### TEMPLATE 1 – Stakeholder Checklist

| **Stakeholder** | **Yes** | **No** | **If ‘No’, what issues need to be addressed to promote the capability framework’s effectiveness?  Please note, the following are just examples** |
| --- | --- | --- | --- |
| Is the Mayor on board? |  |  | **Is the Mayor concerned about the time investment that s/he will need to make?**  Response:  The Mayor will not need to invest a significant amount of time to read the Introduction to the Capability Framework.  The tool: PD in a Box has been developed as a guide to professional development for elected members. This tool will provide elected members with a professional development plan.  **Is the Mayor concerned about confidentiality of self-assessment information entered by councillors and/or him/herself?**  Response:  The system has been built so that those self-assessments are only seen by the councillor concerned and the LGNSW system administrator. Council will only see aggregate information on capabilities across the elected member group (to inform development options to be offered) and the development plans (for budget and mandatory reporting purposes).  **Is the Mayor concerned about how the council will benefit from the capability framework?**  Response:   * The capability framework sets out expectations against which the performance of the general manager can be assessed * The capability framework helps build the capability of councillors * The capability framework helps the mayor to recruit a highly effective executive team * The capability framework provides a strong common basis for elected members and employees to bring a positive common approach to delivery of community outcomes. |

| **Stakeholder** | **Yes** | **No** | **If ‘No’, what issues need to be addressed to promote the capability framework’s effectiveness?  Please note, the following are just examples** |
| --- | --- | --- | --- |
| Are the councillors on board? |  |  | **Are the councillors concerned about the time investment that they will need to make?**  Response:   * The councillors will not need to invest a significant amount of time to read the Introduction to the Capability Framework.   The tool: PD in a Box has been developed as a guide to professional development for elected members. This tool will provide elected members with a professional development plan.  **Are the councillors concerned about confidentiality of self-assessment information that they entered?**  Response:   * The system has been built so that those self-assessments are only seen by the councillor concerned and the LGNSW system administrator. Council will only see aggregate information on capabilities across the elected member group (to inform development options to be offered) and the development plans (for budget and mandatory reporting purposes)   **Are the councillors concerned about how they could benefit from the capability framework?**  Response:   * provides a clear picture of core expectations in the role * provides a common foundation for assessing and planning personal professional development * provides an easy-to-use tool to complete the professional development plan required under legislation. |
| Is the General Manager on board? |  |  | **Is the General Manager concerned about the support available to implement the capability framework?**  Response:  There is support available from LGNSW (refer to [www.lgnsw.org.au/capability](http://www.lgnsw.org.au/capability) or email [jennifer.james@lgnsw.org.au](mailto:jennifer.james@lgnsw.org.au)).   * There is a suite of tools to assist with implementation * The framework was designed to be sector wide and other councils are also implementing the capability framework – it is a collective approach.   **Is the General Manager concerned about the impact implementing the framework will have on her/his workforce; the HR Department; and/or current projects?**  Response:   * This Implementation and Change Management Guide contains a section on assessing change readiness and conducting a risk analysis. These assessments will help the senior leadership team determine the implementation approach e.g. on a pilot basis; department by department; or implement globally * The capability framework can be implemented over time rather than all at once and in a short time frame. |
| Are the directors and managers on board? |  |  | **Are the directors and managers concerned about change fatigue and see this as just implementing another initiative?**  Response:  Sector-wide implementation of the capability framework has the potential to result in measurable improvements in:   * outcomes for the community through better alignment of workforce and elected member capabilities with strategic and operational needs * budget performance through time saved and better match to needs when using capability-based recruitment and selection; training; performance management and career and succession planning * community perceptions of local government; and * support for NSW local government as an employer of choice.   **Capability framework benefits – individual**   * for managers: * provides a common language to describe expectations * enhances mobility where links can be established between different roles that share similar capabilities (e.g. administration, planning and customer service) * helps target scarce training and development resources and encourage individuals to take more responsibility for their own development. * for employees: * helps understand the capabilities required to work at their current level (or in a different position), in particular the behaviours expected of them in performing their roles * provides a basis to conduct a self-assessment as an input to professional development and career planning * helps identify well-targeted opportunities for development in their performance management discussion.   **Are the directors and managers concerned about the level of disruption that implementation may lead to or finding the time to implement it?**  Response:  As part of this Implementation and Change Management Guide, there is a section on conducting a change readiness assessment and a risk analysis.  **Are the directors and managers concerned about the support available to them in implementing the capability framework?**  Response:  There is support available from LGNSW (refer to [www.lgnsw.org.au/capability](http://www.lgnsw.org.au/capability) or email [jennifer.james@lgnsw.org.au](mailto:jennifer.james@lgnsw.org.au)).  There is a suite of tools to assist with implementation. |
| Is the CFO  on board? |  |  | **Is the CFO concerned about the impact implementing the framework will have on council’s workforce; the HR Department; and/or current projects?**  Response:   * This Implementation and Change Management Guide contains a section on assessing change readiness and conducting a risk analysis. These assessments will help the senior leadership team determine the implementation approach e.g. on a pilot basis; department by department; or implement globally * The capability framework can be implemented over time rather than all at once and in a short time frame.   **Is the CFO focused on budget and concerned as to whether the council can afford to implement it?**  Response:  The change readiness assessment will provide the CFO with:   * the extent to which Council’s current position lends itself to implementing the capability framework * an understanding of the level of support managers want to implement the capability framework * the resources available to implement the capability framework.   **Is the CFO concerned about what benefits there are for the council if it were to implement the capability framework?**  Response:  Sector-wide implementation of the capability framework has the potential to result in measurable improvements in:   * outcomes for the community through better alignment of workforce and elected member capabilities with strategic and operational needs * budget performance through time saved and better match to needs when using capability-based recruitment and selection; training; performance management and career and succession planning. * community perceptions of local government; and * support for NSW local government as an employer of choice.   **Capability framework benefits – individual**   * for managers: * provides a common language to describe expectations * helps make council more cohesive by breaking down traditional boundaries between job types. For example, links can be established between different roles that share similar capabilities (e.g. administration, planning and customer service) * helps target scarce training and development resources and encourage individuals to take more responsibility for their own development. * for employees: * helps understand the capabilities required to work at their current level (or in a different position), in particular the behaviours expected of them in performing their roles * provides a basis to conduct a self-assessment as an input to professional development and career planning * helps identify well-targeted opportunities for development in their performance management discussion. |
| Are the HR staff on board? |  |  | **Are the HR staff concerned that it will be another competing initiative that they are required to implement?**  Response:   * The capability framework will underpin better workforce management practice and results * The capability framework is being driven by the General Manager. There is also strong support from the elected members and the senior leadership team * The project has a dedicated project plan and communication plan   Sector-wide implementation of the capability framework has the potential to result in measurable improvements in:   * outcomes for the community through better alignment of workforce and elected member capabilities with strategic and operational needs * budget performance through time saved and better match to needs when using capability-based recruitment and selection; training; performance management and career and succession planning * community perceptions of local government; and * support for NSW local government as an employer of choice.   **Capability framework benefits – individual**   * for managers: * provides a common language to describe expectations * helps make council more cohesive by breaking down traditional boundaries between job types. For example, links can be established between different roles that share similar capabilities (e.g. administration, planning and customer service) * helps target scarce training and development resources and encourage individuals to take more responsibility for their own development. * for employees: * helps understand the capabilities required to work at their current level (or in a different position), in particular the behaviours expected of them in performing their roles * provides a basis to conduct a self-assessment as an input to professional development and career planning * helps identify well-targeted opportunities for development in their performance management discussion   **Are HR staff concerned about the support available to implement the capability framework?**  Response:  There is support available from LGNSW (refer to [www.lgnsw.org.au/capability](http://www.lgnsw.org.au/capability) or email [jennifer.james@lgnsw.org.au](mailto:jennifer.james@lgnsw.org.au)).  There is a suite of tools to assist with implementation:   * The council will develop a project plan (there is a template included in this guide) which will detail roles and responsibilities * Resources will be allocated to support implementation, if applicable. * There is full support from the senior leadership team. |
| Are the employees on board? |  |  | **Are the employees concerned about what the capability framework means for them?**  Response:   * There are several benefits for employees: * helps understand the capabilities required to work at their current level (or in a different position), in particular the behaviours expected of them in performing their roles * provides a basis to conduct a self-assessment as an input to professional development and career planning * helps identify well-targeted opportunities for development in their performance management discussion.   Capabilities will not replace technical skills. Rather, they will complement them.  **Are the employees concerned about how the capability framework will be implemented?**  Response:  It is important to inform employees about the way in which Council will be implementing the framework and the reasons for that particular choice. For example, Council may decide to implement it on a pilot basis, department by department, or globally. There may also need to be a different approach for different types of roles. Regardless, there will be a comprehensive project plan and communication plan that will detail who will be responsible for implementation and how it will work and therefore, which employees will be affected and when. |
| Is the Consultative Committee on board? |  |  | **Is the Consultative Committee concerned about how the capability framework interacts with the** Local Government (State) Award 2017**?**  Response:  The capability framework may be used to complement the Local Government (State) Award 2017 (the Award), particularly when considering the skills and capabilities required by local government.  **Is the Consultative Committee concerned about how the council as a whole and the workforce will benefit from the capability framework?**  Response:  Sector-wide implementation of the capability framework has the potential to result in measurable improvements in:   * outcomes for the community through better alignment of workforce and elected member capabilities with strategic and operational needs * budget performance through time saved and better match to needs when using capability-based recruitment and selection; training; performance management and career and succession planning. * community perceptions of local government; and * support for NSW local government as an employer of choice.   **Capability framework benefits – individual**   * for managers: * provides a common language to describe expectations * helps make council more cohesive by breaking down traditional boundaries between job types. For example, links can be established between different roles that share similar capabilities (e.g. administration, planning and customer service) * helps target scarce training and development resources and encourage individuals to take more responsibility for their own development * for employees: * helps understand the capabilities required to work at their current level (or in a different position), in particular the behaviours expected of them in performing their roles * provides a basis to conduct a self-assessment as an input to professional development and career planning * helps identify well-targeted opportunities for development in their performance management discussion   **Is the Consultative Committee concerned about their role in the implementation of the capability framework?**  Response:  The Consultative Committee is a key stakeholder in the consultation process for the implementation of the framework and has specific accountabilities as set out in clause 32 of the Award. |

### TEMPLATE 2 – Readiness Questionnaire

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| 1 | Is there a commitment from the leadership team to the capability framework? | Not at all | 🞎 🞎 🞎 🞎 | Very much so |
| 2 | Is there a sense of urgency from the leadership team to implement the capability framework? | Not at all | 🞎 🞎 🞎 🞎 | Very much so |
| 3 | Is there a commitment from the line managers and team leaders to the capability framework? | Not at all | 🞎 🞎 🞎 🞎 | Very much so |
| 4 | Do all categories of council employees understand the capability framework? | Not at all | 🞎 🞎 🞎 🞎 | Very much so |
| 5 | Do all categories of council employees support the capability framework? | Not at all | 🞎 🞎 🞎 🞎 | Very much so |
| 6 | Does the capability framework align with the council’s strategic plan? | Not at all | 🞎 🞎 🞎 🞎 | Very much so |
| 7 | Does Council’s current position/situation lend itself to implementing the capability framework? | Not at all | 🞎 🞎 🞎 🞎 | Very much so |
| 8 | What level of support will managers need to implement the capability framework? | Not much at all | 🞎 🞎 🞎 🞎 | A significant amount |
| 9 | Are there resources available to implement the capability framework? | Not at all | 🞎 🞎 🞎 🞎 | Very much so |
| 10 | Is there capacity to allow staff some time off line to participate in a committee that may be established to oversee the implementation of the capability framework? | Not at all | 🞎 🞎 🞎 🞎 | Very much so |

### TEMPLATE 3 – Risk Analysis

As part of the project planning process, the project team should undertake a formal assessment of the potential risks which may threaten the successful delivery of the project. This involves:

* Brainstorming potential risks. Examples of risks to consider: stakeholder support (consider all categories of stakeholders); resources; workload; competing priorities; organisational changes; etc.
* Identifying and assessing the risks against the likelihood and impact ratings shown below
* Assessing the priority risks to address based on the combined likelihood and impact ratings
* Developing mitigation strategies to avoid or minimise the impact of the risk, in particular focussing on risks which have a high likelihood of occurring and a high impact
* Assigning responsibility to the project team or staff members to manage the mitigation strategies.

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| --- | --- | --- | --- | --- |
| Risk | Likelihood of Risk Occurring | Consequences of Risk | Strategies to Manage Risk | Responsible Person |
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| Likelihood | Almost certain |  |  |  |  |  |
| Likely |  |  |  |  |  |
| Possible |  |  |  |  |  |
| Unlikely |  |  |  |  |  |
| Rare |  |  |  |  |  |
|  | Significant | Medium | Some | Low | Minimal |
|  | **Impact** | | | | |
| **Priority to address Red** - Very high **Orange** - High **Yellow** - Medium **Grey -** Low | | | | | |

### TEMPLATE 4 – Project Plan for the Council Workforce

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| --- | --- | --- | --- |
| **Key Activity** | | | |
| Project title | | | |
| Project vision  An important starting point is to have a short, clear vision of the Intended future state and benefits. | | | |
| Project objectives and scope  (Short statement outlining the objectives and scope of the project) | | | |
| Resources required  Outline the resources that council may require to implement the capability framework, such as a project officer or an email account to capture feedback and respond to enquiries. | | | |
| Key messages  Brief statement of messages which can be readily understood by staff and stakeholders explaining the drivers for the implementation of the framework. For example, the council was recently amalgamated. | | | |
| Guiding principles  Principles which will underpin the implementation of the framework. For example, minimise impact on council operations, consult and seek input widely, develop a communication plan to ensure that staff and stakeholders are well informed about the capability framework and receive consistent messages, create ownership of the framework, not just buy-in. | | | |
| Roles and responsibilities  Outline the roles and responsibilities of the elected members, senior leadership team, consultative committee and employees. | | | |
| Governance  Information regarding the governance arrangements for the project for example consultative committee, steering committee members where appropriate, project team members, key advisers. | | | |
| Consultative Committee | Steering  Committee | Project Team Members | Key  Advisers |
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| Reporting Arrangements  Details regarding reporting on the project status – to whom and how often.  For example:   * Project Team to meet weekly with Project Sponsor to provide a briefing on the status and seek sign off on activities * Regular briefings to be provided to * Regular briefings and weekly meetings with the steering committee | | | |

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| **Stakeholder management and consultation**  (list of Key Stakeholders) | |
| Internal staff and stakeholders  For example:   * Elected members * Consultative Committee * General Manager * Human Resources * Director responsible for the area where the framework will initially be implemented * Each employee in the area where the framework will initially be implemented * Senior leadership team is a stakeholder and it is important that the senior leadership team is kept in the loop regarding | External stakeholders  For example:   * Employee representatives/Unions * Other key stakeholders |
| Communication strategies  List of communication strategies for the project, for example:   * Preliminary meeting with affected staff to advise them that the implementation of the framework is imminent * An electronic implementation of the capability framework bulletin to all staff concerned and key stakeholders * Frequently asked questions (FAQs) regularly updated on Council’s intranet * Depot meetings * GM updates to staff * Advice and information provided by HR staff, as required * Meetings with employee representatives. | |
| Related projects  List here any other Council projects which may have an impact on the implementation of the framework. | |

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| --- | --- | --- | --- | --- | --- | --- |
| **Project activities and milestones** | | | | | | |
| The project team should identify all of the activities/tasks necessary to successfully plan and implement the change initiative. An identification number should be assigned to each task, a responsible staff member/s, completion dates, key dates where appropriate, completion dates and status/comments regarding progress. | | | | | | |
| **ID  Number** | **Activity/ Task** | **Resp. Person** | **Comm.  Date** | **Key  Date** | **Finish  Date** | **Achieved/ Comments** |
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### TEMPLATE 5 – Implementation Plan for Elected Members

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| **Key Activity** |
| Project title  Title to be assigned to the implementation of the capability framework. |
| Project objectives and scope  Short statement outlining the objectives and scope of the project. |
| Reporting arrangements  Details regarding reporting on the project status – to whom and how often.  For example:   * General Manager or Council nominee assigned to sign off the professional development plan and completion of the planned activities * Briefings provided to GM/Mayor * Reporting on professional development plans in place for elected members as required by legislation |
| Project activities and milestones  The project team should identify all of the activities/tasks necessary to successfully plan and implement the change initiative. An identification number should be assigned to each task, a responsible staff member/s, completion dates, key dates where appropriate, completion dates and status/comments regarding progress. |

| **ID  No** | **Activity/ Task** | **Resp. Person** | **Comm. Date** | **Key  Date** | **Finish Date** | **Achieved/ Comments** |
| --- | --- | --- | --- | --- | --- | --- |
| 1 | Introductory briefing for elected members on:   1. the capability framework including what the capability framework is and its benefits 2. PD in a Box including, clear advice on what information will be visible, to whom and touch points with GM and council workforce | General Manager, Mayor,  L&D Coord | 8/1/18 | First Council meeting in March | 28/2/18 | Induction completed and elected members advised that they understood the capability framework and PD-in-a-Box |
| 2 | Supporting elected members to access PD in a Box and undertake the self-assessment and generate a professional development plan, e.g. accessing it online | General Manager, Mayor, L&D Coord | 29/1/18 | Ongoing | Determined by legislation | Important to note that LGNSW is available to assist with enquiries and support for PD in a Box |
|  | Identifying development plans that require budget approval and advise/assist elected members in the protocols for council sign off | General Manager, Mayor, L&D Coord |  |  |  |  |
| 3 | Ongoing support for elected members including council staff who will provide support and alert them to LGNSW support processes | General Manager, Mayor, L&D Coord | 8/1/18 | Ongoing |  | As required |
| 4 | Set up a system to report on professional development plans | Nominated council staff e.g. Governance Unit |  | As determined by legislation |  |  |

### TEMPLATE 6 – Communication Plan for Council Workforce

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| **Key Activity** | |
| Project Name: Implementation of the Capability Framework | |
| Purpose  Brief summary of the purpose of the Communication Strategy | |
| Communication plan objectives  The objectives of the communication strategy, for example:   * Ensure that all communication with affected staff is in accordance with the policies and procedures of the council * Clarify the extent of the implementation and how it relates to other initiatives currently being implemented across council * Ensure that staff and stakeholders are well informed of the implementation and the timelines and receive consistent, timely, accurate information on an ongoing basis * Ensure that staff and relevant stakeholders are provided with the opportunity to comment on and contribute to the implementation of the capability framework. | |
| **Target audience**  Identification of the internal and external audience for the communications, for example: | |
| Internal audience   * Senior leadership team * All employees in the department that is being implemented in * Corporate management team * Workshop participants * Human resource and learning staff * Consultative Committee | |
| External audience   * Unions/Professional associations * Organisations that have implemented a capability framework (best practice activities and implementation) | |
| Key messages  Brief key messages regarding the implementation of the capability framework. It is recommended that these key messages are included on all communication to staff.  Examples include: | |
| **Communication Methods and Timeframes** | |
| Method | Timeframe |
| An electronic implementation of the capability framework bulleting to all staff concerned and key stakeholders | Wednesday each week |
| Frequently asked questions (FAQs) regularly updated on Council’s intranet | Weekly |
| Management initiated meetings to consult on the proposed changes | As determined |
| Advice and information provided by HR staff, as required | As required |
| Meetings with employee representatives, as required | As required |

### TEMPLATE 7 – Communication Plan for Elected Members

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| **Key Activity** |
| Project Name: Implementation of the Capability Framework |
| Purpose  Brief summary of the purpose of the Communication Strategy |
| Communication plan objectives  The objectives of the communication strategy, for example:   * Clarify the intent of the implementation of the capability framework and how it relates to other initiatives currently being implemented across Council * Ensure that the elected members are well informed of the implementation and the timelines and receive consistent, timely, accurate information on an ongoing basis * Ensure that the elected members are provided with the opportunity to comment on and contribute to the implementation of the capability framework * Ensure elected members understand the rationale for PD in a Box * Ensure that elected members understand their professional development requirements under the legislation |
| **Target Audience**  Identification of the internal and external audience for the communications, for example: |
| Internal Audience   * Elected members * General Manager * HR and L&D * Governance Unit |
| External Audience   * LG NSW * Elected members in the same ROC * Office of Local Government * Other key stakeholders |
| Key Messages  Brief key messages regarding the implementation of the capability framework. It is recommended that these key messages are included on all communication to staff. |

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| --- | --- | --- | --- |
| **Communication methods** | | | |
| Communication Strategies | Target Audience/ Stakeholders | Action  Officer/Team | Timelines |
| An email to all elected members outlining the capability framework and PD in a Box and how to obtain further information. | Elected members | HR and Learning and Development coordinator | 8/1/18 |
| A workshop(s) to inform elected members of the capability framework, what it is, its benefits to them, how to access the online system, support available from the council (i.e. who will be responsible for assisting elected members with PD in a box etc). | Elected members | Mayor, HR | 31/1/18 |
| A workshop on the legislative requirements for elected members to report on their professional development plans. | Elected members | Governance Team | 31/1/18 |
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