LOCAL GOVERNMENT CAPABILITY FRAMEWORK

PERFORMANCE MANAGEMENT AND DEVELOPMENT PROCESS

©LGNSW
CONTENTS

PART 1 – OVERVIEW OF THE CAPABILITY FRAMEWORK ............................................. 1
Overview and background .....................................................................................2
Capability framework aims .................................................................................. 3
Capability framework structure ............................................................................ 3
Capability framework uses ................................................................................... 3
Capability framework benefits – organisational ................................................. 4
Capability framework benefits – individual ......................................................... 4
Supporting material and tools provided by LGNSW ........................................... 5

PART 2 – USING CAPABILITIES IN THE PERFORMANCE MANAGEMENT AND
DEVELOPMENT PROCESS ......................................................................................... 6
Introduction ........................................................................................................... 7
Developing a performance agreement .................................................................. 7

PART 3 – TEMPLATES ................................................................................................. 10
TEMPLATE 1 – Alignment of Capability Level to Position Guide ....................... 11
TEMPLATE 2 – Performance Agreement Template .............................................. 12
TEMPLATE 3 – Performance Agreement Sample ................................................ 15
PART 1 – OVERVIEW OF THE CAPABILITY FRAMEWORK
Part 1

Introduction
This guide was produced by Local Government NSW (LGNSW) to assist councils understand how capabilities can be incorporated in their performance management and development process. It is not intended to be a comprehensive guide to establishing a new performance management and development process. Instead, the guide focuses on how the Local Government Capability Framework can be incorporated into existing performance development processes. The guide consists of two parts: Part 1 is a general introduction to the Local Government Capability Framework and Part 2 specifically addresses incorporation of capabilities in council performance management and development processes.

Overview and background
The Local Government Capability Framework (the capability framework) provides a set of core capabilities, expressed as behaviours, which set out clear expectations about performance in local government: “how we do things around here”. It builds on organisational values and creates a common sense of purpose for elected members and all levels of the workforce.

LGNSW proposed the development of a local government capability framework in response to changes in legislative and community expectations of councils, including the performance and behaviours of its people in delivering a professional service to the community. The proposal received strong support when put to councils across the state in the second half of 2016. It was developed in close consultation with elected and council representatives and approved by the LGNSW Board in August 2017.

The capability framework does not displace or override the Local Government (State) Award 2017 (the Award) or any relevant industrial instrument and is not linked to the Award. The Award is the enforceable industrial instrument setting the minimum terms and conditions for the majority of local government employees in NSW. The framework does not alter councils’ obligations to:

• Evaluate positions in their structure in accordance with the Award’s skill descriptors; and
• Ensure progression through councils’ salary systems based on the acquisition and use of skills, or employee performance, provided that progression beyond the entry level based on the acquisition and use of skills is also available.

Councils implementing the capability framework should, where appropriate, have regard to provisions of the following Award clauses:

• cl 2, Statement of Intent
• cl 5. Skill Descriptors
• cl 7. Salary System
• cl 8. Use of Skills
• cl 9. Performance Evaluation and Reward
• cl 31. Training and Development
• cl 39. Workplace Change
• cl 40. Termination of Employment and Redeployment due to Redundancy

Capability framework aims
The capability framework was developed for use by local government to:
• create a common view of “what good looks like” when working in local government
• align elected members and the workforce in delivering community outcomes
• improve performance and capacity
• attract and retain highly capable people
• enhance mobility both within the sector and between sectors
• provide a shared basis for workforce planning
• provide broader career options and develop the next generation of local government leaders in NSW; and
• provide a common foundation for the professional development required of elected members by legislation.

Capability framework structure
The capability framework describes 16 core capabilities across four groups: Personal Attributes; Relationships; Results and Resources. These capabilities apply to all elected members and local government employees though expressed in different ways to reflect the different roles.

In addition, there are four capabilities in the Workforce Leadership group for employees who manage people and another four capabilities in the Civic Leadership group for elected members.

The capabilities work together to provide an understanding of the common knowledge, skills and abilities required of elected members and local government employees.

The capability framework complements the specific technical and professional skills required by certain positions.

Capability framework uses
• For council employees, the framework may be used as a foundation for all aspects of people management, from workforce planning through creating structures and roles, to recruitment, performance management, professional development and career planning. The framework may also inform the performance agreements that underpin the performance review of general managers and senior staff employed under the standard contract.
• For elected members, the framework may be used as a basis for community and prospective candidate information, councillor induction and professional development.

**Capability framework benefits – organisational**
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:
  o provides a common language to describe expectations
  o enhances mobility where links can be established between different roles that share similar capabilities (e.g. administration, planning and customer service)
  o builds on award variations to broadband positions by making them more contemporary and further removing barriers between professions, positions and occupations across the council’s organisation structure
  o helps target scarce training and development resources and encourage individuals to take more responsibility for their own development.

• for employees:
  o 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
  o provides a basis to conduct a self-assessment as an input to professional development and career planning
  o helps identify well-targeted opportunities for development in their performance management discussion.

• for elected members:
  o provides a clear picture of core expectations in the role
  o provides a common foundation for assessing and planning personal professional development.
Supporting material and tools provided by LGNSW
A suite of supporting materials and tools has been developed to assist councils in implementing the framework. These include:

- a Position Description Builder tool – an online interactive position description template that can be used by councils to develop position descriptions that include the capabilities required for the positions
- a guide on how to use capabilities in recruitment and selection
- a guide on how to use capabilities in performance management and development
- a guide on implementation and change management in introducing the Framework (Implementation and Change Management Guide)
- a guide on how to use capabilities in workforce planning (this guide)
- an online tool to guide the professional development of councillors and mayors known as Professional Development in a Box (PD in a Box)

For further information on the capability framework and support available from LGNSW refer to www.lgnsw.org.au/capability or contact LGNSW at member.services@lgnsw.org.au or by telephone (02) 9242 4142.
PART 2 – USING CAPABILITIES IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT PROCESS
Part 2

Introduction
The performance management and development process is essential to providing clarity about work responsibilities and their relation to organisational objectives; setting specific expectations; discussing achievements and areas for further development; setting career goals; and identifying opportunities for development or progression.

The key benefit of incorporating capabilities in the process is a focus not only on ‘what’ is to be done (e.g. the task to be completed, service to be delivered or product to be developed) but also on ‘how’ it is achieved (the behaviours demonstrated in undertaking the work).

Strong workforce capabilities in areas such as self-management, relationships with others, planning and prioritising and good use of resources are essential to the success of any organisation. Clear, positive and inclusive workforce leadership is also vital. The capabilities are the ‘glue’ that binds the organisation together around a common purpose and joint understanding of ‘what good looks like’.

The following sections provide brief guidance on how to incorporate capabilities at key points in council performance management and development processes.

Councils incorporating capabilities into their performance management and development process must have regard to the following Award provisions:

- Clause 7 Salary System: sets out how employees progress through their salary ranges based on skills and performance
- Clause 9 Performance Evaluation and Reward: regulates the management of performance at the enterprise and individual/team levels, bonuses and additional performance payments
- Clause 32: requires that the Consultative Committee is consulted over Council’s performance management systems.

Developing a performance agreement
Selecting the capabilities
The content of the agreement is usually based on a position description (PD) and the current organisational strategic or operational plan (at council or organisational unit level). Taken together, these two documents set out the nature and level of work expected in the job and the priorities for the current period.

If the PD includes the capabilities for the position, these can be used in drawing up the performance agreement. If the PD does not yet include the capabilities for the position, the employee and manager will need to agree on the appropriate level for each capability, taking account of the nature and level of the role (for example, the Community and Customer Focus capability at Intermediate level might be appropriate for a Client Service Officer).
It is important to remember that the focus in the performance agreement is on the capabilities required for the position, not the employee’s existing or desired capabilities.

A guide to help in the alignment of appropriate capability levels for a position is provided at Template 1.

**Incorporating the capabilities in the agreement**

The performance agreement format is likely to vary across councils. However, it will typically include a list of tasks to be carried out and/or objectives to be achieved, usually related to broader organisational objectives. The tasks and objectives will often include some measures, for example expected timeframe.

The most effective way of incorporating capabilities into the agreement is to select the one or two that are most relevant to each task or objective and record them next to the task or objective. In this way, the agreement will show ‘what’ is to be done as well as ‘how’ it is to be done in a practical and realistic way. To be meaningful, the capabilities need to be related to what is actually done. If they are considered in isolation (for example, grouped in a separate section within the agreement template), they will be treated as theoretical concepts or motherhood statements and their value will be limited. This approach also ensures that the focus remains on evidence-based performance rather than on personalities.

**Example**

An employee is responsible for delivering the design and construction of a major project for a new library. Successful management of the project will draw on sound professional and technical skills and knowledge. It will also depend on strong capabilities in areas such as Community and Customer Focus and Plan and Prioritise.

Development of specific capabilities should also be incorporated in the Development section of the plan, alongside development of any necessary technical or professional skills.

The selection of capabilities to be developed is based on two considerations:

- A joint review of the employee’s performance against the expected capability levels for their role in the preceding review period (for example, there may be a need to demonstrate more attention to customer needs in order to meet expectations under the Community and Customer Focus capability); and

- A joint assessment of the higher-level capabilities needed to reach the employee’s career goals, along with any actions that will support their development.
Template 2 is an example of a performance agreement template demonstrating the suggested approach.

Discussing progress, achievements and development
Quality conversations about performance and development help create positive workplaces, where employees feel motivated, goal oriented and supported. Regular informal conversations should occur throughout the period covered by the agreement so that the formal review conducted at the end is a summary of observations and an opportunity to discuss future directions.

The informal and formal conversations should clearly and separately focus on both ‘what’ has been achieved (the tasks, services, products, etc.) and ‘how’ they were achieved (the capabilities).

Reflection on demonstration of council values and contribution to workplace culture should be an important component of all self-assessments and manager assessments.

Example
The performance review discussions about the design and construction of a major project for a new library will naturally focus on areas such as project milestones and budget. They should also focus on how well the project was planned (for example in anticipating risks), how well communications with the community and internal stakeholders have been managed, and how well engaged the team was with the project.

The behavioural indicators provided in the Framework for each level of capability can be used to guide manager and employee assessments and discussions. They provide examples of the kinds of behaviours expected to be demonstrated and observed when meeting the capability requirements.

The employee and manager should discuss how the employee’s capabilities have developed through working on key tasks, achieving career goals and undertaking professional development. By focusing on the employee’s skills and capability level, the employee and manager identify the employee’s strengths as well as areas for further improvement.
PART 3 – TEMPLATES
### ALIGNMENT OF CAPABILITY LEVEL TO POSITION GUIDE

<table>
<thead>
<tr>
<th>Position level</th>
<th>Foundational</th>
<th>Intermediate</th>
<th>Adept</th>
<th>Advanced</th>
<th>Highly Advanced</th>
<th>Focus Capabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>GM</td>
<td></td>
<td></td>
<td>3</td>
<td>17</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Director</td>
<td></td>
<td></td>
<td>1-5</td>
<td>8-15</td>
<td>2-6</td>
<td>6</td>
</tr>
<tr>
<td>Manager</td>
<td>0-1</td>
<td>0-1</td>
<td>6-9</td>
<td>1-5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Senior Professional Coordinator</td>
<td>0-2</td>
<td>4-9</td>
<td>5-11</td>
<td>0-2</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Professional Executive Administration</td>
<td>2-6</td>
<td>8-15</td>
<td>2-8</td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Team Leader/Supervisor</td>
<td>5-13</td>
<td>8-14</td>
<td>0-2</td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Administration Officer/Trades</td>
<td>5-13</td>
<td>8-14</td>
<td>0-2</td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Operational (Ranger/Childcare)</td>
<td>6-14</td>
<td>5-11</td>
<td></td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Operational (Labourer)</td>
<td>14-16</td>
<td>0-2</td>
<td></td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Trainee/Apprentice</td>
<td>0-16</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## TEMPLATE 2 – Performance Agreement Template

<table>
<thead>
<tr>
<th>EMPLOYEE</th>
<th>MANAGER</th>
<th>PERFORMANCE AGREEMENT PERIOD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Name</td>
<td>From</td>
</tr>
<tr>
<td>Position</td>
<td>Position</td>
<td>To</td>
</tr>
</tbody>
</table>

### A – OUTCOMES: SETTING OBJECTIVES AND THE KEY RELEVANT CAPABILITIES TO BE APPLIED

<table>
<thead>
<tr>
<th>Objective</th>
<th>Achievement</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>What needs to be achieved?</td>
<td></td>
<td>Overall: Achieved/Met some, but not all expectations/Not Achieved</td>
</tr>
<tr>
<td>How will this be measured?</td>
<td>Achieved/Partly Achieved/Not Achieved</td>
<td></td>
</tr>
<tr>
<td>What capabilities need to be applied?</td>
<td>Achieved/Partly Achieved/Not Achieved</td>
<td></td>
</tr>
</tbody>
</table>

1. Council or work group strategic or operational goal:
2. Council or work group strategic or operational goal:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall: Achieved/Met some, but not all expectations/Not Achieved</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measures</th>
<th>Capabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieved/Partly Achieved/Not Achieved</td>
<td></td>
</tr>
<tr>
<td>Achieved/Partly Achieved/Not Achieved</td>
<td></td>
</tr>
<tr>
<td>Achieved/Partly Achieved/Not Achieved</td>
<td></td>
</tr>
</tbody>
</table>

**B – DEVELOPMENT**

1. Technical/professional skills and knowledge

<table>
<thead>
<tr>
<th>Objective:</th>
</tr>
</thead>
</table>

| Actions: | Result: Actions were/were not completed |

2. Capabilities

<table>
<thead>
<tr>
<th>Objective:</th>
</tr>
</thead>
</table>

| Actions: | Result: Actions were/were not completed |
| Actions: | Result: Actions were/were not completed |
### EMPLOYEE MANAGER PERFORMANCE AGREEMENT PERIOD

<table>
<thead>
<tr>
<th>Name</th>
<th>Name</th>
<th>From</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position</td>
<td>Position</td>
<td>To</td>
</tr>
</tbody>
</table>

#### 3. Career Progression/Development

<table>
<thead>
<tr>
<th>Objective:</th>
<th>Actions:</th>
<th>Result: Actions were/were not completed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### TEMPLATES 3 – Performance Agreement Sample

**Performance Agreement – Sample**

<table>
<thead>
<tr>
<th>EMPLOYEE</th>
<th>MANAGER</th>
<th>PERFORMANCE AGREEMENT PERIOD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>J Smith</td>
<td>Name</td>
</tr>
<tr>
<td>Position</td>
<td>Manager, Development Services and Planning</td>
<td>Position</td>
</tr>
<tr>
<td></td>
<td></td>
<td>From</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To</td>
</tr>
</tbody>
</table>

#### A – OUTCOMES: SETTING OBJECTIVES AND THE KEY RELEVANT CAPABILITIES TO BE APPLIED

<table>
<thead>
<tr>
<th>Objective</th>
<th>Achievement</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>What needs to be achieved?</td>
<td>Overall: Achieved</td>
<td>The development application review system was designed and approved within the required timeframe.</td>
</tr>
<tr>
<td>How will this be measured?</td>
<td>The recommended approach was thoroughly tested with a large sample of applications, delivering consistent outcomes.</td>
<td></td>
</tr>
<tr>
<td>What capabilities need to be applied?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. **Council or work group strategic or operational goal:**
   *Development applications are assessed in a consistent and timely manner.*

<table>
<thead>
<tr>
<th>Objective</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a system for assessing development applications in a timely and consistent manner.</td>
<td>Overall: Achieved</td>
</tr>
<tr>
<td></td>
<td>The approach taken demonstrated a clear understanding of the brief and produced an innovative, highly effective approach, supported by all key stakeholders.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment system produces consistent outcomes.</td>
<td></td>
</tr>
<tr>
<td>A best practice development application assessment system is approved by November 2017</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capabilities</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Display resilience and adaptability (Adept)</td>
<td></td>
</tr>
</tbody>
</table>
### Work collaboratively (Advanced)

**Achieved**
- Facilitated collaboration across units and recognised outcomes resulting from effective collaboration between teams
- Delivered practical and effective opportunities to develop joint solutions with stakeholders across the region and sector

### Deliver results (Advanced)

**Achieved**
- Defined what success looked like in measurable terms
- Used own professional knowledge and the expertise of others to drive results

### 2. Council or work group strategic or operational goal:

*Implement strategic frameworks for planning and development services that reflect Council’s commitment to the community and stakeholder needs and the state of NSW*

<table>
<thead>
<tr>
<th>Objective</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Write Development Control Plans according to agreed council priorities</td>
<td>Overall: Met some, but not all expectations</td>
</tr>
</tbody>
</table>

**Measurement**

- Partly achieved
  - The stakeholder workshops were well facilitated and attended and the evaluation forms demonstrated positive feedback. However, a stakeholder analysis should have been conducted to identify all parties to be consulted and a workshop agenda and key issues to be explored in the workshops should have been drafted and approved prior to conducting the consultation.

**Suggestions for future development**
- Develop a project plan and communication plan prior to commencing the development of control plans.
- Obtain approval for the project and communication plans prior to commencing the project

- Achieved
  - The Development Control Plan complements the Local Environmental Plan and provides additional information that should be taken into account when preparing a Development Application

- Achieved
  - The Development Control Plan was submitted on time.

**Coastal Management Development Control Plan is consistent with the Local Environmental Plan**

**Coastal Management Development Control Plan approved by December 2017**
### Act with integrity (Highly advanced)
Achieved.
Consistently acted in the public interest and was prepared to take ownership for difficult decisions
Created a climate in which people felt supported to take responsibility for outcomes

### Community and customer focus (Advanced)
Partly Achieved
Behaviours that would have supported better performance include making improvements to management systems, processes and practices to improve service delivery including, liaising with the manager regarding ideas for the consultation process and checking to see if there were any strategies or processes that may have been overlooked or that may not be appropriate for specific stakeholders.

### Think and solve problems (Advanced)
Achieved.
Was able to draw on wide-ranging interests and experiences when facing new challenges and thought broadly about the root of problems before focusing in on the problem definition and solutions

---

### A – OUTCOMES: SETTING OBJECTIVES AND THE KEY RELEVANT CAPABILITIES TO BE APPLIED

<table>
<thead>
<tr>
<th>Objective</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>What needs to be achieved?</td>
<td>What were the results?</td>
</tr>
</tbody>
</table>

#### 3 People management

<table>
<thead>
<tr>
<th>Objective</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide clear direction to and facilitate action from staff to ensure agreed plans are actioned, with a focus on the achievement of goals within the XY Directorate</td>
<td>Overall: Achieved.</td>
</tr>
<tr>
<td>Measurement</td>
<td></td>
</tr>
<tr>
<td>Staff have performance management plans in place</td>
<td>Achieved. Each staff member has a performance plan and their roles are clearly articulated.</td>
</tr>
<tr>
<td>Employee satisfaction survey results</td>
<td>Achieved. The employee satisfaction surveys demonstrate clear direction and leadership.</td>
</tr>
</tbody>
</table>
The productivity of the Unit also demonstrates the clear direction and facilitation of action from staff.

### Capabilities

#### Manage and develop people (Advanced)
Achieved.
- Is aware of the individual strengths, weaknesses, goals and concerns of members of the team
- Fostered high performance through effective conversations and feedback and by providing stretch opportunities
- Coached and mentored staff to foster professional development and continuous learning

#### Inspire direction and purpose (Adept)
Achieved.
- Demonstrated passion, enthusiasm and personal dedication to the organisation’s vision
- 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

#### Deliver results (Advanced)
Achieved.
- Developed team/project plans that made the best use of the skills and strengths of people in the team
- Planned and monitored resource allocation against unit/project plans

### 4 Budget management

#### Objective
Manage a budget of $250k per annum

#### Result
Overall: Met some, but not all expectations

#### Measurement

<table>
<thead>
<tr>
<th>Objective</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget build shows expenditure planned for FY</td>
<td>Achieved&lt;br&gt;The budget was built in time for it to be loaded into Council’s corporate finance system and demonstrated the planned expenditure for the FY.</td>
</tr>
<tr>
<td>Implementation of budget monitoring procedures</td>
<td>Met some, but not all expectations. &lt;br&gt;The budget was monitored but not in a consistent manner. Monthly reports to demonstrate the budget position were not regularly produced and the reports also varied in their consistency of format and detail. The budget was also slightly overspent. However, it was within 5% of forecast.</td>
</tr>
</tbody>
</table>

#### Suggestion for future development
- Complete the Council’s half-day budget management course. This course focuses on monitoring and reporting of budgets.
### Capabilities

| Finance (Advanced) | Partly Achieved.  
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Better performance would have been achieved had specialist financial advice been sought from the Finance team</td>
</tr>
</tbody>
</table>

### B – DEVELOPMENT

1. **Technical/professional skills and knowledge**

   **Objective:** To have the knowledge and skills to ensure compliance with all relevant legislation, including council’s policies and guidelines in order to lead the delivery of Council X’s development assessment and advisory services.

   **Actions:**
   - Participate in continuing professional development
   - Undertake training in legislative and statutory changes

   **Result:** Actions were completed
   - Continuing professional development activities were undertaken which addressed the objective
   - Training was completed in legislative and statutory changes.

2. **Capabilities**

   **Objective:** To develop an awareness of what is a reasonable standard for others when delivering results.

   **Actions:**
   - When setting expectations of staff, develop the goals with the staff member, tell them why they are important and articulate the support and resources you will provide to assist them to meet those goals. Provide feedback on how they performed when they finish.

   **Result:** Actions were completed.
   - Staff signed off on the key steps of setting expectations (development of goals; importance of the work; support and resources that will be provided)
   - Examples of the types of feedback were provided to the officer’s manager to demonstrate completion of the action.
### Objective: To develop skills in facilitating collaboration across units

**Actions:**
- Enrol in the Council’s courses on:
  - Engaging in purposeful conversations;
  - Creatively resolving conflicts; and
- Enrol in a project management course that can be provided

**Result:** Actions were completed.
- Council courses: Engaging in purposeful conversations and Creatively resolving conflicts were completed
- Enrolled in external project management course and completion is expected in June 2018.

### 3. Career Progression/Development

**Objective:** To continue to develop skills and capabilities that will assist with future applications for higher level roles

**Actions:**
- Identify the skills and capabilities required by promotional roles.
- Meet with current incumbents of roles that are desirable and discuss how they have progressed in their careers.
- Seek out a mentor who can provide advice about the capabilities, skills and experience required and how to attain.

**Result:** Actions were completed
- A senior position holder has agreed to be a mentor
- Obtained relevant position descriptions and reviewed.
- Identify areas necessary for development and experience.
- Engaged with mentor regularly and undertaken several development opportunities in higher-level positions.
For further information:

T: 02 9242 4142
E: member.services@lgnsw.org.au