and overcomes barriers to sharing across teams/units

Relates well to people at all levels and develops respectful working relationships across the organisation

Identifies opportunities to work together with other teams/units

Acts as a resource for other teams/units on complex or technical matters



Advanced

Builds a culture of respect and understanding across the organisation

Facilitates collaboration across units and recognises outcomes resulting from effective collaboration between teams

Builds co-operation and overcomes barriers to sharing across the organisation

Facilitates opportunities to develop joint solutions with stakeholders across the region and sector

Models inclusiveness and respect for diversity in people, experiences and backgrounds



Highly Advanced

Communicates the expectation of collaboration across the organisation

Celebrates successful outcomes of collaboration across the organisation, region and sector

Establishes systems, structures and practices to facilitate sharing and learning across the organisation, region and sector

Develops respectful relationships with stakeholders who hold different, even directly conflicting, views

Sets a tone of inclusiveness and an expectation that all staff respect diversity in people, experiences and backgrounds

Relationships

INFLUENCE AND NEGOTIATE

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



Foundational

- Helps find solutions to problems he/she raises
- Uses facts and sound reasoning to make a case
- Listens to understand others' interests and needs
- Is tactful when disagreeing or proposing a different approach or outcome
- Works towards mutually satisfactory outcomes



Intermediate

- Builds a network of work contacts across the organisation
- Approaches negotiations in the spirit of cooperation
- Puts forward a valid argument using facts, knowledge and experience
- Asks questions to understand others' interests, needs and concerns
- Works with others to generate options that address the main needs and concerns of all parties



Adept

- Builds a network of work contacts/ relationships inside and outside the organisation
- Approaches negotiations in the spirit of maintaining and strengthening relationships
- Negotiates from an informed and credible position
- Influences others with a fair and considered approach and sound arguments
- Encourages others to share and debate ideas



Advanced

- Builds and maintains professional relationships inside and outside the organisation
- Makes a strong personal impression and influences others with a fair and considered approach
- Establishes a negotiation position based on a firm grasp of key issues, likely points of difference and areas for compromise
- Identifies key stakeholders and tests their level of support in advance of negotiations
- Uses humour appropriately to enhance professional relationships and interactions
- Pre-empts and minimises conflict by working towards mutually beneficial outcomes



Highly Advanced

- Credibly promotes the organisation's position in the community, region and sector
- Builds and maintains a wide network of professional relationships outside the organisation
- Obtains the commitment of key stakeholders to major projects and ensures ongoing communication
- Uses understanding of decision-making processes and networks to determine the organisation's bargaining strategy
- Uses sound evidence-based arguments supported by expert opinion to influence outcomes
- Pre-empts and avoids conflict by identifying contentious issues and directing discussion towards an acceptable resolution



Core Capabilities

RESULTS

PLAN AND PRIORITISE

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



Foundational

- Understands team objectives and own contribution
- Plans and organises own work tasks
- Asks when unsure about the relative priority of allocated tasks
- Manages time appropriately and re-prioritises as required
- Identifies and informs supervisor of issues that may impact on completion of tasks



Intermediate

- Participates constructively in unit planning and goal setting
- Helps plan and allocate work tasks in line with team/project objectives
- Checks progress against schedules
- Identifies and escalates issues impacting on ability to meet schedules
- Provides feedback to inform future planning and work schedules



Adept

- Consults on and delivers team/unit goals and plans, with clear performance measures
- Takes into account organisational objectives when setting and reviewing team priorities and projects
- Scopes and manages projects effectively, including budgets, resources and timelines
- Manages risks effectively, minimising the impacts of variances from project plans
- Monitors progress, makes adjustments, and evaluates outcomes to inform future planning



Advanced

- Ensures business plans and priorities are in line with organisational objectives
- Uses historical context to inform business plans and mitigate risks
- Anticipates and assesses shifts in the environment and ensures contingency plans are in place
- Ensures that program risks are managed and strategies are in place to respond to variance
- Implements systems for monitoring and evaluating effective program and project management



Highly Advanced

- Sets and communicates organisational objectives, ensuring these are the focus for planning activity
- Considers the organisation's long term role in the community and region when planning
- Ensures that a governance framework enables high quality strategic, corporate and operational planning
- Ensures effective governance of program and project management, including acceptance of new initiatives

Results

THINK AND SOLVE PROBLEMS

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



Foundational

- Finds and checks information needed to complete own work tasks
- Breaks down information and issues into component parts
- Thinks through the options available and checks his/her suggested approach
- Refers complex issues and problems to a manager/supervisor



Intermediate

- Gathers and investigates information from a variety of sources
- Questions basic inconsistencies or gaps in information and raises to appropriate level
- Asks questions to get to the heart of the issue and define the problem clearly
- Analyses numerical data and other information and draws conclusions based on evidence
- Works with others to assess options and identify appropriate solutions



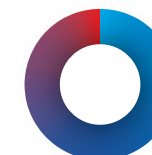
Adept

- Draws on numerous sources of information, including past experience, when facing new problems
- Demonstrates an understanding of how individual issues relate to larger systems
- Makes appropriate recommendations based on synthesis and analysis of complex numerical data and written reports
- Uses rigorous logic and a variety of problem solving methods to develop workable solutions
- Anticipates, identifies and addresses risks and issues with practical solutions
- Leads cross team/unit efforts to resolve common issues or barriers to effectiveness



Advanced

- Is able to draw on wide-ranging interests and experiences when facing new challenges
- Thinks broadly about the root of problems before focusing in on the problem definition and solutions
- Is able to discuss issues from different angles and project impacts into the future
- Considers the broader context when critically analysing information and weighing recommendations
- Involves diverse perspectives in testing thinking and solutions



Highly Advanced

- Quickly grasps unfamiliar concepts and deals comfortably with complexity
- Demonstrates deep knowledge and expertise across numerous subject areas
- Critically analyses information and seeks diverse perspectives to formulate effective responses to policy issues
- Identifies and evaluates broader impacts of proposed policies and solutions
- Makes good decisions based on available evidence, observed patterns and evaluation of risks and benefits

CREATE AND INNOVATE

Encourage and suggest new ideas and show commitment to improving services and ways of working



Foundational

- Contributes own knowledge and ideas
- Suggests improvements to the way work is done



Intermediate

- Researches developments and trends in the industry
- Thinks about issues and opportunities from different viewpoints
- Links together unrelated ideas or events to generate insights
- Identifies improvements to work systems, processes and practices



Adept

- Produces new ideas, approaches or insights
- Analyses successes and failures in the organisation for insights to inform improvement
- Identifies ways in which industry developments and trends impact on own business area
- Shows curiosity in the future of the community and region and thinks creatively about opportunities for the organisation
- Identifies, shares and encourages suggestions for organisational improvement
- Experiments to develop innovative solutions



Advanced

- Encourages independent thinking and new ideas from others
- Draws on developments and trends in the industry and beyond to develop solutions
- Supports experimentation and rapid prototyping to test and refine innovative solutions
- Develops/champions innovative solutions with long standing, organisation-wide impact
- Explores creative alternatives to improve management systems, processes and practices
- Contributes own knowledge and experience to staff training and development sessions



Highly Advanced

- Models and promotes the value of initiative and continuous improvement
- Stays up to date with industry, national and global best practices and trends
- Encourages people to challenge the status quo and actively seek opportunities to improve
- Creates an organisational climate in which people feel supported to experiment to test new ideas and innovations
- Uses diversity to foster innovation and drive change

Results

DELIVER RESULTS

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



Foundational

Takes the initiative to progress work tasks

Clarifies work required and timeframe available

Identifies what information/resources are needed to complete work tasks

Checks own work for accuracy, quality and completeness

Completes tasks under guidance, on time and to the required standard



Intermediate

Takes the initiative to progress own and team work tasks

Contributes to the allocation of responsibilities and resources to achieve team/project goals

Consistently delivers high quality work with minimal supervision

Consistently delivers key work outputs on time and on budget



Adept

Takes responsibility for the quality and timeliness of the team's work products

Ensures team understands goals and expectations

Shares the broader context for projects and tasks with the team

Identifies resource needs, including team, budget, information and tools

Allocates responsibilities and resources appropriately

Gives team members appropriate flexibility to decide how to get the job done



Advanced

Sets high standards and challenging goals for self and others

Delegates responsibility appropriately and provides support

Defines what success looks like in measurable terms

Uses own professional knowledge and the expertise of others to drive results

Implements and oversees quality assurance practices



Highly Advanced

Creates a culture of achievement by setting stretch goals and high expectations for self and others

Shares leadership responsibility and decision making authority, where possible

Drives organisational activity in an environment of ongoing change and uncertainty

Identifies and removes potential hurdles to achievement of sustainable outcomes



Core Capabilities

RESOURCES

Resources

FINANCE

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



Foundational

- Shows respect for the value of public money
- Calculates and records financial information accurately
- Seeks approval from manager/supervisor for expenses and claims, as required by policies or guidelines



Intermediate

- Presents basic financial information clearly and in an appropriate format
- Uses funds and records financial transactions in line with financial audit and reporting obligations
- Makes expenditure decisions within budget limits
- Uses financial and other resources responsibly and helps others understand their obligations to do so



Adept

- Uses basic financial terminology appropriately
- Considers the impact of funding allocations on business models, projects and budgets
- Manages project finances effectively, including budget, timely receipting, billing, collection and variance recognition
- Prepares and evaluates business cases with due regard for long term financial sustainability
- Applies high standards of financial probity with public monies and other resources
- Identifies, monitors and mitigates financial risks



Advanced

- Ensures the design/delivery of services is within budget
- Explains the organisation's financial drivers to others in plain language
- Evaluates strategic business cases including the relative cost benefits of direct provision or purchase of services
- Models the highest standards of financial probity, demonstrating respect for public monies and other resources
- Promotes the role of sound financial management and its impact on long term financial sustainability
- Seeks and applies specialist financial advice to inform decisions



Highly Advanced

- Sets organisational strategies and plans with reference to key financial indicators
- Ensures that strategic decisions are made with appropriate advice from finance professionals
- Identifies the most appropriate financing and funding strategies to meet operational and capital needs
- Inspires a culture which respects the obligation to manage public monies and other resources responsibly
- Establishes effective governance to ensure the ethical and honest use of financial resources
- Actively pursues financial risk minimisation strategies, plans and outcomes

ASSETS AND TOOLS

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



Foundational

Uses core work tools and equipment effectively

Takes care of work tools, equipment, accommodation and community assets



Intermediate

Uses a variety of work tools and resources to enhance work products and expand own skill set

Ensures others understand their obligations to use and maintain work tools and equipment appropriately

Contributes to the allocation of work tools and resources to optimise team outcomes



Adept

Contributes quality information about council and community assets to asset registers

Prepares accurate asset maintenance and replacement costings in line with council plans and policies

Is aware of asset management risks and actions to manage and mitigate these

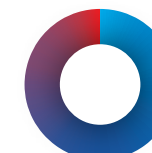


Advanced

Considers council and community assets in the design/delivery of services

Facilitates and monitors appropriate deployment of assets and tools in line with community priorities

Implements and monitors compliance with asset management and maintenance plans and policies



Highly Advanced

Engages in strategic planning to ensure the organisation's assets support delivery of the strategic plan

Ensures effective governance of the allocation, maintenance and investment in assets and tools

Promotes the role of councils as custodians of community assets

Actively pursues asset risk minimisation strategies, plans and outcomes

TECHNOLOGY AND INFORMATION

Use technology and information to maximise efficiency and effectiveness



Foundational

- Shows confidence in using the technology required in the role
- Uses technology appropriately, in line with acceptable use policies
- Completes work tasks in line with records, information and knowledge management policies



Intermediate

- Shows confidence in using core office software and other computer applications
- Makes effective use of records, information and knowledge management systems
- Supports the introduction of new technologies to improve efficiency and effectiveness



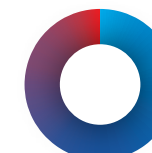
Adept

- Selects appropriate technologies for projects and tasks
- Identifies ways to leverage the value of technology to achieve outcomes
- Ensures team understands their obligations to use technology appropriately
- Ensures team understands obligations to comply with records, information and knowledge management requirements



Advanced

- Implements appropriate controls to ensure compliance with information and communications security and use policies
- Implements and monitors appropriate records, information and knowledge management systems
- Seeks advice from technical experts on leveraging technology to achieve organisational outcomes
- Stays up to date with emerging technologies and considers how they might be applied in the organisation



Highly Advanced

- Ensures effective governance enables efficient and effective applications of technology in the organisation
- Ensures effective governance of information and communications security and use policies
- Encourages research and expert advice on the application of emerging technologies
- Critically assesses business cases to introduce new technologies

PROCUREMENT AND CONTRACTS

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



Foundational

- Complies with basic ordering, receipting and payment processes
- Checks quotes and invoices for accuracy
- Checks that invoiced fees and charges match goods or services delivered



Intermediate

- Helps others understand and comply with basic ordering, receipting and payment processes
- Contributes to the identification of business requirements, deliverables and expectations of suppliers
- Provides objective input to evaluation processes for proposals and tenders
- Works with suppliers and contractors to ensure that goods and services meet time and quality requirements



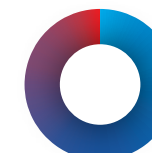
Adept

- Prepares documents that clearly set out business requirements, deliverables and expectations of suppliers
- Delivers open, transparent, competitive and effective procurement processes
- Manages relationships with suppliers and contractors to ensure expectations are clear and business needs are met
- Takes appropriate actions to manage and mitigate procurement and contract management risks



Advanced

- Ensures that organisational policy on procurement and contract management is implemented
- Applies knowledge of procurement and contract management risks to decisions
- Ensures others understand their obligations to manage and mitigate risks in procurement
- Implements effective governance arrangements to monitor provider, supplier and contractor performance
- Represents the organisation in resolving disputes with suppliers and contractors



Highly Advanced

- Ensures procurement and contract management policy and practices are in line with guidelines
- Ensures effective governance of procurement processes and management of supplier and contractor performance
- Monitors and evaluates compliance with and effectiveness of procurement and contract management policies and procedures



People Managers

WORKFORCE LEADERSHIP

MANAGE AND DEVELOP PEOPLE

Engage and motivate staff, develop capability and potential in others



Foundational

- Clearly explains work required, expected behaviour and outputs
- Gives regular feedback about positive behaviour and areas for improvement
- Provides appropriate support to enable development
- Recognises ongoing performance issues and seeks advice on managing them



Intermediate

- Clearly communicates roles and responsibilities in the team
- Discusses and sets clear performance goals and standards
- Gives regular feedback with the aim of improving performance and helping others learn and develop
- Recognises development needs of individuals and identifies suitable learning opportunities
- Recognises ongoing performance issues and works towards resolving them



Adept

- Seeks to understand the individual strengths, weaknesses, goals and concerns of team members
- Defines and communicates roles and responsibilities and sets clear performance standards and goals
- Coaches team members to help improve performance and development
- Regularly discusses performance with team members and provides accurate, constructive reviews
- Identifies suitable learning opportunities, including stretch assignments, based on individual needs, interests and goals
- Addresses team and individual performance issues, including unsatisfactory performance, in a timely and effective way



Advanced

- Knows the individual strengths, weaknesses, goals and concerns of members of the team
- Fosters high performance through effective conversations and feedback and by providing stretch opportunities
- Identifies and develops talent across the organisation
- Coaches and mentors staff to foster professional development and continuous learning
- Implements performance development frameworks to align capability with the organisation's current and future priorities
- Resolves team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way



Highly Advanced

- Creates a climate in which people across the organisation want to do their best
- Ensures the organisation engages in effective performance management, development planning and talent identification
- Drives executive capability development and ensures effective succession management practices
- Creates a climate in which senior staff value regular feedback, continuous learning and new experiences
- Ensures workforce management systems, policies and practices are inclusive of all individuals
- Instils a sense of urgency around addressing performance problems among leaders in the organisation

INSPIRE DIRECTION AND PURPOSE

Communicate organisational goals, priorities and vision and recognise achievements



Foundational

- Explains the organisation's goals, structure and services
- Helps team to understand how their activities support organisational objectives and community outcomes
- Keeps team informed of organisational policies and decisions
- Recognises and acknowledges high quality work



Intermediate

- Explains the organisation's mission and how the team's work relates
- Promotes the organisation's direction and goals and encourages a positive attitude in the team
- Discusses organisational issues with the team and helps them understand decisions in context
- Recognises and acknowledges individual and team achievements



Adept

- Demonstrates passion, enthusiasm and personal dedication to the organisation's vision
- Translates organisation and unit objectives into team goals and plans to help staff understand the links
- Builds a shared sense of purpose through involving people in the process of cascading goals
- Motivates staff by providing autonomy in how they do their work, saying thanks and celebrating successes
- Takes opportunities to recognise and reward individual and team efforts and performance



Advanced

- Translates organisational vision and strategy into operational goals to help staff understand their own contribution
- Builds a shared sense of purpose through involving people in defining priorities and cascading goals
- Regularly communicates progress against business unit and organisational goals
- Creates opportunities for recognising and celebrating high performance at the individual and team level



Highly Advanced

- Articulates a shared vision of the organisation's future, described in measurable terms
- Champions the organisational vision and strategy, and communicates the way forward
- Generates enthusiasm and commitment to goals and cascades understanding throughout the organisation
- Communicates the context and parameters surrounding organisational strategies
- Celebrates success and high performance and supports regular workplace activities to build a positive culture

OPTIMISE WORKFORCE CONTRIBUTION

Hire and deploy people effectively and apply sound workforce planning principles



Foundational

Allocates work tasks appropriately to make the best use of the skills and strengths of people in the team

Identifies current and potential resource/capability gaps in the team and seeks advice on how to manage them

Ensures that team members make effective use of time and resources



Intermediate

Develops team/project plans that make the best use of the skills and strengths of people in the team

Plans and monitors resource allocation against unit/project plans

Identifies solutions to current and potential resource/capability gaps

Participates in workforce planning to ensure the availability of capable resources



Adept

Develops team/project plans that take into consideration individual capabilities, strengths and preferences

Identifies opportunities for stretch assignments to help grow the capabilities and experience of staff

Plans and monitors team resource allocation in line with organisational priorities

Makes informed contributions to workforce planning and resource allocation processes

Makes good recruitment decisions based on the capabilities, knowledge and experience required in the role



Advanced

Ensures resource management plans effectively distribute people resources in line with priorities

Develops workforce management plans that link to current and future organisational priorities and objectives

Uses talent management processes to guide learning and development investment and to allocate critical roles

Recruits capable people with varied backgrounds, styles and strengths



Highly Advanced

Ensures that operating models, systems, processes and workforce structure are aligned to key organisational strategies

Oversees the workforce management strategy to ensure the organisation is the right size and shape to deliver outcomes

Champions the benefits of diversity and ensures hiring practices attract diverse applicants and minimise selection biases

Ensures talent management processes are in place to inform organisational development priorities and investment decisions

LEAD AND MANAGE CHANGE

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



Foundational

- Supports change initiatives through words and actions
- Shares information and communicates change processes
- Supports the team to accept and manage uncertainty and change
- Identifies and implements improvements to work processes and practices
- Identifies and reports potential barriers to change



Intermediate

- Promotes change initiatives and helps the team to understand the purpose and benefits
- Provides guidance and support through change processes
- Initiates improvements to work systems, processes and practices in consultation with team members
- Ensures work procedures support changes
- Identifies potential barriers to change and takes steps to address them



Adept

- Promotes change initiatives, explaining the purpose and benefits and the implications for the team
- Contributes to efforts to involve staff and stakeholders at various stages of the project
- Provides clear guidance, coaching and support through change processes
- Contributes to efforts to align organisational structures, systems, processes and culture to changes



Advanced

- Translates change initiatives into practical strategies, including the role of staff in implementing them
- Analyses the change context to identify the level of consultation and involvement required from staff and stakeholders
- Develops appropriate approaches to involve staff and stakeholders at various stages of the project
- Implements structured processes to manage structural, system, process and cultural barriers to change
- Provides coaching and leadership in times of uncertainty and difficulty for staff



Highly Advanced

- Communicates a compelling case for change and articulates vision, objectives and benefits for different audiences
- Analyses the change context to develop the right change approach for the organisation, community and region
- Ensures regular communication throughout the change effort to build awareness, understanding, support and commitment
- Ensures organisational structures, systems, processes and leadership are aligned to support and embed changes
- Anticipates, plans for and addresses cultural barriers to change



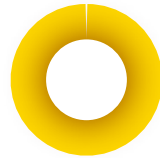
Elected Members

PERSONAL ATTRIBUTES

Personal Attributes

MANAGE SELF

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



Councillor

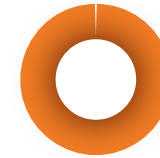
Talks to the mayor, general manager and other councillors about own role and responsibilities, and seeks feedback

Pursues responsibilities with energy, drive and commitment

Manages own time effectively, balancing demands in line with council priorities

Shows awareness of own strengths and areas for growth

Looks for and takes opportunities to develop knowledge and skills as a councillor



Mayor

Talks to the general manager and other councillors about own role and responsibilities, and seeks feedback

Pursues responsibilities with energy, drive and commitment

Manages own time effectively, balancing demands in line with council priorities

Shows awareness of own strengths and areas for growth

Looks for and takes opportunities to develop knowledge and skills as a mayor

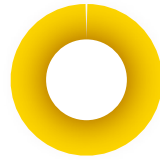
Honestly examines personal motivation and capability as mayor

Reflects on and integrates feedback, showing a capacity and willingness to modify own behaviours

Personal attributes

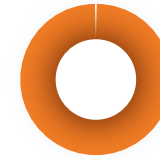
DISPLAY RESILIENCE AND ADAPTABILITY

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



Councillor

-
- Is flexible and willing to change his/her mind in light of new information
 - Stays calm and objective in challenging situations
 - Advocates constructively for an idea or position, even in the face of strong, contrary views
 - Listens when challenged and seeks to understand criticisms before responding
 - Stays positive and perseveres in the face of resistance or setbacks
 - Accepts public feedback and responds in a thoughtful and considered way



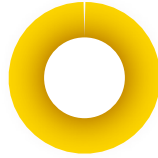
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 - Listens when challenged and seeks to understand criticisms before responding
 - Stays positive and perseveres in the face of resistance or setbacks
 - Accepts public feedback and responds in a thoughtful and considered way
 - Reads situations quickly and shows leadership in times of crisis
 - Acts as a stabilising influence in challenging and emotionally charged situations

Personal attributes

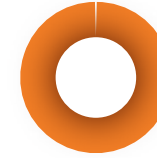
ACT WITH INTEGRITY

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



Councillor

- Is open, honest and consistent in words and behaviour
- Tells the truth and admits to own mistakes
- Maintains confidentiality
- Takes steps to clarify ethical issues and seeks advice when unsure what to do
- Follows the code of conduct, legislation and policies applicable to councillors
- Speaks out against illegal and inappropriate behaviour and perceived conflicts of interest



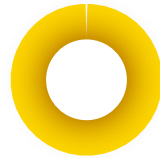
Mayor

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- Tells the truth and admits to own mistakes
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- Takes steps to clarify ethical issues and seeks advice when unsure what to do
- Follows the code of conduct, legislation and policies applicable to a mayor
- Speaks out against illegal and inappropriate behaviour and perceived conflicts of interest
- Helps councillors understand their obligations to comply with the codes of conduct, legislation and policies
- Identifies and discusses ethical issues with other councillors
- Promotes a culture of integrity within council and in dealings external to council

Personal attributes

DEMONSTRATE ACCOUNTABILITY

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



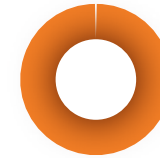
Councillor

Prepares appropriately for council meetings

Acts in the public interest and observes the highest standards of personal conduct at all times

Takes responsibility for fulfilling the role of councillor/mayor to the best of his/her ability

Is transparent in actions and decision making, declaring potential conflicts



Mayor

Prepares appropriately for council meetings

Acts in the public interest and observes the highest standards of personal conduct at all times

Takes responsibility for fulfilling the role of councillor/mayor to the best of his/her ability

Is transparent in actions and decision making, declaring potential conflicts

Models the highest standards of accountability, providing transparency to enable public scrutiny

Provides advice on strategies taken by council to be accountable, transparent and efficient



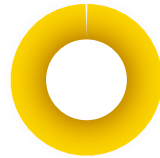
Elected Members

RELATIONSHIPS

Relationships

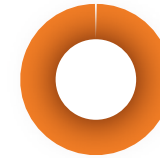
COMMUNICATE AND ENGAGE

Communicate clearly and respectfully, listen, and encourage input from others



Councillor

-
- Clearly communicates ideas and arguments
 - Adjusts tone, pace and message for different audiences
 - Listens when others are speaking and asks appropriate, respectful questions
 - Shows sensitivity to cultural, religious and other individual differences when interacting with others
 - Uses communication channels that are suitable for the diversity in the community
 - Creates opportunities for people to engage with council and contribute to public discussion and debate

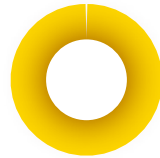


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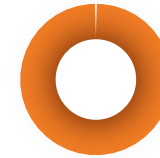
COMMUNITY AND CUSTOMER FOCUS

Commit to delivering customer and community focused services in line with strategic objectives



Councillor

-
- Keeps up to date on current issues affecting the community
 - Shows pride in and talks positively about the community and region
 - Commits time and energy to serving the community
 - Works towards social, environmental and economic sustainability in the community/region
 - Collects and uses broad community feedback to identify opportunities for improvement
 - Builds effective relationships with a range of people who reflect the diversity in the community



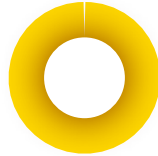
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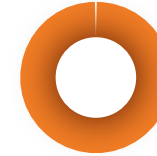
WORK COLLABORATIVELY

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



Councillor

-
- Shares information with other councillors about community issues, stakeholders and activities
 - Is respectful of council staff and receptive to their advice
 - Shows respect for the diversity of skills and experience on the governing body
 - Initiates collaborative forums on issues facing the community
 - Works together with stakeholder networks for the benefit of the community and region



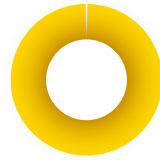
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 - Is respectful of council staff and receptive to their advice
 - Shows respect for the diversity of skills and experience on the governing body
 - Initiates collaborative forums on issues facing the community
 - Works together with stakeholder networks for the benefit of the community and region
 - Encourages councillors to work collaboratively
 - Builds a productive working relationship with the general manager based on clear expectations, trust and respect
 - Supports positive relations between the general manager and the governing body
 - Builds partnerships between council and external stakeholders that are of strategic value to council
 - Facilitates and supports strategic collaboration with other councils to benefit the broader region

Relationships

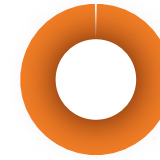
INFLUENCE AND NEGOTIATE

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



Councillor

-
- Uses understanding of political processes and networks to develop a negotiation strategy
 - Listens to contrary points of view and endeavours to find common ground
 - Influences others with a fair and considered approach and sound arguments
 - Avoids starting from an entrenched position and is willing to give and take
 - Wins concessions without damaging relationships



Mayor

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- Uses understanding of political processes and networks to develop a negotiation strategy
 - Listens to contrary points of view and endeavours to find common ground
 - Influences others with a fair and considered approach and sound arguments
 - Avoids starting from an entrenched position and is willing to give and take
 - Wins concessions without damaging relationships
 - Establishes and maintains relationships outside council in order to find common ground and further council's position
 - Anticipates points of contention and plans negotiations accordingly
 - Steers discussion and debate towards achieving an acceptable outcome

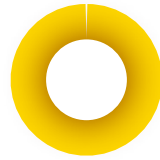


Elected Members

RESULTS

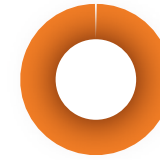
PLAN AND PRIORITISE

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



Councillor

-
- Identifies and pursues critical priorities and sets aside less critical activities
 - Contributes to setting clear performance goals that include quality measures
 - Considers council performance reports and rollover of projects when making new plans
 - Considers the impact of changes, e.g. government policy/economic conditions and budgets, on strategic plans
 - Incorporates sound risk management principles into strategic planning



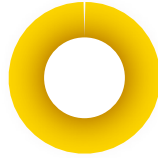
Mayor

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 - Contributes to setting clear performance goals that include quality measures
 - Considers council performance reports and rollover of projects when making new plans
 - Considers the impact of changes, e.g. government policy/economic conditions and budgets, on strategic plans
 - Incorporates sound risk management principles into strategic planning
 - Works with the general manager to translate strategic direction into a delivery program and operational plan
 - Monitors progress against the delivery program and operational plan
 - Considers council's current and potential future role within the community and region when planning

Results

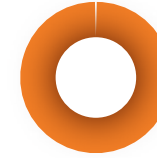
THINK AND SOLVE PROBLEMS

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



Councillor

-
- Gathers and investigates information from a variety of sources
 - Asks questions to get to the heart of the issue and define the problem clearly
 - Considers the broader context and long-term impacts of policy options
 - Works with others to assess options and identify appropriate solutions



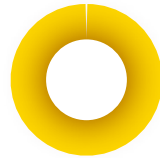
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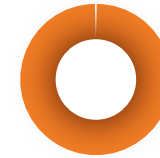
CREATE AND INNOVATE

Encourage and suggest new ideas and show commitment to improving services and ways of working



Councillor

-
- Thinks about issues and opportunities from different viewpoints
 - Looks for non-obvious solutions
 - Encourages independent thinking and new ideas from others
 - Explores innovative solutions with long-standing community-wide impact



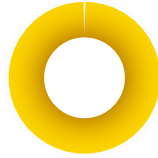
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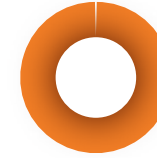
DELIVER RESULTS

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



Councillor

-
- Monitors and provides advice on the delivery of customer/community focused services
 - Instigates and champions initiatives to deliver community outcomes
 - Identifies and addresses potential risks to the achievement of council goals



Mayor

-
- Monitors and provides advice on the delivery of customer/community focused services
 - Instigates and champions initiatives to deliver community outcomes
 - Identifies and addresses potential risks to the achievement of council goals
 - Engages with senior staff about strategies to improve council performance

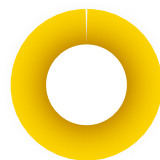


Elected Members

RESOURCES

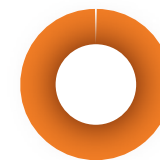
FINANCE

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



Councillor

-
- Uses basic financial terminology appropriately
 - Makes informed contributions to debate about the allocation of financial resources
 - Demonstrates respect for public funds and the obligation to manage council resources responsibly
 - Is aware of financial risks and strategies to manage and mitigate these
 - Is able to discuss implications of council's long term financial plan, audited financial statements and budget reviews
 - Identifies and supports opportunities to generate revenue and attract investment

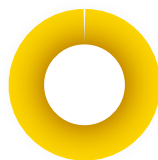


Mayor

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 - Demonstrates respect for public funds and the obligation to manage council resources responsibly
 - Is aware of financial risks and strategies to manage and mitigate these
 - Is able to discuss implications of council's long term financial plan, audited financial statements and budget reviews
 - Identifies and supports opportunities to generate revenue and attract investment
 - Promotes the role of sound financial management and its impact on council effectiveness

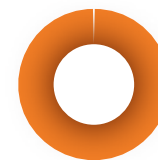
ASSETS AND TOOLS

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



Councillor

-
- Engages in strategic planning to ensure the organisation's assets support delivery of the strategic plan
 - Makes informed contributions to debate about the allocation of assets to community priorities
 - Supports asset risk minimisation strategies, plans and outcomes for council
 - Promotes the role of councils as custodians of community assets
 - Ensures asset management decisions consider long term financial sustainability

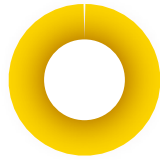


Mayor

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TECHNOLOGY AND INFORMATION

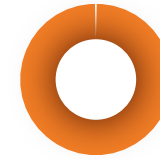
Use technology and information to maximise efficiency and effectiveness



Councillor

Uses a range of technologies to communicate and engage with the community

Supports the introduction of new technologies to improve the efficiency and effectiveness of the council



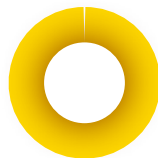
Mayor

Uses a range of technologies to communicate and engage with the community

Supports the introduction of new technologies to improve the efficiency and effectiveness of the council

PROCUREMENT AND CONTRACTS

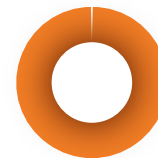
Understand and apply procurement processes to ensure effective purchasing and contract performance



Councillor

Exercises commercial acumen in reviewing and approving council contracts and tenders

Makes decisions on council tenders according to value for money, probity and community benefit



Mayor

Exercises commercial acumen in reviewing and approving council contracts and tenders

Makes decisions on council tenders according to value for money, probity and community benefit

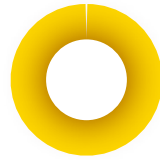


Elected Members

CIVIC LEADERSHIP

REPRESENT COMMUNITIES

Understand and promote the interests of citizens and stakeholders



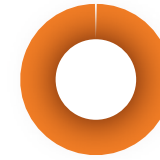
Councillor

Makes himself/herself available to discuss issues and council activities with members of the community

Seeks to understand the range of views on complex issues in the community

Raises issues that are important to constituents with council

Treats all people in the community impartially and champions their right to be heard



Mayor

Makes himself/herself available to discuss issues and council activities with members of the community

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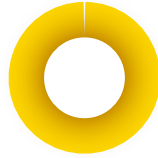
Treats all people in the community impartially and champions their right to be heard

Uses a variety of approaches to gather views from a range of individuals and organisations

Advocates for local interests in dealings with external stakeholders, including other sectors and governments

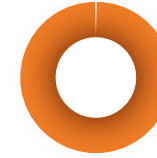
INSPIRE DIRECTION AND PURPOSE

Create and communicate council's goals, priorities and vision for the community



Councillor

-
- Demonstrates passion, enthusiasm and personal dedication to council's vision for the community
 - Champions the community strategic plan and communicates the way forward
 - Encourages community involvement in council planning processes
 - Communicates the context and parameters surrounding council strategies and plans

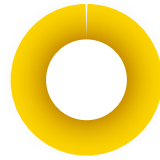


Mayor

-
- Demonstrates passion, enthusiasm and personal dedication to council's vision for the community
 - Champions the community strategic plan and communicates the way forward
 - Encourages community involvement in council planning processes
 - Communicates the context and parameters surrounding council strategies and plans
 - Communicates purpose and plans using a variety of channels to reach many audiences
 - Regularly communicates progress against the community strategic plan

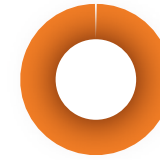
GOVERN RESPONSIBLY

Be a responsible and active member of the governing body, fulfilling responsibilities in line with legislation



Councillor

- Contributes constructively to debate in council
- Works towards consensus as a member of the governing body
- Contributes to a positive and ethical culture within the governing body
- Participates responsibly in exercising council's employer functions in relation to the general manager
- Acts in a way that preserves the health and safety of people in the council workplace

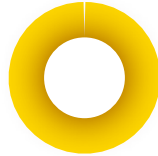


Mayor

- Contributes constructively to debate in council
- Works towards consensus as a member of the governing body
- Contributes to a positive and ethical culture within the governing body
- Participates responsibly in exercising council's employer functions in relation to the general manager
- Acts in a way that preserves the health and safety of people in the council workplace
- Leads constructive council meetings with a view to reaching consensus
- Cultivates a positive and ethical culture within the governing body
- Works with the general manager to ensure legal and regulatory frameworks are applied consistently by council
- Sets clear performance standards for the general manager and monitors progress
- Regularly discusses performance with the general manager and addresses performance issues early

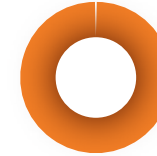
MAKE QUALITY DECISIONS

Make considered, timely and transparent decisions based on merit, and uphold the decision of council



Councillor

-
- Makes considered decisions on merit in the public interest
 - Considers information about the context and regulatory environment before making decisions
 - Considers financial and budget implications, including value for money, in making decisions
 - Explains council decision-making processes to constituents
 - Communicates the decisions of council in a respectful way, even if own position was not adopted
 - Assists the community to understand council decisions in context, considering priorities and constraints



Mayor

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- Makes considered decisions on merit in the public interest
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 - Considers financial and budget implications, including value for money, in making decisions
 - Explains council decision-making processes to constituents
 - Communicates the decisions of council in a respectful way, even if own position was not adopted
 - Assists the community to understand council decisions in context, considering priorities and constraints
 - Ensures council works through issues, considering all relevant information, before making decisions
 - Ensures council considers financial and budget implications in making decisions



Location

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 Scan to find
out more