

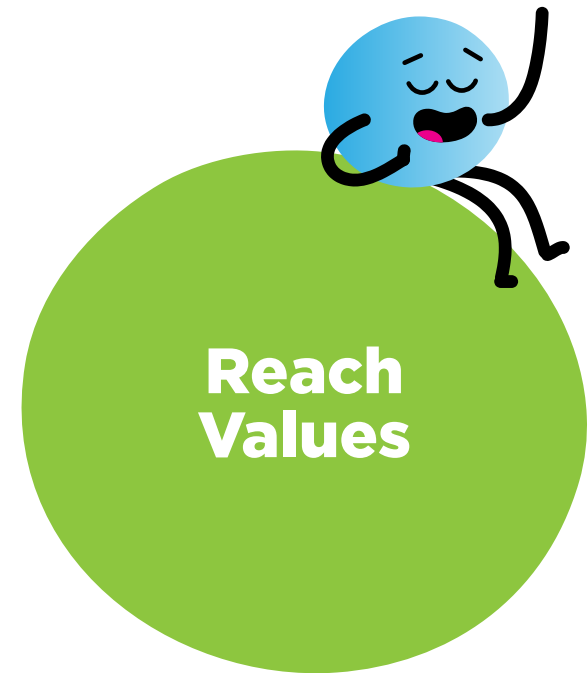


Council's Core Capability Framework

Building organisational capability through our people

Building organisational capability through our people

Where does it fit?



Core Organisational Capabilities

- > Core organisational capabilities
- > Relationship management
- > Planning and organising
- > People development
- > Future-focused orientation
- > Outcome orientation
- > Service focus
- > Self-management
- > Safety, health and wellbeing

Position specific skills

- > Technical skills
- > Qualifications
- > Knowledge and expertise individual to each job

Reach Values

- > Respectful
- > Engaged
- > Accountable
- > Creative
- > Honest

Workplace Culture



Understanding the jargon



Workplace culture

- > collective values, expectations and practices that guide and inform actions of all team members



Core organisational capabilities

- > behaviours, skills, knowledge our organisation and people need to succeed
- > personal qualities, professional abilities need to effectively do our jobs
- > the 'how' job tasks are performed



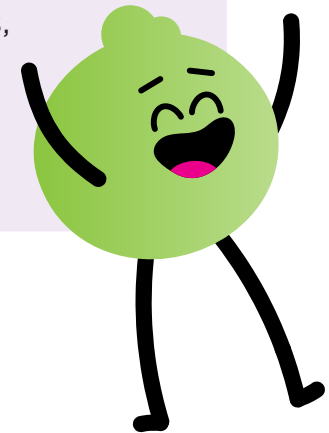
Reach values

- > define who we are and how we interact with others
- > extension of corporate values
- > how we each should aim to operate regardless of role



Position specific skills

- > work, technical skills, qualifications, knowledge, expertise specific to each role



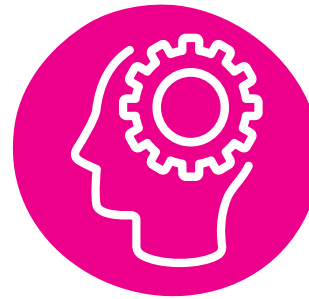
The value proposition



Behaviours, skills, knowledge needed to succeed and deliver the Council Plan



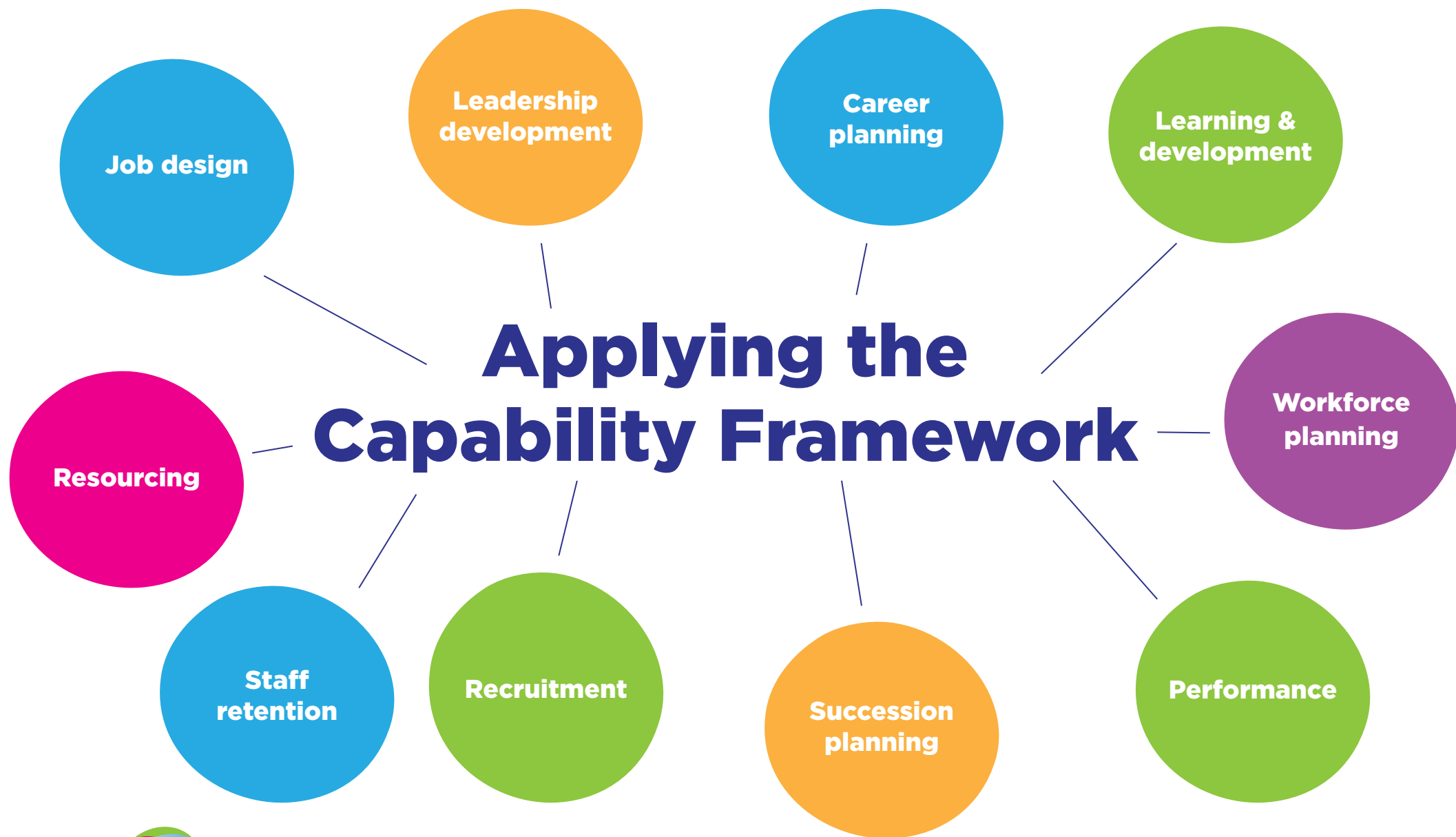
Underpins and informs Organisational Development activities



Helps build an agile, responsive workforce well equipped to deliver services

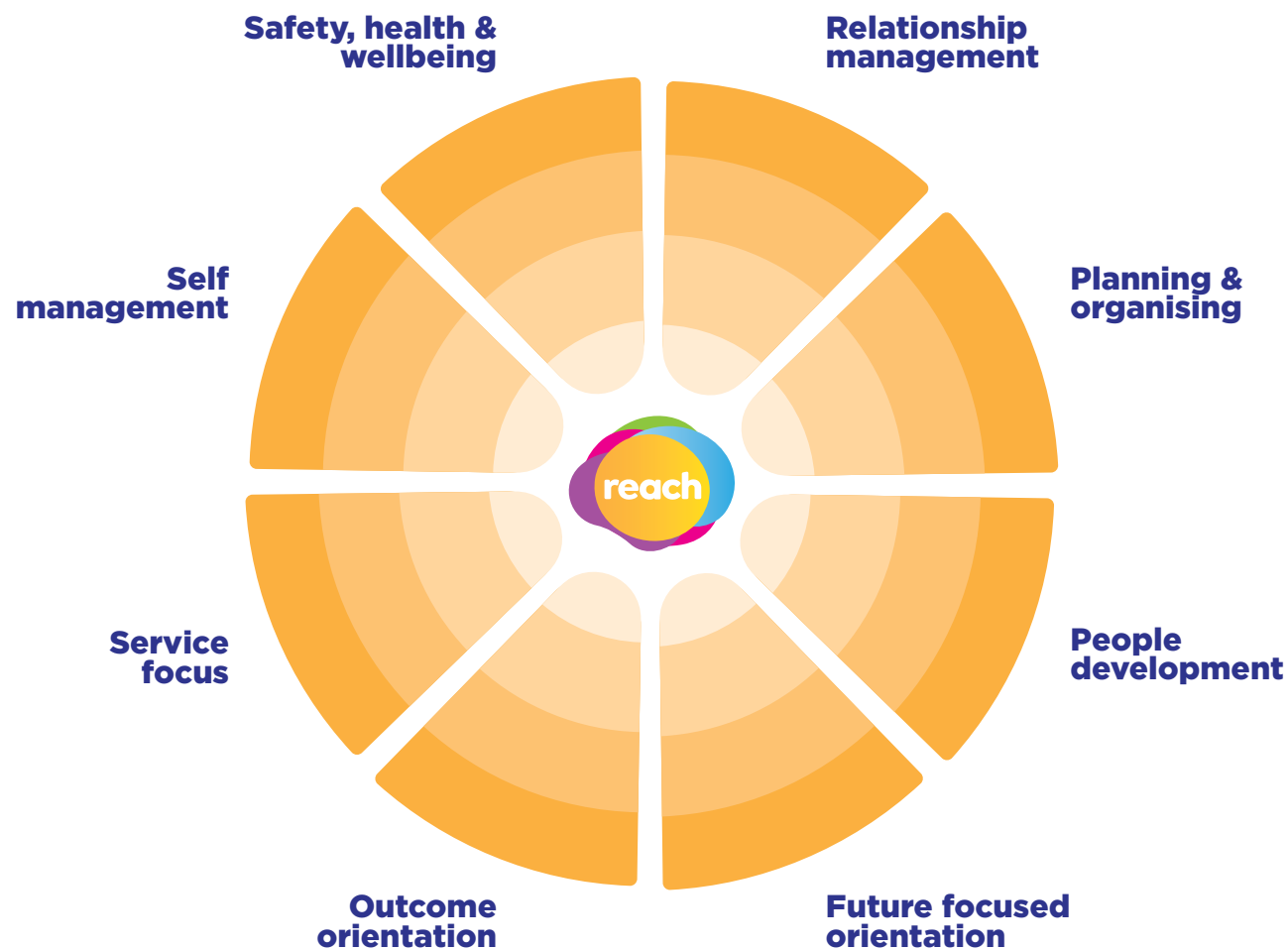


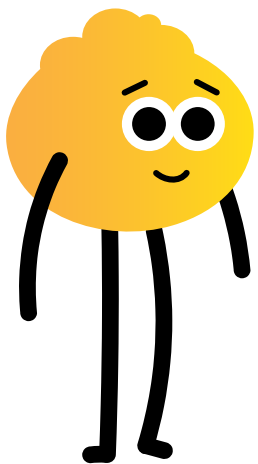
Establishes a common language for effective, consistent communication about capability



8 capabilities

4 levels





Advanced

- > applies the capability intuitively to deal with complex organisational issues
- > is seen as a key resource in the organisation and coaches and mentors others in the application of the capability

Fully proficient

- > can apply the capability independently in a range of situations including in unpredictable and changing environments
- > understands how some policies and procedures can be adapted so the capability can be fully demonstrated

Developing

- > can apply the capability to own work with limited guidance and support and within standard working policies and procedures
- > demonstrates an understanding of how the capability can enhance their work and that of immediate team members

Starting out

- > demonstrates an understanding of the key principles on which this capability is based
- > often requires assistance and support in applying the capability to their own role even in stable and predictable situations



Core capabilities definitions

Relationship Management

Develops and maintains strong and enduring relationships with colleagues and/or external stakeholders which are built on mutual respect and commitment. Ensures that all people are treated with dignity and respect regardless of gender, ethnicity, religion or sexual orientation.

People Development

Demonstrates a deep commitment to ongoing learning and development as fundamental to the organisation's sustained success and to the realization of the potential of its people.

Outcome Orientation

Focuses on generating results for clients and the organisation. Demonstrates a strong commitment to a high performance culture by constantly striving for high quality customer service outcomes and accepting responsibility for outcomes within their control.

Self-management

Demonstrates self-awareness through understanding own responses to a range of situations as well as understanding the impact their behaviour has on others.

Planning and Organising

Thinks from a wholistic perspective and sees the patterns in the complex relationships that exist between the different parts of the organisation. Uses these insights to ensure that the organisations human, physical and financial resources are effectively used in the achievement of the organisation's, team's or the role's agreed priorities.

Future Focused Orientation

Is keenly aware of the social, political, economic and technological trends that impact the global and local environments and ensures these are factored into the work of individuals, teams or the organisation to deliver on the needs and expectations of the Council and the community it serves.

Service Focus

Ensures there is a focus on delivering work priorities to agreed quality and timeliness standards.

Safety, Health and Wellbeing

Ensures that the safety, health and wellbeing of employees, contractors, service users and councillors is at the heart of organisation's culture and the way work is organised and services delivered.



Relationship Management

Develops and maintains strong and enduring relationships with colleagues and/or external stakeholders which are built on mutual respect and commitment. Ensures that all people are treated with dignity and respect regardless of gender, ethnicity, religion or sexual orientation.



Executives

- > Builds an inclusive and respectful work place that values the contribution and different perspectives of all stakeholders
- > Builds strong and trusting relationships with Councillors and members of the local community
- > Is active in the local government sector and has good relationships with State and Federal Governments that bring benefits to Greater Dandenong
- > Always presents a positive image of the Council and its work
- > Builds a strong and effective leadership team that is responsive to issues raised by Councillors and members of the community



Managers

- > Respects the diverse range of world-views, opinions and perspectives that people bring to the organisation
- > Builds strong and trusting relationships with team members and across the organisation
- > Seeks to achieve outcomes that are beneficial to all stakeholders
- > Demonstrates high levels of integrity and teamwork in all relationships



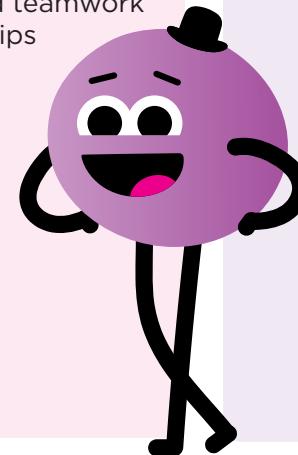
People Leaders

- > Ensures a wide range of views and opinions are encouraged and valued
- > Builds strong and trusting relationships with team members and across the directorate
- > Seeks to achieve outcomes that are beneficial to all stakeholders
- > Demonstrates high levels of integrity and teamwork in all relationships



Team Members

- > Demonstrates respect for the wide range of views and perspectives that are expressed in their teams
- > Contributes effectively to team meetings
- > Demonstrates commitment to team decisions
- > Demonstrates respect for other team members



Planning and Organising

Thinks from a wholistic perspective and sees the patterns in the complex relationships that exist between the different parts of the organisation. Uses these insights to ensure that the organisations human, physical and financial resources are effectively used in the achievement of the organisation's, team's or the role's agreed priorities



Executives

- > Acts from a wholistic perspective in thinking about and planning for the work of the organisation
- > Ensures the organisation or directorate has the right resources to ensure the achievement of directorate objectives and the delivery of agreed programs
- > Monitors performance and takes corrective action as required
- > Ensures there are policies and systems in place to identify and manage risks



Managers

- > Can explain the inter-connectedness between the work of the business unit, the directorate's work priorities and the direction and goals of the organisation as embodied in key planning documents
- > Allocates resources to projects and programs to ensure organisational objectives are met
- > Sets work priorities, monitors progress and intervenes as required to ensure deliverables meet quality and timeliness standards
- > Ensures work undertaken complies with legislative and regulatory requirements



People Leaders

- > Ensures that team members are able to see the connections between the work of the team and the broader organisational context
- > Actively engages team members in the development of realistic plans to deliver work unit priorities
- > Allocates work unit resources to achieve desired results
- > Takes corrective action as required when concerns have been identified



Team Members

- > Is able to explain the relationship between own work activities and the goals and objectives of the team
- > Prioritises work based on the needs of the team
- > Shares relevant information as and when appropriate
- > Consistently does her/his share of the work

People Development

Demonstrates a deep commitment to ongoing learning and development as fundamental to the organisation's sustained success and to the realization of the potential of its people.



Executives

- > Emphasises the critical importance of ongoing personal and professional development in building a sustainable, adaptive organisation
- > Acts as a coach and mentor to others in the Council
- > Is active in developing the skills of Councillors and community groups so they can effectively contribute to the development of Council policies and programs
- > Promotes a culture where people are challenged to grow professionally and personally



Managers

- > Encourages people to undertake ongoing professional and personal development
- > Uses reflection as a key tool for ongoing development and organisational improvement
- > Involves the team in diagnosing problems and developing solution
- > Encourages team members to constantly develop their capabilities
- > Assigns tasks that are appropriate to people's skills and talents and that create opportunities for growth and development



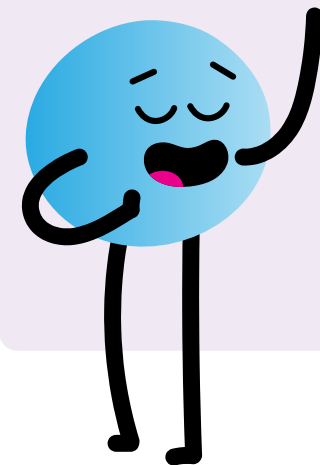
People Leaders

- > Encourages people to undertake ongoing professional and personal development
- > Uses reflection as a key tool for ongoing development and organisational improvement
- > Uses transformational leadership practices to engage and grow the capabilities of team members
- > Regularly gives and receives constructive feedback
- > Communicates with staff in a positive and proactive manner



Team Members

- > Is active in identifying opportunities for ongoing growth and development
- > Seeks feedback with a view to personal and professional development
- > Looks for opportunities to grow skills and knowledge
- > Is proactive in managing own career development



Future Focused Orientation

Is keenly aware of the social, political, economic and technological trends that impact the global and local environments and ensures these are factored into the work of individuals, team or the organisation to deliver on the needs and expectations of the Council and the community it serves



Executives

- > Constantly monitors the broader environment to identify trends that will impact the work of the Council
- > Works effectively with Councillors to develop a shared vision and plans for the future of the City of Greater Dandenong
- > Communicates the vision and plans to Council staff and others to give purpose and focus to their work
- > The vision and Council Plan are translated into annual plans that achieve Council goals and priorities



Managers

- > Anticipates changes in the strategic and operational environments and ensures these are built into the work unit's plans and operations
- > Understands and applies the principles of change management including the application of a change plan and key messages
- > Recognises the dual role of managers as recipients and implementers of change and takes appropriate action



People Leaders

- > Monitors the broader environment to understand the impact of emerging trends on the work of the team
- > Identifies changes to systems and processes that will lead to the effective implementation of organisational change initiatives
- > Encourages others to recognize and value the inevitability of change in organisations
- > Assists the team to adapt to a constantly changing environment by communicating change information honestly, empathetically and in a timely manner



Team Members

- > Incorporates key issues impacting the broader environment into the way they undertake their work
- > Responds flexibly to change
- > Shows resilience in times of change
- > Seeks support during times of uncertainty



Outcome Orientation

Demonstrates a strong commitment to a high performance culture by constantly striving for high quality customer service outcomes and accepting responsibility for outcomes within their control.



Executives

- > Builds an organisational culture that is focused on continuous improvement
- > Ensures the organisational culture encourages and acknowledges creative problem-solving
- > Ensures that the organisation or directorate has the right systems, policies processes in place so that it can deliver high quality services
- > Monitors performance to ensure high quality outcomes are met



Managers

- > Encourages creativity in the way people approach problem-solving
- > Sets priorities and challenging goals with a view to meeting organisational and departmental priorities
- > Identifies potential barriers to success and deals with them so that goals can be met
- > Holds people accountable for their results



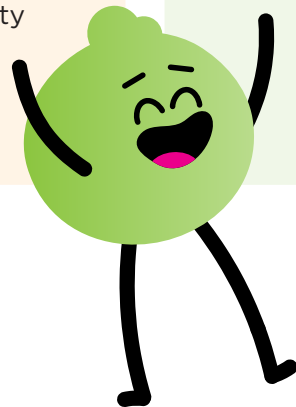
People Leaders

- > Creates opportunities for people to come together to creatively address issues facing the team and the clients they serve
- > Sets short-term goals with the team for the team to achieve agreed objectives
- > Tracks progress against job expectations and makes adjustments as required
- > Sets challenging goals that will deliver superior results



Team Members

- > Demonstrates a willingness to take informed risks in solving client issues
- > Ensures tasks are consistently completed to the required standard
- > Responds promptly and appropriately to requests for service
- > Consistently follows established practices and procedures



Service Focus

Ensures there is a focus on delivering work priorities to agreed quality and timeliness standards.



Executives

- > Identifies future community and business needs so that Council can plan effectively for the long term
- > Consults with users of Council services and ensures their opinions are considered in the development of Council plans
- > Recognises the cultural and personal diversity of the users of Council services and makes sure these are considered in delivering services



Managers

- > Responds to the specific needs of clients/customers by setting priorities and allocating resources to meet these needs
- > Addresses clients/customers' concerns promptly and professionally
- > Acts on clients/customers' feedback to improve service quality
- > Ensures clients/customers' needs form the basis for planning and resource allocation



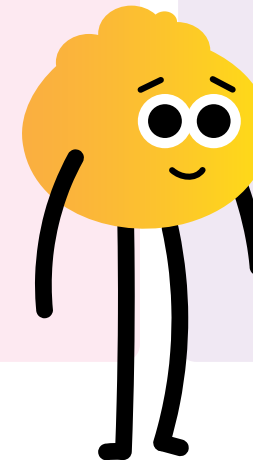
People Leaders

- > Demonstrates commitment to quality client/customer service
- > Maintains regular customer communication to ensure mutual expectations are clear
- > Responds appropriately to client/customer requests and/or complaints



Team Members

- > Is friendly and responsive to clients/customers
- > Strives to deliver quality client/customer outcomes
- > Deals with client/customer issues with concern and sense of importance



Self-Management

Demonstrates self-awareness through understanding own responses to a range of situations as well as understanding the impact their behaviour has on others.



Executives

- > Accepts personal responsibility for outcomes within their control
- > Demonstrates the ability to regulate and adapt behaviour according to the circumstances and the audience
- > Seeks out feedback with the purpose of reflecting on work performance with a view to self-improvement
- > Models Greater Dandenong's ethical and organisational standards
- > Acts decisively during times of ambiguity and pressure



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Safety, Health and Wellbeing

Ensures that the safety, health and wellbeing of employees, contractors, service users and councillors is at the heart of organisation's culture and the way work is organised and services delivered.



Executives

- > Actively and visibly leads Council's efforts to achieve its strategic objectives for safety, health and wellbeing
- > Sets and monitors performance indicators for to ensure continuous improvement of safety, health and wellbeing practices
- > Acts as a role model for proactive and transformational safety, health and well being practices



Managers

- > Aligns departmental business plans with Council's vision and objectives for employee safety, health and wellbeing
- > Allocates adequate resources to achieve safety, health and wellbeing initiatives and objectives
- > Monitors departmental performance indicators for the continuous improvement of safety, health and wellbeing practices and culture



People Leaders

- > Aligns team/unit work plans with Council's vision and objectives for employee safety, health and wellbeing
- > Allocates adequate resources to achieve safety, health and wellbeing initiatives and objectives
- > Monitors departmental performance indicators for the continuous improvement of safety, health and wellbeing practices and culture



Team Members

- > Actively participates in discussions and activities aimed at improving safety, health and wellbeing
- > Takes responsibility for the personal safety, health and wellbeing of self and immediate others
- > Supports and encourages colleagues to actively participate in safety, health and wellbeing initiatives

