CITY OF PALMERSTON

Capability Framework

Contents

Introduction

The City of Palmerston Capability Framework describes the capabilities and associated behaviours that are expected of Council employees at every level. The capabilities help to define strengths that will enable individual success in the workplace across five levels at City of Palmerston. These capabilities relate to generic knowledge, skills, abilities, and behaviours required by employees to perform their role effectively.

The framework provides a foundation for a range of workforce management and development activities – role design and position descriptions, performance achievement, learning and development, talent management and succession planning.

The framework provides a shared language to describe key knowledge, skills, and abilities needed to perform work across Council. The capabilities relate to 'how' we perform our roles here at Council, which will complement 'what' we do in terms of delivering our day-to day duties.

The Capability Framework supports the Code of Conduct, Customer Service Charter and Community Plan to provide consistent capabilities required across all roles, so that managers and employees have a clear, common understanding of role expectations and to provide a starting point for capability assessment and development planning. The framework will assist in the identification of targeted development activities (formal and informal) that will support career development and planning.

The Capability Framework will be used alongside Position Descriptions. The Position Description will outline the position specific requirements at the identified level (what we do), while the Capability Framework will describe behavioural capabilities required for employees of these levels (how we do it). To be fully effective in a role, employees need to be able to perform both the what and the how.

The Capabilities

The Capability Framework describes seven Capabilities that align with organisational Classification Levels identified in the Enterprise Agreement. The Framework also applies to Managers and Directors.

Customer and Stakeholder Relationships
Provide customer centric services in line with organisational objectives. Build relationships with stakeholders for effective service delivery. Deliver the Customer Charter.

Teams and Collaboration
Participate and collaborate with others and value their contribution. Leverage the capability and contributions of others for high performance.

Business Operations and Context
Understand and operate effectively within Council and Local Government environments. Demonstrate commercial and political awareness.

Continuous Improvement, Innovation and Change
Encourage new ideas, and innovation, strive to improve. Adapt and adjust to changing work tasks, priorities, and business operations.

Deliver and Drive Results
Achieve results by displaying accountability and a commitment to quality outcomes. Communicate business direction and individual goals.

Manage Resources
Engage and motive self and others to achieve business outcomes. Provide operational direction and effective use of human, financial and other resources.

Leadership
Manage self, show drive and motivation and a commitment to learning. At the higher levels, communicate vision, goals, and priorities for organisational success, and role model personal effectiveness.

Each capability group becomes more complex through the Capability Profiles in line with the increase in accountability, responsibility and strategic focus required at each level. In general, it is expected that capabilities of the lower levels will be demonstrated in the higher levels.

Use of the Capability Framework will:

– support individuals and managers to identify and address learning and development needs
– provide a common language for "what good looks like" for employees at City of Palmerston
– assist in the achievement of high-quality outcomes across Council
– support managers to describe clear performance expectations
– support self-reflection and personal career planning for individuals
– assist in conducting meaningful performance achievement discussions
– assist City of Palmerston and its employees to operate in a consistent manner to achieve strong business outcomes in a high performing way.

The Capability Profiles

City of Palmerston has selected a suite of capabilities designed to bring our Customer Charter and Community Plan to life within Council to support employee effectiveness over five stages of career progression.

ENTERPRISE AGREEMENT LEVELS 1 TO 4	Covers entry level for operational employees with minimal experience and qualifications to the entry level of technical and trade employees at the 1 to 4 levels.
ENTERPRISE AGREEMENT LEVELS 5 TO 6	Covers technical, administrative and trades employees at the 5 and 6 levels.
ENTERPRISE AGREEMENT LEVELS 7 TO 8	Covers specialist technical, graduate professional, project management and team lead roles at the 7 and 8 levels.
SENIOR LEADERS	Covers department leaders at the Senior Leader level. Roles are members of the Senior Leadership Team.
EXECUTIVE LEADERS	Covers Directors at the Executive Leader level. Roles are members of the Executive Leadership Team.

This means that across all five stages of employment, employees will have seven sets of capabilities assigned to them for their current role.

The Competencies

CAPABILITY PROFILE
Enterprise Agreement Levels 1 to 4

QUALIFICATIONS
Trade qualification, Certificate III or IV in relevant discipline

	Generic descriptor	Competencies
Customer and stakeholder relationships	Provide customer centric services in line with organisational objectives. Build relationships with stakeholders for effective service delivery. Deliver the Customer Charter.	– Displays customer orientation with a view to enhancing customer experience – Takes responsibility for delivering services which meet customer requirements – Keeps customers informed of progress – Builds effective relationships with customers and colleagues
Teams and collaboration	Participate and collaborate with others and value their contribution. Leverage the capability and contributions of others for high performance.	– Contributes to team outcomes – Participates effectively in team discussions and activities – Works co-operatively within own team and builds constructive relationships – Supports team members in achieving goals, especially during busy or difficult working periods
Business operations and context	Understand and operate effectively within Council and Local Government environments. Demonstrate commercial and political awareness.	– Understands local government operations and context including Code of Conduct, Delegations, decision making processes – Follows safe work practices and takes reasonable care of own and others health and safety
Continuous improvement, innovation and change	Encourage new ideas and innovation, strive to improve. Adapt and adjust to changing work tasks, priorities, and business operations.	– Shows openness to new information and approaches – Suggests improvements to work tasks – Shares ideas about ways to improve work tasks and solve problems – Is adaptable and flexible to changing needs of the team/work tasks
Deliver and drive results	Achieve results by displaying accountability and a commitment to quality outcomes. Communicate business direction and individual goals.	– Manages work priorities – Seeks clarification when unsure of work tasks – Completes own job activities in a timely manner – Meets individual outcomes – Recognises how own work contributes to the team objectives and community outcomes
Manage resources	Engage and motivate self and others to achieve business outcomes. Provide operational direction and effective use of human, financial and other resources.	– Knows own limitations and strengths and actively seeks feedback from a range of sources – Looks for opportunities to learn and develop new skills – Listens to, considers, and acknowledges differing ideas
Leadership	Manage self, demonstrate drive and motivation and a commitment to learning. At the higher levels, communicate vision, goals, and priorities for organisational success, and role model personal effectiveness.	– Takes individual accountability and responsibility for own actions and behaviour – Recognises how their feelings affect them and their job performance – Motivated and enthusiastic – Discusses issues and receives feedback in a constructive manner

CAPABILITY PROFILE
Enterprise Agreement Levels 5 to 6

QUALIFICATIONS
Diploma level qualification in area of professional expertise;
Professional development in Team Leadership

	Generic descriptor	Competencies
Customer and stakeholder relationships	Provide customer centric services in line with organisational objectives. Build relationships with stakeholders for effective service delivery. Deliver the Customer Charter.	– Delivers to customer requirements and service standards – Demonstrates a thorough knowledge of the services provided and relays this to customers – Identifies and responds quickly to customer needs – Resolves complex customer issues and needs – Cooperates across work areas to improve outcomes for customers
Teams and collaboration	Participate and collaborate with others and value their contribution. Leverage the capability and contributions of others for high performance.	– Provides support for team members – Shows tolerance and consideration of others, embracing diversity – Provides regular and constructive feedback to others – Shares information and learning across teams
Business operations and context	Understand and operate effectively within Council and Local Government environments. Demonstrate commercial and political awareness.	– Follows and understands appropriate procedures and protocols – Understands delegations and works within authority levels – Understands how own work contributes to Community Plan objectives – Follows safe work practices and is vigilant about application by self and others
Continuous improvement, innovation and change	Encourage new ideas and innovation, strive to improve. Adapt and adjust to changing work tasks, priorities, and business operations.	– Evaluates practices and processes and identifies opportunities for improvement – Develops solutions to recurring problems – Demonstrates flexibility and copes effectively with day-to-day work changes, shifting priorities and periods of uncertainty – Shares information with others and encourages cooperation in coping with change
Deliver and drive results	Achieve results by displaying accountability and a commitment to quality outcomes. Communicate business direction and individual goals.	– Focuses on delivery of results and quality outcomes – Takes the initiative to progress and deliver own and team's work – Appropriately adjusts work priorities to meet competing requirements – Takes responsibility for delivering on intended outcomes
Manage resources	Engage and motivate self and others to achieve business outcomes. Provide operational direction and effective use of human, financial and other resources.	– Plans and coordinates work activities for others – Is aware of the levels of individual motivation and engagement and acts to address any issues that arise – Makes effective use of individual and team capabilities – Acknowledges effective performance
Leadership	Manage self, demonstrate drive and motivation and a commitment to learning. At the higher levels, communicate vision, goals, and priorities for organisational success, and role model personal effectiveness.	– Follows through on commitments – Is aware of their own operating style and impact on others – Accepts and incorporates feedback from others into actions for improvement – Demonstrates willingness to learn new approaches and capabilities – Motivated to achieve goals – Demonstrates resilience

CAPABILITY PROFILE

Enterprise Agreement Levels 7 to 8

QUALIFICATIONS

Degree qualification; leadership or management training or qualification

	Generic descriptor	Competencies
Customer and stakeholder relationships	Provide customer centric services in line with organisational objectives. Build relationships with stakeholders for effective service delivery. Deliver the Customer Charter.	– Takes responsibility for delivering high quality customer focused services – Leads customer service delivery within team and promotes Customer Charter – Identifies and implements ways to improve customer experience – Connects and collaborates with relevant internal and external stakeholders
Teams and collaboration	Participate and collaborate with others and value their contribution. Leverage the capability and contributions of others for high performance.	– Develops and coaches team members – Creates team spirit within a group by promoting wins, successes and encouraging openness – Holds regular team meetings to share information and provide feedback and build effective teams – Provides a supportive environment based on trust, respect, commitment, equity and fairness
Business operations and context	Understand and operate effectively within Council and Local Government environments. Demonstrate commercial and political awareness.	– Understands and applies legislation and delegations as applicable to role – Provides input to and communicates Council Vision and operational goals – Builds relationships across Council to support work activities and operations – Identifies and implements safe working practices and ensures the health and safety of others – Demonstrates commercial awareness
Continuous improvement, innovation and change	Encourage new ideas and innovation, strive to improve. Adapt and adjust to changing work tasks, priorities, and business operations.	– Encourages and supports team to develop effective and efficient ways to utilise resources and work effectively – Explores new ideas with a growth mindset – Accurately informs team of change initiatives and their objectives – Visibly supports and works towards the implementation of change and improvement initiatives – Demonstrates willingness to experiment and do things differently
Deliver and drive results	Achieve results by displaying accountability and a commitment to quality outcomes. Communicate business direction and individual goals.	– Commits to the delivery of key business outcomes and perseveres to ensure the results are delivered – Ensures others understand that on time and on budget results are required and how overall success is defined – Takes accountability for the performance of the team – Effectively communicates business results to the team on a regular basis
Manage resources	Engage and motivate self and others to achieve business outcomes. Provide operational direction and effective use of human, financial and other resources.	– Identifies the workload limits of the team, negotiates deadlines and clarifies priorities – Provides clear direction and accountabilities followed up with regular constructive feedback – Drives motivation and engagement levels of the team – Recognises performance issues that need to be addressed and works towards resolution – Delegates effectively
Leadership	Manage self, demonstrate drive and motivation and a commitment to learning. At the higher levels, communicate vision, goals, and priorities for organisational success, and role model personal effectiveness.	– Follows through on commitments and ensures others do the same – Demonstrates self-awareness and insight of own behaviours and their impact on others – Seeks feedback from others and accepts and incorporates feedback – Demonstrates interest in self-improvement and is proactive in seeking opportunities for growth – Is confident in own judgement

CAPABILITY PROFILE
Senior Leaders

QUALIFICATIONS
Post Graduate qualification; Leadership/Management Development
Program or Course; Member of professional association

	Generic descriptor	Competencies
Customer and stakeholder relationships	Provide customer centric services in line with organisational objectives. Build relationships with stakeholders for effective service delivery. Deliver the Customer Charter.	– Promotes a culture of quality customer experience in the organisation – Advocates and recognises excellence in customer service – Considers the needs of current and future customers when developing strategy and business plans – Demonstrates understanding and respect for community and stakeholders' views – Builds external relationships and business partnerships to enhance longer term customer and community outcomes
Teams and collaboration	Participate and collaborate with others and value their contribution. Leverage the capability and contributions of others for high performance.	– Provides growth and development opportunities for team members – Maintains cross functional focus and anticipates the impact of potential changes on teams – Recognises individual and team contributions and finds ways to motivate others to continue to deliver – Leads work and teams towards the delivery of strategic objectives and goals – Develops capability within team
Business operations and context	Understand and operate effectively within Council and Local Government environments. Demonstrate commercial and political awareness.	– Inspires trust and confidence and maintains credibility with Executive and Councillors – Ensures the department clearly understands the key business drivers and is commercially responsible – Demonstrates commercial acumen, and builds commercial awareness in others – Ensures accountabilities are exercised in line with Council and strategic goals – Understands the links between the Department, Directorate, Council and Whole of Government agendas
Continuous improvement, innovation and change	Encourage new ideas and innovation, strive to improve. Adapt and adjust to changing work tasks, priorities, and business operations.	– Identifies opportunities for improvement and innovation – Actively encourages constructive questioning of policies and practices – Shares key learnings with teams in the business unit – Provides support and assistance to individuals and teams to better deal with change – Leads change initiatives within own Department, demonstrating support for the change – Provides a safe environment for team to suggest and implement new ideas and ways of working
Deliver and drive results	Achieve results by displaying accountability and a commitment to quality outcomes. Communicate business direction and individual goals.	– Sets the business context for the team to deliver on the business targets – Makes decisions in ambiguous situations – Proactively engages with key stakeholders to anticipate changing priorities – Focuses on outcomes and achievement of business and project objectives – Identifies and removes potential barriers to ongoing and long-term achievement of outcomes – Translates complex ideas for other people to understand
Manage resources	Engage and motivate self and others to achieve business outcomes. Provide operational direction and effective use of human, financial and other resources.	– Provides clarity to the team on priorities and ensures resources are effectively allocated – Manages difficult relationships and performance issues – Delegates and distributes assignments and decisions appropriately – Conveys clear performance expectations and follows up consistently – Sets objectives and makes decisions that align with the achievement of organisational goals – Negotiates win-win situations with stakeholders
Leadership	Manage self, demonstrate drive and motivation and a commitment to learning. At the higher levels, communicate vision, goals, and priorities for organisational success, and role model personal effectiveness.	– Demonstrates and role models personal integrity – Identifies and articulates self-purpose – Takes personal responsibility for decisions, actions and failures – Recognises and rewards others – Communicates with presence – Influences through people engagement not position – Demonstrates a united and aligned approach to Council decisions and initiatives – Provides coaching and leadership through times of uncertainty and change

CAPABILITY PROFILE
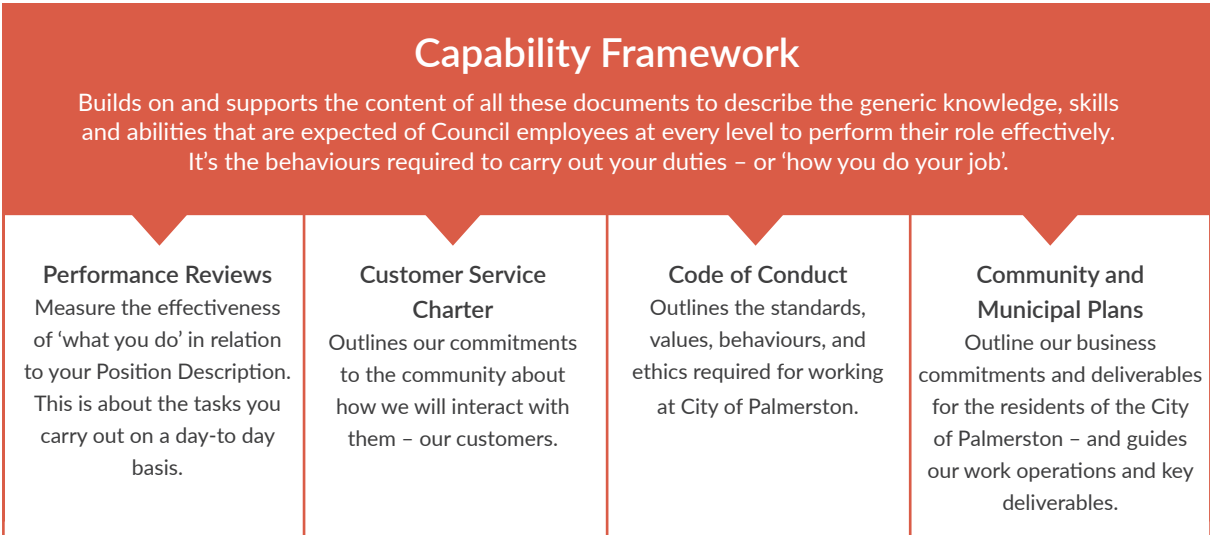Executive Leaders

QUALIFICATIONS
Masters qualification; completion of Executive Development Program
or Course; Member of relevant professional association

	Generic descriptor	Competencies
Customer and stakeholder relationships	Provide customer centric services in line with organisational objectives. Build relationships with stakeholders for effective service delivery. Deliver the Customer Charter.	– Champions an environment which embraces high quality customer service – Aligns community, customer and other stakeholder needs with business strategy – Sets overall performance standards for service delivery across the organisation and monitor compliance – Builds and develops relationships which support strategic alliances and business partnering
Teams and collaboration	Participate and collaborate with others and value their contribution. Leverage the capability and contributions of others for high performance.	– Focuses on building capability across the organisation – Implements initiatives to support a high performing work culture – Promotes an environment of open communication to enable a diverse workforce to deliver business results – Inspires and empowers others to understand and pursue business goals and team outcomes
Business operations and context	Understand and operate effectively within Council and Local Government environments. Demonstrate commercial and political awareness.	– Provides advice to Council that reflects analysis of a broad range of issues – Considers organisational and political constraints and resources in decision making and business planning – Ensures Council has a long-term plan in place to contribute to improving community outcomes – Demonstrates a strong commercial focus – Influences political environment appropriately
Continuous improvement, innovation and change	Encourage new ideas and innovation, strive to improve. Adapt and adjust to changing work tasks, priorities, and business operations.	– Encourages independent and creative thought – Encourages other people to continually rethink conventional practice – Rewards and acknowledges creativity and innovation – Thinks in possibilities and focuses on strategic and long-term solutions – Initiates and sponsors the implementation of change initiatives – Demonstrates empathy for people during change whilst staying resolute about the need for it
Deliver and drive results	Achieve results by displaying accountability and a commitment to quality outcomes. Communicate business direction and individual goals.	– Defines the organisation's strategic direction and results in line with Council's direction – Communicates high level priorities for the Organisation to achieve Community Plan Outcomes – Identifies, recognises, and celebrates success – Instils purpose and confidence in others to achieve results
Manage resources	Engage and motivate self and others to achieve business outcomes. Provide operational direction and effective use of human, financial and other resources.	– Sets strategic goals and objectives – Provides strategic and operational direction regarding issues facing the broader organisation – Delegates responsibility for solving operational issues to lowest possible level – Holds people to account for full performance – Pulls disparate views into a unified position and communicates this effectively
Leadership	Manage self, demonstrate drive and motivation and a commitment to learning. At the higher levels, communicate vision, goals, and priorities for organisational success, and role model personal effectiveness.	– Communicates a compelling vision of the future in a way which inspires and motivates others – Advocates a culture that values coaching, development and a growth mindset – Aligns self-purpose with business activities and facilitates this in other people – Remains calm during times of uncertainty – Stands by difficult decisions which are necessary for the long term success of the organisation and demonstrates team unity

How does the Capability Framework Fit in?

The Capability Framework fits in with other employee tools and resources at City of Palmerston, including our Customer Charter, the Code of Conduct, our Community and Municipal Plans, and our annual Performance reviews. All these documents have been considered in development of the Capability Framework to ensure there is strong alignment and that they support each other.

The Capability Framework has also been designed to support the constructive styles in the Human Synergistics Circumplex. This model develops constructive styles in leaders, teams, and organisations. The Circumplex breaks down the factors underlying performance effectiveness according to 12 behaviours or styles, categorised into three clusters – Constructive, Aggressive/Defensive and Passive/Defensive. The Capability Framework has been designed to align to the Constructive styles of the Circumplex. If you would like more information on the Circumplex, speak with your Manager, Director, or Human Resources.

Capability Framework

Builds on and supports the content of all these documents to describe the generic knowledge, skills and abilities that are expected of Council employees at every level to perform their role effectively. It's the behaviours required to carry out your duties – or 'how you do your job'.

Performance Reviews	Customer Service Charter	Code of Conduct	Community and Municipal Plans
Measure the effectiveness of 'what you do' in relation to your Position Description. This is about the tasks you carry out on a day-to day basis.	Outlines our commitments to the community about how we will interact with them – our customers.	Outlines the standards, values, behaviours, and ethics required for working at City of Palmerston.	Outline our business commitments and deliverables for the residents of the City of Palmerston – and guides our work operations and key deliverables.

The Circumplex

What is the Circumplex?

Developed 40 years ago, the Human Synergistics Circumplex provides a way to see, measure and change the thinking and behavioural styles that drive the performance of not only individuals but also groups and organisations.

Exploring the Percentiles:

SELF-ACTUALIZING

12

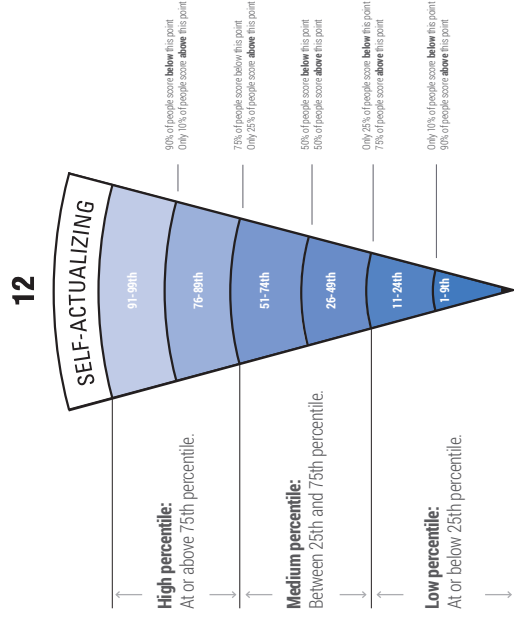| Percentile band	
91-99th	90% of people score **below** this point / Only 10% of people score **above** this point
76-89th	75% of people score below this point / Only 25% of people score **above** this point
51-74th	50% of people score **below** this point / 50% of people score **above** this point
26-49th	Only 25% of people score **below** this point / 75% of people score **above** this point
11-24th	Only 10% of people score **below** this point / 90% of people score **above** this point
1-9th	

High percentile:
At or above 75th percentile.

Medium percentile:
Between 25th and 75th percentile.

Low percentile:
At or below 25th percentile.

Consider the strength of each style on the profile.
Ask yourself "Is it low, medium, or high?"

ACHIEVEMENT
Achieves self set goals.
Believes that individual effort is important.
Accepts and shares responsibility.
Takes on challenging tasks.
Insightful in diagnosing problems.

SELF-ACTUALISING
Receptive to change.
Creative problem-solver.
Non-defensive.
Self respecting.

HUMANISTIC-ENCOURAGING
Encourages growth and development in others.
Resolves conflicts constructively.
Trustworthy.
Involves others in decision making.
Motivates by serving as a role model.

AFFILIATIVE
Cooperative.
Friendly.
Genuine concern for others.
Accepts change.

APPROVAL
Sets goals that please others.
Supports those with the most authority.
Agrees with everyone.
Reluctantly deals with conflict.

CONVENTIONAL
Treats rules as more important than ideas.
Follows policies and practices.
Reliable and steady.
Sets predictable goals and objectives.

DEPENDENT
Relies on others for direction.
A good follower.
Doesn't challenge others.
Aims to please everyone.

AVOIDANCE
"Lays low" when things get tough.
Avoids conflict.
Has difficulty making decisions.
Is non-committal.
Hopes that problems will take care of themselves

OPPOSITIONAL
Opposes new ideas.
Looks for mistakes.
Resists change.
Critical of others.

POWER
Wants to control everything.
Believes in force.
Has little confidence in people.
Seldom admits mistakes.

COMPETITIVE
Competes rather than cooperates.
Strong need to win.
Constantly compares self with others.

PERFECTIONISTIC
Never wants to make a mistake
Sets unrealistic goals
Personally takes care of every detail
Creates self induced stress

CONSTRUCTIVE STYLES
SATISFACTION NEEDS
PEOPLE ORIENTATION
PASSIVE / DEFENSIVE STYLES
SECURITY NEEDS
AGGRESSIVE / DEFENSIVE STYLES
TASK ORIENTATION

APPROVAL — 3
CONVENTIONAL — 4
DEPENDENT — 5
AVOIDANCE — 6
OPPOSITIONAL — 7
POWER — 8
COMPETITIVE — 9
PERFECTIONISTIC — 10
ACHIEVEMENT — 11
SELF-ACTUALISING — 12
HUMANISTIC-ENCOURAGING — 1
AFFILIATIVE — 2

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How the Competencies align with the Circumplex Styles

Competency	Circumplex Style
Customer and Stakeholder Relationships Provide customer centric services in line with organisational objectives. Build relationships with stakeholders for effective service delivery. Deliver the Customer Charter.	**Achievement and Affiliative** Achievement focus enables the vision and direction to be translated to objectives and identification of the customers' requirements. The achievement style also demonstrates a solutions-oriented approach and focuses on delivering quality not just quantity. The Affiliative style contributes to the development of relationships and networks which enable effective delivery of the services and the ability to create a cooperative, warm and friendly environment.
Teams and Collaboration Participate and collaborate with others and value their contribution. Leverage the capability and contributions of others for high performance	**Affiliative and Humanistic Encouraging** The Affiliative style values the development of relationships, teamwork, and cooperation. Highly Affiliative leaders emphasise teamwork and collaboration and combine their strong interpersonal skills with the ability to achieve objectives. The Humanistic Encouraging style relates to our ability to understand and care about others to encourage them to improve, which also requires self-reflection and the ability to seek and receive feedback about their own behaviours.
Business Operations Understand and operate effectively within Council and Local Government environments. Demonstrate commercial and political awareness.	**All Constructive styles** Understanding business context and operations sits within the Achievement style which also describes the ability to deliver on a plan, which is formed in conjunction with the vision and ideas that are generated from the Self Actualising style. The Humanistic Encouraging and Affiliative styles contribute to the development of effective relationships that contribute to self and group awareness to enable effective delivery of outputs.
Continuous Improvement, Innovation, and Change Encourage new ideas, and innovation, strive to improve. Adapt and adjust to changing work tasks, priorities and business operations.	**Self Actualising, Affiliative and Achievement** An innate sense of curiosity and the ability to see and develop new opportunities and encourage different ways of thinking are traits of the Self Actualising style. The Affiliative style leverages the relationships and collaboration required for the generation of new ideas and successful implementation of these, both of which contribute to successful innovation. The Achievement style assists with exploring alternatives and adjusting priorities whilst maintaining a focus on quality outcomes.
Deliver and Drive Results Achieve results by displaying accountability and a commitment to quality outcomes. Communicate business direction and individual goals.	**Achievement** The Achievement style describes the ability to execute and deliver a plan, not just for self but also for the broader team. In addition, the leader defines objectives and goals, establishes clear expectations, and monitors performance along the way. They also lead by example ensuring that they generate and explore alternatives to ensure their decision making is solid.
Manage Resources Engage and motive self and others to achieve business outcomes. Provide operational direction and effective use of human, financial and other resources.	**All Constructive Styles** Humanistic Encouraging and Affiliative styles encourage a positive regard and interest in the development of others which contributes to individual and team motivation. The Achievement style provides a focus on operational direction, goals and outcomes and the Self Actualising style supports the other styles through the demonstration of personal integrity and enjoyment of work.
Leadership Manage self, show drive and motivation and a commitment to learning. At the higher levels, communicate vision, goals, and priorities for organisational success, and role model personal effectiveness.	**All Constructive Styles** The development of curiosity and a willingness to learn are key elements of the Self Actualising style, along with the ability to remain calm in uncertainty. These key elements for effective self-awareness and insight enable the individual to be authentic and effective. Development of the future direction is also reflected in the Self Actualising style and works in conjunction with the elements of the Achievement style that relate to personal effectiveness and the ability to adjust to changing circumstances and revise plans so that organisational priorities are attained. The Humanistic Encouraging and Affiliative styles provide the means to identify and develop individuals so they can make their own decisions and contribute effectively to the organisational direction and own personal growth.

How does the Capability Framework support development?

All Employees

As a City of Palmerston employee, your role requires that you demonstrate the capabilities associated with your level. This can assist you with self-development and career planning. The framework will help you understand the capabilities required to work effectively in your role; alert you to any areas requiring development; and provide a view of capability requirements required to progress through your career.

Line Managers

As a Line Manager conducting Capability Assessment reviews at City of Palmerston, the Framework will articulate the capabilities required of your team members in their roles or for roles they may be interested in applying for; enable you to coach your team members on their development needs; support you in the development of Position Descriptions when recruiting to roles; assist in identifying capability gaps within your team; enable you to recognise employees exceeding the capabilities assigned to their level; and support and coach team members through career planning.

Leadership Team

As a Senior or Executive Leader at City of Palmerston, the Capability Framework, when used in combination with the performance review process, will provide a view of team, department, directorate and organisational capability. You will have a rolled-up view of capability within your team. Using the Capability Framework combined with the Performance Review process will also support future work around talent management and succession planning.

How to use the Framework

This tool is designed to provide you with a transparent framework to identify your strengths and development areas. It will inform your development plan and contribute to your success as an employee at City of Palmerston.

This how to use section provides you with a simple process to compare your current capabilities against the framework so that you can build on your strengths and develop those areas that require improvement.

Steps in the process

1. Identify the Capability Profile that applies to you
2. Complete the self-assessment questionnaire for that level. There is an example template at the end of this handbook for reference. The template for your Capability Profile can be found in Magiq.
3. Meet with your Line Manager to discuss your results. Your Line Manager will also have completed the assessment questionnaire for your role and level.
4. Discuss development needs and identify appropriate development activities
5. Capture your development activities
6. Send to Human Resources for filing
7. Undertake relevant development and monitor progress and review
8. Reassess annually

Principles

When undertaking this competency review, keep in mind:

– Competencies are observable, measurable and capable of change. A competency needs to be demonstrated consistently for it to be mastered
– Generally, the more senior you are, the higher the expectation becomes
– Although each competency is important, you do not have to master every one of them to be successful
– While all competencies are assessed, development planning needs to focus on those competencies that matter most, in relation to your role and level
– In the discussion with your Line Manager, you should think about your challenges and job situation and determine the competencies that are essential to your success

Rating Options

1. RARELY DEMONSTRATED (0-20% of the time)
   Capability is rarely or never demonstrated against this competency

2. NOT OFTEN DEMONSTRATED (21-49% of the time)
   Inconsistently demonstrates required capability against competency

3. SOMETIMES DEMONSTRATED (50-59% of the time)
   There is some evidence of demonstrated capability against competency

4. OFTEN DEMONSTRATED (60-79% of the time)
   Frequently demonstrates capability of competency

5. CONSISTENTLY DEMONSTRATED (OVER 80% of the time)
   Consistently demonstrates capability against competency; viewed as a role model for this competency.

Frequently asked questions

1

IF I DON'T MEET ALL THE COMPETENCIES, WILL I MISS OUT ON MY INCREMENT PROGRESSION?

No. At this point, the Capability Framework is a separate process from the Performance Review. The framework will provide you with an assessment of how you do your job, and this should be considered in conjunction with your performance review that focuses on what you do in your job. In the future these may be combined to provide an overall view of performance.

2

IF I EXCEED ALL THE COMPETENCIES, WILL I GET A PROMOTION OR PAY RISE?

No. This is an assessment for the purpose of awareness and development. You will be able to recognise your strengths and focus on furthering these even more. You may be asked to coach/develop other employees that have identified gaps in your strength area. You are encouraged to apply for a promotion through a suitable merit-based recruitment process when one becomes available.

3

WHAT IF I DON'T AGREE WITH THE RATING MY LINE MANAGER HAS GIVEN ME?

You should have a constructive conversation with your line manager providing examples of where you have been able to demonstrate the required level of competence. It's ok if you have different views of your capability and you understand why.

4

HOW CAN I ADDRESS ANY GAPS THAT ARE IDENTIFIED IN THE ASSESSMENT?

You can discuss with your line manager and/or Human Resources. Much of the development required will be on the job rather than courses because many of the capabilities are behavioural.

5

HOW DOES THIS TIE IN WITH THE PERFORMANCE REVIEW PROCESS?

Right now we are conducting these processes separately, however these may merge in the future to provide an overall view of performance and capability – what you do in your work and how you do it.

6

WHAT IF I AM ON SECONDMENT OR HIGHER DUTIES?

It would be best for employees who are on secondment or long-term Higher Duties to be assessed at the role they are acting in. This will give them an understanding of what's required to be successful and fully effective in that role and they can plan training activities around this.

7

DO I HAVE TO COMPLETE A CAPABILITY ASSESSMENT?

Yes. All employees are expected to complete an assessment with their line manager to raise awareness of their capability and plan to build on any areas that can be improved.

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WHAT EVIDENCE IS REQUIRED TO CONDUCT A CAPABILITY ASSESSMENT?

Through discussions with your line manager, you should be able to identify situations where you have demonstrated the required capabilities. Since the reviews will be conducted annually, you should collect any evidence that you come across in your role that may help you when it comes time for your review. You can collate these in an electronic or physical folder if it will help remind you for when the assessment occurs.

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WHAT HAPPENS TO THE RESULTS OF THE ASSESSMENT?

These will be sent to HR and placed on your file in the records system. It's a good idea to keep a copy handy for you to refer to in your meetings with your line manager to keep the competencies in your mind and capture supporting information for your next assessment. Please contact HR if you would like a copy of your last assessment.

City of Palmerston Capability Framework
Levels One to Four

Competency Assessment Review			
Employee name		Employee Level	
Employee position		Manager Name	
Date		Manager Position	

Purpose and principles

The City of Palmerston capability framework describes the capabilities and associated behaviours that are expected of Council employees at every level. These capabilities relate to generic knowledge, skills, abilities and behaviours required by employees to perform their role effectively.

The framework will assist in the identification of targeted development activities (formal and informal) that will support career development and planning.

When undertaking this competency review, keep in mind:

– Competencies are observable, measurable and capable of change.

– Generally, the more senior you are, the higher the expectation becomes.

– Although each competency is important, you do not have to master every one of them to be successful.

– While all competencies are assessed, development planning needs to focus on those that matter most, in particular roles and levels.

– In discussion with your line manager, you should think about your challenges and job situations and determine those competencies that are essential to your success.

– It is important that you continue to check-in on your progress in these competencies. They should be re-visited over the year though regular catch-ups with your line manager.

Review instructions

Consider each of the statements below and answer how consistently the behaviours and attributes are demonstrated in your role at City of Palmerston.

Please read the definitions for each competency carefully before scoring.

Step 1: Complete your own self-assessment.

Step 2: Request your manager to complete the assessment.

Step 3: Meet with your line manager to share and compare perspectives and collectively identify 3 individual strengths and 3 development areas that are most relevant to your role.

Step 4: Book and undertake agreed development activities.

Tips for undertaking reviews

– Prepare your self-assessment in advance to ensure you have adequate time to fully reflect on how you may demonstrate these competencies and examples to support them.

– Keep notes throughout the year about significant achievements or activities to demonstrate your competence in the assessment process.

– Remember that self-reflection and feedback are important in ensuring growth and development; this is about identifying what you are doing well and what you can do better.

Rating Options

1. RARELY DEMONSTRATED
   Capability is rarely or never demonstrated against this competency (demonstrated 0-20% of the time)

2. NOT OFTEN DEMONSTRATED
   Inconsistently demonstrates required capability against competency (demonstrated 21-49% of the time)

3. SOMETIMES DEMONSTRATED
   There is some evidence of demonstrated capability against competency (demonstrated 50-59% of the time)

4. OFTEN DEMONSTRATED
   Frequently demonstrates capability of competency (demonstrated 60-79% of the time)

5. CONSISTENTLY DEMONSTRATED
   Consistently demonstrates capability against competency; viewed as a role model for this competency (demonstrated 80% or more of the time)

City of Palmerston Capability Framework
Levels One to Four

Competency	Description	
Customer and Stakeholder Relationships	**Provide customer centric services in line with organisational objectives.** **Build relationships with stakeholders for effective service delivery.** **Deliver the Customer Charter.**	
	Displays customer orientation with a view to enhancing customer experience	
	Takes responsibility for delivering services which meet customer requirements	
	Keeps customers informed of progress	
	Builds effective relationships with customers and colleagues	
Teams and Collaboration	**Participate and collaborate with others and value their contribution.** **Leverage the capability and contributions of others for high performance.**	
	Contributes to team outcomes	
	Participates effectively in team discussions and activities	
	Works co-operatively within own team	
	Supports team members in achieving goals, especially during busy or difficult working periods	
Business Operations and Context	**Understand and operate effectively within Council and Local Government environments. Demonstrate commercial and political awareness.**	
	Understands local government operations and context including Code of Conduct, Delegations, decision making processes,	
	Follows safe work practices and takes reasonable care of own and others health and safety	
Continuous Improvement, Innovation and Change	**Encourage new ideas, and innovation, strive to improve.** **Adapt and adjust to changing work tasks, priorities, and business operations.**	
	Shows openness to new information and approaches	
	Suggests improvements to individual work tasks	
	Share ideas about ways to improve work tasks and solve problems	
	Is adaptable and flexible to changing needs of the team/work tasks	
Deliver and Drive Results	**Achieve results by displaying accountability and a commitment to quality outcomes.** **Communicate business direction and individual goals.**	
	Manages work priorities	
	Seeks clarification when unsure of work tasks	
	Completes own job activities in a timely manner	
	Meets individual outcomes	
	Recognises how own work contributes to the team objectives	
Manage Resources	**Engage and motivate self and others to achieve business outcomes.** **Provide operational direction and effective use of human, financial and other resources.**	
	Knows own limitations and strengths and actively seeks feedback from a range of sources	
	Looks for opportunities to learn and develop new skills	
	Listens to, considers and acknowledges differing ideas	
Leadership	**Manage self, demonstrate drive and motivation and a commitment to learning.**	
	Takes individual accountability and responsibility for own actions and behaviour	
	Recognises how their feelings affect them and their job performance	
	Motivated and enthusiastic	
	Discusses issues and receives feedback in a constructive manner	

Self-Assessment

Rarely demonstrated	Not often demonstrated	Sometimes demonstrated	Often demonstrated	Consistently demonstrated

Rarely demonstrated	**Not often demonstrated**	**Sometimes demonstrated**	**Often demonstrated**	**Consistently demonstrated**

Rarely demonstrated	**Not often demonstrated**	**Sometimes demonstrated**	**Often demonstrated**	**Consistently demonstrated**

Rarely demonstrated	**Not often demonstrated**	**Sometimes demonstrated**	**Often demonstrated**	**Consistently demonstrated**

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Rarely demonstrated	**Not often demonstrated**	**Sometimes demonstrated**	**Often demonstrated**	**Consistently demonstrated**

Rarely demonstrated	Not often demonstrated	Sometimes demonstrated	Often demonstrated	Consistently demonstrated

Manager Assessment

Rarely demonstrated	Not often demonstrated	Sometimes demonstrated	Often demonstrated	Consistently demonstrated

Rarely demonstrated	**Not often demonstrated**	**Sometimes demonstrated**	**Often demonstrated**	**Consistently demonstrated**

Rarely demonstrated	**Not often demonstrated**	**Sometimes demonstrated**	**Often demonstrated**	**Consistently demonstrated**

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City of Palmerston Capability Framework
Levels One to Four

Employee and Line Manager to complete

Please discuss and identify the top three strengths and development areas based on this assessment.
This will inform the Development Plan requirements.

Top 3 Strength Areas	Top 3 Development Areas

Please discuss training and development requirements and record planned activities below

Development Plan	
Activities to further enhance strengths	Activity: Type (on the job, formal training, other): Due date for commencement:
Activities to support development areas	Activity: Type (on the job, formal training, other): Due date for commencement:
Qualifications guide for this level (to assist with Development Plan)	Trade Qualification; Certificate III or IV in relevant domain

Line Manager comments and signature	
Employee comments and signature	

City of Palmerston Capability Framework