

Applying Council's Capability Framework

Discussion prompts - People Development

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



People Leaders

- In what ways do you encourage people to undertake professional and personal development?
- How do you use reflection as a tool for development and organisational improvement?
- What leadership practices have you used to engage and grow the capabilities of your team members?
- How have you demonstrated your capacity to give and receive feedback?
- What evidence can you provide to demonstrate your capacity to communicate with staff in a positive and pro-active manner?



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Fully proficient

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- > 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
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Discussion prompts - 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 Leaders

- How do you ensure a range of views and opinions are encouraged and valued within your team?
- How have you built strong and trusting relationships with your team members and across the broader directorate?
- How do you ensure your outcomes are beneficial to all stakeholders?
- What are the indicators that your team operates with integrity across all relationships?



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Discussion prompts - 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.



People Leaders

- What strategies do you have in place to ensure team members are able to see the connections between the work of the team and the broader organisation?
- How do you actively engage team members in the development of work plans and priorities?
- What tools do you use to measure work unit resources and to ensure they achieve desired results?
- How do you ensure corrective addresses concerns identified?



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Discussion prompts - Service Focus

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



People Leaders

- What evidence can you share to demonstrate your commitment to quality client/customer service?
- How do you maintain regular communication with your customers to ensure mutual expectations are clear?
- What do you do to ensure responses to client/customer requests or complaints are responded to appropriately?



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Discussion prompts - Safety, Health and Wellbeing

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



People Leaders

- In what ways have you aligned your teams' work plans with Council's vision and objectives for employee safety, health and wellbeing?
- How do you ensure adequate resources are allocated to achieve safety, health and wellbeing initiatives and objectives?
- How have you monitored performance indicators to ensure continuous improvement of safety, health and wellbeing practices and culture?



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Discussion prompts - 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.



People Leaders

- In what ways have you encouraged others to recognise and value the inevitability of change at Council?
- How have you assisted the team to adapt to a constantly changing environment (for example communicating change information honestly, empathetically and in a timely manner)?
- Have you identified any changes to systems or processes that led to effective organisational change initiatives?
- How have you kept aware of emerging trends in the work of the team, particularly by monitoring the broader environment?



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Discussion prompts - 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.



People Leaders

- When have you accepted personal responsibility for outcomes that were within your control?
- What evidence can you share to demonstrate that you regulate and adapt your behaviour according to the circumstances and audience?
- How do you seek feedback from others for the purposes of reflecting on your own work performance, with a view to self-improvement?
- What do you do that demonstrates you model Greater Dandenong's ethical and organisational standards?
- In situations of ambiguity and pressure, how do you ensure you continue to act decisively?



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Discussion prompts - 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.



People Leaders

- How can you demonstrate that you create opportunities for people to come together and creatively address issues facing the team and their clients (customers)?
- What have you done to set short-term goals with the team so the team can achieve agreed objectives?
- What tools do you use to track progress against job expectations and make adjustments as required?



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