

# Community Sector Workforce Capability Framework for **Aboriginal Community Controlled Organisations**

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Office for the Community Sector and Aboriginal Affairs Victoria



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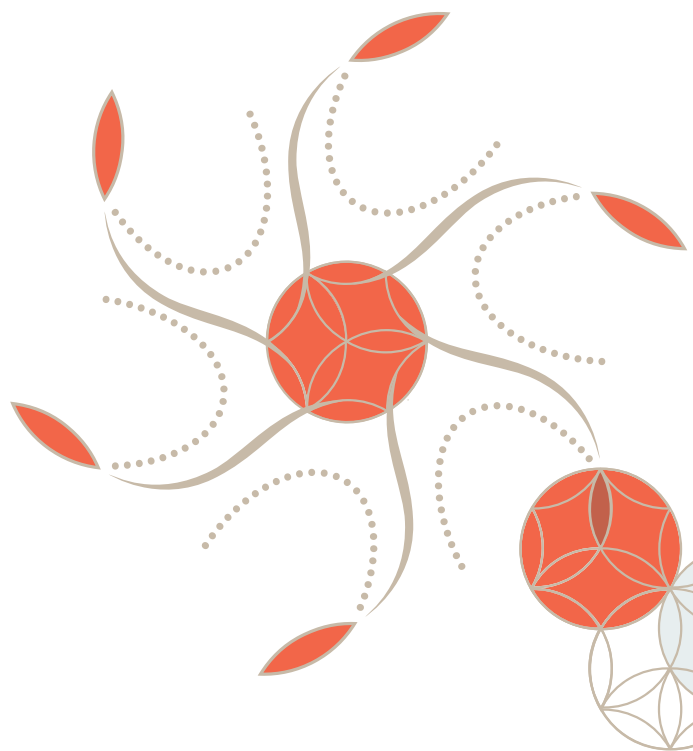
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# Introduction

Workforce issues including recruitment, retention, training and development and performance management are significant challenges for community sector organisations.

The Office for the Community Sector (OCS) responded to these issues by developing the Community Sector Workforce Capability Framework, which is a tool to support workforce planning and management in community organisations.

During 2011 the OCS and Aboriginal Affairs Victoria (AAV) funded a pilot project to trial the Framework in two Aboriginal Community Controlled Organisations – VACCA (Victorian Aboriginal Child Care Agency) and GEGAC (Gippsland and East Gippsland Aboriginal Co-operative).

The Framework was reviewed in detail by both organisations, and some adaptations were recommended to reflect specific cultural competencies, appropriate language and specific capabilities required in Aboriginal Community Controlled Organisations.

Both organisations found that the Framework was a useful tool. They continue to use it to inform workforce planning, develop job descriptions, identify workforce development priorities, and develop performance management processes.

Following the pilot project with VACCA and GEGAC, this toolkit for Aboriginal Community Controlled Organisations has been produced as a supplement to the Community Sector Workforce Capability Framework. It includes:

- an overview of the Community Sector Workforce Capability Framework, including how Aboriginal Community Controlled Organisations might use it, as well as case studies of how VACCA and GEGAC used the Framework during the pilot
- an adapted Framework developed during the pilot which reflects the cultural competencies, appropriate language and specific capabilities required in Aboriginal Community Controlled Organisations
- a list of complementary workforce resources developed by the OCS.

# The Community Sector Workforce Capability Framework

The Capability Framework describes the broad capabilities required by people in not-for-profit community sector organisations.

It provides current and future employees and managers, as well as volunteers, with a common language for the **knowledge and skills** and the **personal attributes** that are critical for the organisation, or for individual roles.

The Framework was developed for use by the community sector workforce to:

- identify the skills that organisations need now and into the future
- improve and assist recruitment and retention
- help to clarify what might be required in professional development and learning
- promote better career pathways and recognition for community sector employees

## How you can use the Capability Framework in your organisation

The Capability Framework can be used by your **leadership team** to:

- align staff capability to the strategic business needs of the organisation
- assist with a range of human resource functions including job design, recruitment and selection, performance management and development, and career planning.

The Capability Framework can be used by **managers within your organisation** to:

- identify staff capabilities
- identify management capabilities
- develop selection criteria when filling positions
- identify staff development needs during staff performance discussions
- support individual career planning
- form the basis of discussions with external training providers about the sort of training required

The Capability Framework can be used by **people across your organisation** to:

- understand the capabilities they need to work at their current level
- understand the capabilities they might need to work at a different level
- identify opportunities for development during staff performance discussions
- identify any gaps in skills, knowledge and behaviours that need addressing
- provide a guide during career planning discussions
- provide volunteers with a framework of capabilities required for a particular role
- provide evidence of Recognition of Prior Learning (RPL) when applying for entry into courses.

And if your organisation doesn't have a dedicated human resource team, you will find the information in the Framework particularly useful.

## Capability Framework streams

The Capability Framework is divided into **nine key streams**. These streams broadly categorise the types of activities undertaken by people in the community sector. They are set out below:

- community and inter-agency relations
- professionalism
- communication
- leadership and teamwork
- resources, assets and sustainability
- service delivery
- program management and policy development
- change and responsiveness
- governance and compliance

## Capability Framework levels

There are many job titles and levels of responsibilities used throughout the community sector. The Capability Framework broadly categorises these into **four levels**. Generally people working at the higher levels (levels 3-4) have a greater degree of autonomy and decision making and take responsibility for the work outcomes of others.

Level 1: Practitioner

Level 2: Advanced Practitioner

Level 3: Manager and Lead Practitioner

Level 4: CEO and Executive

Each Capability Framework level lists all the capabilities across the nine streams, required for a person to perform at a particular level. You can use this to:

- view capabilities required at one level, for example if you are writing selection criteria for a job advertisement
- review capabilities at your level and at a higher level that you may aspire to.

## Adapting the Capability Framework to your organisation

The Community Sector Workforce Capability Framework is based on **generic** skills and knowledge. It can be adapted to reflect the scope of work in your community organisation. This may mean adapting the Framework:

- to reflect your organisation's unique culture, value and mission
- to align with key documents, for example your code of conduct
- to compliment the language or terminology used in your organisation by clients, service users, members or customers
- so that capabilities reflect the requirements of specialist job roles, for example an information technology specialist, social worker etc
- to the needs of particular groups within your organisation, for example paid staff or volunteers

Read the following case studies to find out how two Aboriginal Community Controlled Organisations used the Framework during the pilot project and how they adapted it to their organisations.

The adapted Workforce Capability Framework follows on from these case studies.



# Using the Community Sector Workforce Capability Framework



## Gippsland & East Gippsland Aboriginal Co-Operative Limited (GEGAC)

GEGAC is an Aboriginal Community Controlled Organisation providing a range of health and other programs and services. Located in Bairnsdale in East Gippsland, GEGAC is the primary provider of health and allied services to the Aboriginal community of East Gippsland and also provides Out of Home Care (Foster & Kinship Care), alcohol and drug and HACC services across Gippsland.

GEGAC came into being due to the insights and strengths of a group of Aboriginal women who saw a need for health services for Aboriginal people in Gippsland. The women formed a working party to promote Aboriginal health on a local, state and federal level and in 1972, GEGAC was successful in a submission to provide an Aboriginal Medical Service. This was the beginning of the organisation that now provides a range of health and welfare services across Gippsland specifically for the Aboriginal community.

GEGAC currently provides: Krowathunkooloong - Keeping Place (Providing a safe keeping place for Aboriginal Culture, Heritage and History), Aboriginal Medical Services, Dental Services, Boorai (Early Years services), Out of Home Care programs, Family Support services, Allied Health, Chronic care, Koori Maternity Service, HACC, Disability and Elders services, Drug and Alcohol, Youth Emergency Accommodation, men's and women's family violence services, mentoring for young Koorie men, cultural camps and emergency support. GEGAC also provides a gathering place, especially for Elders, community BBQ's, meetings and healthy lunches specifically for Elders on a regular basis.



GEGAC is a large organisation employing approximately 120 staff members. Chief Executive Officer Jason King, saw participation in the Workforce Capability Framework pilot project as an opportunity to progress a systematic approach to staff development.

Jason says, “We had a pressing need for a tool and process that could assist us to identify critical organisational and role competencies, acknowledge individual skill sets and help us to guide and manage performance development. I was particularly interested in finding a way to assess and help identify the development needs of our most senior staff, including myself.”

Sally Sibley, GEGAC’s Quality Improvement Manager had attended an OCS workshop that showcased the Framework to community sector organisations, and was impressed.

Sally says, “I came away from the workshop thinking the Framework would be a fantastic tool for the organisation which could assist and support many of the fundamental elements of staff recruitment, support, and professional development. When offered the opportunity to have external consultants help “test” the framework in an Aboriginal organisation, we were keen to get involved.”

Given time and budgetary constraints it was decided to focus effort on the senior staff in the organisation. The pilot project presented the opportunity to test a process for staff appraisal/assessment, particularly for Level 4 staff which included executive team members and the CEO.

Information sessions were held with executive and middle management staff groups to introduce the Framework. The facilitated discussions helped to develop shared understandings and language to describe the capabilities that are needed in an Aboriginal Community Controlled Organisation, and specifically GEGAC. Taking enough time with the discussions on how the Framework could be applied and adapted for GEGAC was a key success factor for the project.



The project involved several sessions involving staff groups and the senior management team. This took approximately five hours of workshop discussion per group and other consultation with key staff. Agreement was reached about the required capabilities of staff at Levels 3 and 4 (middle and senior management level), reflecting both the organisational requirements and the cultural elements within these roles.

As part of the project GEGAC was also able to pilot the use of an “online assessment” tool, to gather information about the skills of members of the executive team and the CEO, and this process also identified areas for further development. The online tool is part of the resources developed by the OCS to support the Framework. It enables staff, including managers, to assess their current capabilities against the agreed capabilities for their level of responsibility within the organisation.

Summing up the impact of the project, Sally says, “Feedback from staff was very positive regarding the Framework and its applicability to our workforce. It has been particularly important that the Framework has been meaningfully modified to reflect what we do and in language that is inclusive and respectful of Aboriginal culture and the communities we work with.”

Now that key people in the organisation are familiar with the Workforce Capability Framework, it will be used to assist GEGAC to apply consistent processes in relation to performance management, recruitment, professional development and remuneration.

Jason says, “There is still a lot of work to do to introduce the Framework across the whole organisation and to develop the tools and processes needed for introducing online performance assessment, but we have made a great start!”

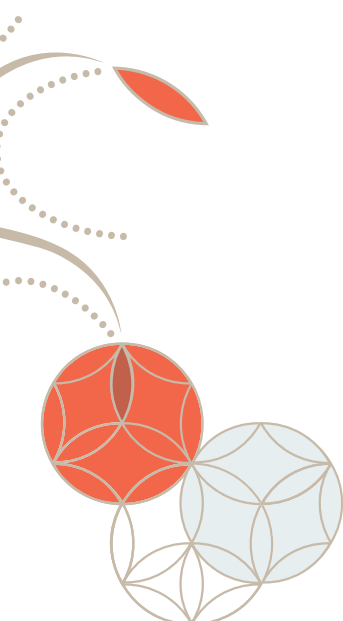
**Contact for further information:**

Sally Sibley

Quality Improvement Manager

Contact number: 5150 0700

Email address: [ssibley@gegac.org.au](mailto:ssibley@gegac.org.au)



# Using the Community Sector Workforce Capability Framework



## The Victorian Aboriginal Child Care Agency (VACCA)

VACCA was initially funded by the Federal Department of Social Security, Office of Child Care, in January 1978. VACCA recognises that history and circumstances have weakened the ability of some families to experience strong relationships. Across successive generations a cycle has developed of broken family relationships and of individuals who are alienated from their culture and vulnerable in society. VACCA sees the connection between this cycle and the many social problems the community faces.

VACCA believes that families who are strong in their community connectedness and culture will be more successful in raising resilient children and young people who are proud of who they are and where they come from.

The VACCA vision is:

A community that is strong in culture, values children and young people and recognizes the importance of the whole community in raising children and keeping families together.

VACCA is currently funded by the Federal Department of Family Services and the Victorian Department of Human Services to provide assistance and support to Aboriginal children and families who are experiencing social and economic problems which may result in a breakdown in the family structure. VACCA also receives funding from the Aboriginal and Torres Strait Islander Commission (ATSIC) to deliver the Link Up Program which assists the Stolen Generations reuniting family members.

VACCA was invited to participate in the Workforce Capability Framework pilot project in late 2010. VACCA saw the project as an opportunity to explore how the Framework could be applied within their organisation to help develop a more systematic approach to workforce planning, to inform recruitment processes and to enrich performance management processes.

Chrisie Warren, Learning and Development Manager, says, “VACCA was keen to be involved in the pilot project to test how the Workforce Capability Framework could be used in an Aboriginal organisation. Planning the approach to introducing the tool was considered really important. Staff needed to have a good understanding of what capability/competency frameworks looked like and the way they could be used in organisations to support effective people management practices. We also wanted staff to be fully engaged in helping modify the Framework to suit our organisation. Essentially, if staff were involved in identifying which capabilities were relevant to each role and had input into how these could be worded and demonstrated, we believed they would be much more comfortable and willing to use the Framework to help the organisation take a consistent approach in writing position descriptions, recruiting staff, identifying internal career paths, setting up individual development plans and assessing performance.”

The project was undertaken through a series of facilitated workshops with staff representatives from across staffing levels and programs, in early 2011.

The first set of workshops was based on an Appreciative Enquiry approach, which successfully engaged staff in discussions about what they enjoyed about their roles and the skills and capabilities required. The workshops resulted in the first draft of a VACCA Workforce Capability Framework, based on the Community Sector Workforce Capability Framework and incorporating some culturally specific capabilities and Aboriginal specific language.

Over the next few months a number of VACCA staff members refined and reviewed the Framework looking for consistency in language and progression across the levels.

A decision was made that the original structure of the Workforce Capability Framework would not be altered in terms of adding or deleting streams or capabilities. A particular focus was on ensuring that the language reflected VACCA's values as an Aboriginal organisation and that the competencies were in line with VACCA's principles and strategic priorities.

“VACCA was aware of the Community Sector Workforce Capability Framework and considered it to be a great platform for VACCA to develop the systems, processes and tools which would enhance the organisation’s ability to approach the development of staff in a consistent manner. What we needed to do was make sure the Framework was adapted to ensure the language used to describe the competencies was both culturally appropriate and reflective of our organisational requirements,” says Con Lambros, Executive Human Resources Manager.

The project resulted in a user friendly tool that VACCA management can use when attracting, recruiting and developing its workforce.

This project was seen as genuinely beneficial by all staff involved. The outcome is a tool to assist VACCA to implement a workforce strategy to align with strategic direction.

Over the next 12 months VACCA will use the VACCA Workforce Capability Framework to review and reshape its remuneration processes, its recruitment processes and to inform a learning and development framework that meets the needs of the organisation and all VACCA staff.



**Contact for further information:**

Con Lambros  
Executive Human Resources Manager  
Contact number: 8388 1855  
Email address: [conl@vacca.org](mailto:conl@vacca.org)

# The Adapted Workforce Capabilities

## Level 1

People working at this level do not supervise the work of others; they work under the direction of others and apply their skills to meet established targets or outputs.

Community and Interagency Relations	Professionalism	Communication	Leadership and Teamwork
<p><b>Networks and Stakeholders</b></p> <p>Works in partnership with a range of stakeholders and demonstrates ability to use a range of networks to support client outcomes</p>	<p><b>Time Management</b></p> <p>Demonstrates punctuality and meets agreed schedules and timelines</p>	<p><b>Advocacy</b></p> <p>Listens to clients/ community members and passes on relevant information accurately and appropriately</p>	<p><b>Shared Vision</b></p> <p>Is positive, maintains enthusiasm and understands how own role contributes to achieving organisational vision and objectives</p>
<p><b>Community</b></p> <p>Participates in staff meetings and forums about key community issues</p>	<p><b>Ethics</b></p> <p>Observes organisational values and code of conduct and seeks advice and support when faced with conflicts of interest and other ethical dilemmas</p>	<p><b>Written Communication</b></p> <p>Provides accurate information using forms, log books, case notes, and standard templates appropriate to the task</p>	<p><b>Strategic Focus</b></p> <p>Follows work plan and prioritises key tasks</p>
<p><b>Partnerships and Collaboration</b></p> <p>Works with other organisations in formal and informal partnerships to achieve mutually agreed client / community / Aboriginal outcomes</p>	<p><b>Taking Responsibility</b></p> <p>Understands role and takes responsibility for work actions and outcomes</p>	<p><b>Verbal Communication</b></p> <p>Speaks in a culturally appropriate, respectful manner and delivers clear messages to clients and community members and other staff</p>	<p><b>Team Dynamics</b></p> <p>Contributes to team discussions, problem solving and decision making in culturally respectful ways</p>
<p><b>Knowledge of Community</b></p> <p>Maintains basic understanding of the Aboriginal communities that the organisation serves and knowledge of relevant organisations</p>	<p><b>Problem Solving</b></p> <p>Listens respectfully, solves routine problems and works through complex issues with others</p>	<p><b>Public Speaking</b></p> <p>Participates in staff meetings and forums and shares information appropriately</p>	<p><b>Conflict Management</b></p> <p>Considers the views of others and works towards positive outcomes</p>
<p><b>Social Justice</b></p> <p>Demonstrates understanding, respect and commitment to every person's right to make decisions about matters affecting their own life and encourages every individual to participate</p>	<p><b>Initiative</b></p> <p>Contributes to ideas about how to improve work practices</p>	<p><b>Interpersonal Skills</b></p> <p>Demonstrates effective and culturally appropriate interpersonal skills in all aspects of their role and in performance of duties</p>	<p><b>Workforce Diversity</b></p> <p>Respects diversity in the team and supports colleagues</p>

Resources, Assets and Sustainability	Service Delivery	Program Management and Policy Development	Change and Responsiveness	Governance & Compliance
<b>Revenue Raising</b> Supports efforts to secure funding for programs	<b>Knowledge of the Aboriginal Community</b> Maintains awareness of client/community needs and issues	<b>Policy Development and Implementation</b> Maintains awareness of organisational policies and applies procedures to work activities	<b>Change Management</b> Maintains a positive approach to change and demonstrates flexibility and adaptability in relation to new and different ways of working	<b>Strategy</b> Meets requirements of work plans and understands how work contributes to the achievement of organisational objectives
<b>Financial Management</b> Works efficiently within established program budget	<b>Reflective Practice</b> Applies organisational guidelines, practice models and legislation when working with clients and community	<b>Program Development</b> Contributes to program and project outcomes	<b>Multi-skilling</b> Identifies and uses opportunities for learning and skill development	<b>Quality</b> Ensures work practices comply with quality standards
<b>Procurement</b> Adheres to purchasing guidelines, makes low cost purchases, achieves value for money and maintains records	<b>Client/ Community Outcomes</b> Supports clients/ community members to achieve their goals through the provision of culturally appropriate services	<b>Achieving Results</b> Works effectively with others in culturally respectful ways to achieve expected outcomes	<b>Creativity and Innovation</b> Identifies ways to do things better, develops ideas with others and assists with the implementation of changes to routine work practices	<b>Risk Management</b> Ensures that risks are identified and reported, and contributes to the development of risk management actions
<b>Equipment and Assets</b> Respects and takes care of equipment and assets	<b>Client/ Community Diversity</b> Demonstrates respect for and is sensitive to the diversity within and across Aboriginal communities	<b>Contract Management</b> Collects and records data related to program agreements	<b>Technology</b> Uses technology and software applications effectively in relation to task requirements	<b>OH&amp;S</b> Ensures work practices support staff wellbeing, personal safety and the safety of others
<b>Sustainability</b> Uses resources appropriately and minimises waste	<b>Client Confidentiality and Dignity</b> Respects client and community member confidentiality and rights	<b>Complaints Handling and Continuous Improvement</b> Records complaints and assists with reviewing client and community feedback on program outcomes	<b>Learning and Development</b> Prepares own development plan in consultation with supervisor	<b>Legislation &amp; Compliance</b> Ensures work practices comply with relevant legislative and/or licensing requirements

# The Adapted Workforce Capabilities

## Level 2

People working at this level have well developed skills; they may take limited responsibility for the work of others.

Community and Interagency Relations	Professionalism	Communication	Leadership and Teamwork
<p><b>Networks and Stakeholders</b></p> <p>Keeps up to date with community needs and concerns and provides community members/ clients with information and advice</p>	<p><b>Time Management</b></p> <p>Manages time and uses tools effectively to assist with planning and organising even when faced with changing priorities</p>	<p><b>Advocacy</b></p> <p>Speaks up for and negotiates for clients/ community members in ways which advance organisational objectives</p>	<p><b>Shared Vision</b></p> <p>Generates ideas and suggestions to enhance work practices and achieve organisational objectives</p>
<p><b>Community</b></p> <p>Investigates and understands community/ client needs and contributes to community development through engagement, promotion and education</p>	<p><b>Ethics</b></p> <p>Observes professional boundaries and standards and assists others to deal with conflicts of interest</p>	<p><b>Written Communication</b></p> <p>Prepares accurate documents and reports e.g. case notes, incident reports, court reports, work reports that meet audience needs</p>	<p><b>Strategic Focus</b></p> <p>Contributes to work plans which incorporate clear targets and goals linked to the organisation's program plans and strategic objectives</p>
<p><b>Partnerships and Collaboration</b></p> <p>Works collaboratively with other Aboriginal and mainstream organisations in formal and informal partnerships to achieve mutually agreed client / community outcomes</p>	<p><b>Taking Responsibility</b></p> <p>Takes responsibility for work outcomes and helps others to understand their roles and responsibilities</p>	<p><b>Verbal Communication</b></p> <p>Communicates clear, culturally appropriate, respectful and consistent messages to clients and community members and other staff</p>	<p><b>Team Dynamics</b></p> <p>Offers informed and constructive input and feedback to team discussions, assists and supports other staff in dealing with difficult cases/ issues</p>
<p><b>Community and Sector Knowledge</b></p> <p>Has detailed understanding of the Aboriginal communities that the organisation serves and maintains knowledge of relevant organisations</p>	<p><b>Problem Solving</b></p> <p>Listens respectfully, facilitates the resolution of clients' and colleagues' problems in culturally respectful ways</p>	<p><b>Public Speaking</b></p> <p>Uses relevant facts to express clear and logical arguments and opinions in meetings and other forums to communicate key organisational and community messages</p>	<p><b>Conflict Management</b></p> <p>Recognises differences of opinions and works towards the resolution of conflict between team members</p>
<p><b>Social Justice</b></p> <p>Demonstrates understanding, respect and commitment to social justice, self-determination, community control and social inclusion principles and practice</p>	<p><b>Initiative</b></p> <p>Within a cultural context takes initiative and supports others to look for innovative ways to improve practice and service delivery</p>	<p><b>Interpersonal Skills</b></p> <p>Demonstrates effective and culturally appropriate interpersonal skills e.g. active listening, empathy in all verbal and non-verbal communications</p>	<p><b>Workforce Diversity</b></p> <p>Builds a positive, culturally supportive team environment and facilitates the development of team members</p>



Resources, Assets and Sustainability	Service Delivery	Program Management and Policy Development	Change and Responsiveness	Governance & Compliance
<b>Revenue Raising</b> Supports efforts to secure funding for programs	<b>Knowledge of the Aboriginal Community</b> Builds knowledge of client/community issues and requirements to improve practice	<b>Policy Development and Implementation</b> Participates in the review and development of policy and uses procedures to guide work practice	<b>Change Management</b> Supports change management and assists others to adapt and adjust to organisational change in a culturally appropriate manner	<b>Strategy</b> Contributes to team work plans and ensures own work outcomes are achieved
<b>Financial Management</b> Assists with budget reviews and works to established targets	<b>Reflective Practice</b> Demonstrates reflective, culturally appropriate and evidence based practice	<b>Program Development</b> Contributes to program development and implements project plans	<b>Multi-skilling</b> Collaborates with others from different professions and work areas to share skills and knowledge	<b>Quality</b> Contributes to enhancement of quality practice and ensures that own work complies with accreditation / quality standards
<b>Procurement</b> Observes purchasing guidelines, delegations policy and assists others to keep records	<b>Client/ Community Outcomes</b> Provides clients/ community members with high quality culturally appropriate service and referrals	<b>Achieving Results</b> Understands roles and responsibilities, fulfills work requirements and achieves program/ performance targets	<b>Creativity and Innovation</b> Participates in forums and processes to capture, communicate and share innovative ideas and practices	<b>Risk Management</b> Identifies risks in case management/ work practice and implements procedures to minimise/ eliminate negative outcomes and improve practice
<b>Equipment and Assets</b> Investigates and recommends purchase of equipment to support efficient and effective service delivery	<b>Client/ Community Diversity</b> Demonstrates and supports others to value and work effectively with client/community diversity	<b>Contract Management</b> Maintains awareness of and ensures work meets contractual program requirements	<b>Technology</b> Supports the use of new technology and takes the opportunity to build new skills	<b>OH&amp;S</b> Ensures work practices support staff well-being and comply with OHS legislation
<b>Sustainability</b> Aims for sustainability in purchasing decisions	<b>Client Confidentiality and Dignity</b> Respects client/ community member confidentiality, understands boundaries and treats clients with dignity	<b>Complaints Handling and Continuous Improvement</b> Complies with complaints handling procedures and demonstrates culturally respectful methods for handling critical incidents. Uses client, community and stakeholder feedback to improve programs and own performance	<b>Learning and Development</b> Maintains awareness of knowledge, understanding and skills needed to perform role, works to address skill gaps and assists others to identify their training needs	<b>Legislation &amp; Compliance</b> Manages own and others' work practices to comply with relevant legislation and program requirements

# The Adapted Workforce Capabilities

## Level 3

People working at this level take a leadership role; they may supervise the work of others and/or provide leadership through their technical or specialist skills.

Community and Interagency Relations	Professionalism	Communication	Leadership and Teamwork
<p><b>Networks and Stakeholders</b></p> <p>Reviews and manages services in response to the changing needs of Aboriginal clients and communities</p>	<p><b>Time Management</b></p> <p>Prioritises work; delegates appropriately demonstrating an understanding of the competing demands of community aspirations, organisational, team, individual and stakeholder priorities, and ensures key requirements are met</p>	<p><b>Advocacy</b></p> <p>Articulates clear, assertive and persuasive messages about key issues when advocating or negotiating for clients/community and on behalf of the organisation</p>	<p><b>Shared Vision</b></p> <p>Ensures staff have a clear understanding of the organisation's vision and celebrates the achievement of outcomes that contribute to the organisation's purpose</p>
<p><b>Community</b></p> <p>Represents the organisation and promotes awareness of key issues to Aboriginal communities, stakeholder networks and the sector as a whole</p>	<p><b>Ethics</b></p> <p>Adheres to professional boundaries and supports others to understand and apply standards of practice which are aligned to organisational values and code of conduct</p>	<p><b>Written Communication</b></p> <p>Prepares accurate documents including tenders, submissions, case notes and reports that meet audience needs</p>	<p><b>Strategic Focus</b></p> <p>Develops team and staff work plans which incorporate clear targets and goals linked to organisational strategic and operational plans</p>
<p><b>Partnerships and Collaboration</b></p> <p>Develops models and protocols for working collaboratively in formal and informal partnerships with Aboriginal organisations and services, community sector agencies and government departments to achieve mutually agreed client/community outcomes</p>	<p><b>Taking Responsibility</b></p> <p>Delegates to develop staff and takes responsibility for team actions and outcomes</p>	<p><b>Verbal Communication</b></p> <p>Develops and communicates clear, culturally appropriate, respectful and consistent messages to staff, clients and community members</p>	<p><b>Team Dynamics</b></p> <p>Creates and manages a culturally respectful working environment which supports effective working relationships within and across teams</p>
<p><b>Community and Sector Knowledge</b></p> <p>Demonstrates high-level of awareness and understanding of the sector and the work of other relevant organisations</p>	<p><b>Problem Solving</b></p> <p>Implements organisational policies, procedures and systems to address incidents and problems and assists team members to develop culturally appropriate solutions</p>	<p><b>Public Speaking</b></p> <p>Makes compelling presentations, using a range of media to stakeholders to promote and communicate key organisational and community issues</p>	<p><b>Conflict Management</b></p> <p>Implements organisational policies and procedures for managing conflict and disputes and is actively involved in problem solving and conflict resolution in a culturally respectful way</p>
<p><b>Social Justice</b></p> <p>Demonstrates understanding, respect and commitment to social justice, self-determination, community control and social inclusion principles and practice</p>	<p><b>Initiative</b></p> <p>Encourages staff to take initiative, and supports ways of improving practice and service delivery</p>	<p><b>Interpersonal Skills</b></p> <p>Models appropriate interpersonal skills, self-awareness, self-management, and community/cultural awareness in communications, problem solving and conflict resolution</p>	<p><b>Workforce Diversity</b></p> <p>Actively seeks to recruit and retain Aboriginal people and builds the capacity of all individuals and teams</p>

Resources, Assets and Sustainability	Service Delivery	Program Management and Policy Development	Change and Responsiveness	Governance & Compliance
<b>Revenue Raising</b> Prepares funding applications and writes winning tenders/ submissions that promote the work of the organisation	<b>Knowledge of the Aboriginal Community</b> Demonstrates detailed knowledge of client/ community and sector issues and develops and implements strategies and systems for consultation and receiving feedback	<b>Policy Development and Implementation</b> Consults with stakeholders and contributes to the development of research based organisational policies and procedures which align with organisational values and purpose	<b>Change Management</b> Understands change management processes and works with others to adapt to and implement organisational change in a culturally respectful way	<b>Strategy</b> Develops and implements work plans and targets to support implementation of the organisation's strategic plan
<b>Financial Management</b> Prepares program and/ or project budgets, and reviews financial performance	<b>Reflective Practice</b> Shares, promotes and develops reflective, culturally appropriate and evidenced based practice models	<b>Program Development</b> Manages programs and / or complex projects and achieves goals and objectives, and identifies, designs and advocates for new culturally appropriate and responsive programs	<b>Multi-skilling</b> Develops appropriate roles and teams with an emphasis on multi-skilling and opportunities for shared and culturally appropriate learning	<b>Quality</b> Manages implementation of quality systems and ensures that quality outcomes are achieved
<b>Procurement</b> Acts within organisational delegations, adheres to purchasing policy and procedures and ensures staff are aware of relevant procedures and guidelines	<b>Client/ Community Outcomes</b> Provides program leadership which focuses staff and key stakeholders on holistic, culturally appropriate client/community and system outcomes	<b>Achieving Results</b> Clarifies roles and responsibilities of program staff and project teams and obtains the necessary support from stakeholders to achieve results	<b>Creativity and Innovation</b> Establishes ways to capture, communicate and share innovative ideas and practices	<b>Risk Management</b> Manages risk and reports on mitigation strategies and recommends improvements
<b>Equipment and Assets</b> Manages assets, allocates resources and purchases equipment to support service delivery within delegated authority	<b>Client/ Community Diversity</b> Supports staff to value, respect and work effectively with client/ community diversity	<b>Contract Management</b> Monitors funding/ service agreements and ensures contractual obligations are met	<b>Technology</b> Researches and implements new technologies to strengthen the organisation and improve operational and corporate practices	<b>OH&amp;S</b> Manages work practices for staff well-being and compliance with OHS legislation
<b>Sustainability</b> Identifies and manages financial risks and establishes/ adheres to protocols for sustainable purchasing	<b>Client Confidentiality and Dignity</b> Implements policies and procedures which protect client/ community member confidentiality, dignity and rights	<b>Complaints Handling and Continuous Improvement</b> Implements complaints handling procedures and culturally respectful methods for handling critical incidents. Uses client, community and stakeholder feedback to advocate for program and organisational improvement in line with registration standards and community expectations	<b>Learning and Development</b> Establishes systems and processes for reviewing skills, supporting professional development and staff well-being and building organisational capacity	<b>Legislation &amp; Compliance</b> Manages own and others' work practices to comply with relevant legislative requirements

# The Adapted Workforce Capabilities

## Level 4

People at this level will guide and steer the organisation and take responsibility for a range of programs and services.

Community and Interagency Relations	Professionalism	Communication	Leadership and Teamwork
<p><b>Networks and Stakeholders</b> Initiates strategic and productive relationships with key stakeholders and influences sector plans and responses to community needs and aspirations</p>	<p><b>Time Management</b> Prioritises work across organisational and program areas; delegates appropriately demonstrating an understanding of community aspirations and organisational priorities, and achieves key outcomes</p>	<p><b>Advocacy</b> Confidently expresses consistent and accurate messages when engaged in high level communications/ negotiations / advocacy on behalf of clients, the Aboriginal community and on behalf of the organisation</p>	<p><b>Shared Vision</b> Champions the vision and purpose of the organisation with all stakeholders, maintains a focus on the big picture and provides sector leadership</p>
<p><b>Community</b> Advances and champions community rights and aspirations with key stakeholders</p>	<p><b>Ethics</b> Promotes and models organisational values and the organisation's code of conduct</p>	<p><b>Written Communication</b> Writes succinct and clear high level analytical reports and documents for the Board, funding bodies and key stakeholders</p>	<p><b>Strategic Focus</b> Establishes and supports systems to develop, implement and evaluate the organisation's strategic plan</p>
<p><b>Partnerships and Collaboration</b> Negotiates and builds formal and informal partnerships to achieve strategic objectives and improve mutually agreed client and community outcomes</p>	<p><b>Taking Responsibility</b> Accepts responsibility for program and organisational positive and negative outcomes</p>	<p><b>Verbal Communication</b> Provides clear messages and considered responses to inspire trust and confidence in stakeholder groups at all levels</p>	<p><b>Team Dynamics</b> Creates an organisational environment which values Aboriginal culture, supports collaboration and engenders a team spirit where staff are confident to provide input to ideas and decision making</p>
<p><b>Community and Sector Knowledge</b> Continually builds knowledge of the sector and maintains a high level of awareness of the key issues which impact Aboriginal communities</p>	<p><b>Problem Solving</b> Identifies emerging challenges for the organisation and pro-actively develops responsive strategies and ensures risks are minimised</p>	<p><b>Public Speaking</b> Confidently delivers presentations which are authoritative and accurate and engage different audiences to achieve desired outcomes</p>	<p><b>Conflict Management</b> Operates in political environments and key networks and negotiates for culturally appropriate outcomes that are mutually respectful</p>
<p><b>Social Justice</b> Demonstrates understanding, respect and commitment to social justice, self- determination, community control, social inclusion principles and practice, and the development of a strong sector</p>	<p><b>Initiative</b> Researches and advocates for new and innovative, culturally appropriate opportunities, actioning those with significant community and organisational benefits</p>	<p><b>Interpersonal Skills</b> Informs and engages others through highly effective personal interactions and mentors the development of emerging leaders</p>	<p><b>Workforce Diversity</b> Models a leadership style that contributes to building the capacity of the workforce through developing and implementing a range of strategies including the recruitment and retention of Aboriginal staff</p>

Resources, Assets and Sustainability	Service Delivery	Program Management and Policy Development	Change and Responsiveness	Governance & Compliance
<p><b>Revenue Raising</b> Understands funding and budgetary cycles and is a strong advocate when negotiating for resources with government, philanthropic agencies or other sources of revenue</p>	<p><b>Knowledge of the Aboriginal Community</b> Maintains high level awareness and knowledge of the Aboriginal community, demonstrates understanding of its strengths, and understands the impact of political, social and economic events and priorities on community outcomes</p>	<p><b>Policy Development and Implementation</b> Establishes policy frameworks to support strategic directions and decision making and supports/facilitates staff in policy implementation</p>	<p><b>Change Management</b> Keeps informed of the changing political, economic and social environments and designs responsive change management strategies</p>	<p><b>Strategy</b> Contributes to the development of the strategic plan, establishes and reviews systems to support the agency's planning cycle, ensures accurate reporting / accountability to the Board and achieves organisational goals</p>
<p><b>Financial Management</b> Oversees organisational budget and key program budgets, manages and reviews program financial performance and ensures availability of adequate resources</p>	<p><b>Reflective Practice</b> Establishes and supports innovative, culturally relevant and effective approaches in program management and operations</p>	<p><b>Program Development</b> Ensures programs are integrated and supportive of each other, establishes targets for program areas, encourages strong results and supports the development of new programs</p>	<p><b>Multi-skilling</b> Identifies staff skill sets, encourages multi-skilling, flexibility and learning from others in a culturally appropriate manner</p>	<p><b>Quality</b> Establishes and continually reviews quality systems and organisational standards</p>
<p><b>Procurement</b> Implements purchasing policy and reviews major organisational and program purchases and ensures value for money is achieved</p>	<p><b>Client/ Community Outcomes</b> Ensures service delivery meets the specific needs of members of Aboriginal communities; advocates for client rights and focuses on continually increasing the effectiveness of programs and services</p>	<p><b>Achieving Results</b> Supports program managers and specialist staff to achieve program outcomes</p>	<p><b>Creativity and Innovation</b> Encourages creativity and innovation in the workplace</p>	<p><b>Risk Management</b> Establishes and reviews the organisation's risk management framework</p>
<p><b>Equipment and Assets</b> Builds overall organisational and program assets to support organisational needs and service delivery and monitors utilisation</p>	<p><b>Client/ Community Diversity</b> Demonstrates understanding and respect of diversity within and across Aboriginal communities and promotes diversity principles in service development and delivery</p>	<p><b>Contract Management</b> Negotiates and establishes contracts, maintains relationships with key stakeholders and monitors contractual compliance</p>	<p><b>Technology</b> Promotes the use of new technologies to improve work practices and organisational performance</p>	<p><b>OH&amp;S</b> Establishes and reviews OH&amp;S systems to address organisational requirements</p>
<p><b>Sustainability</b> Ensures viability and sustainability of the organisation through a range of strategies including competitive and collaborative approaches that build the capacity of the organisation</p>	<p><b>Client Confidentiality and Dignity</b> Fosters a culture of respect for client and community by leading and implementing policies and procedures which protect client and community member confidentiality, maintains client dignity and complies with their rights</p>	<p><b>Complaints Handling and Continuous Improvement</b> Encourages continuous improvement and the establishment of systems for feedback and review</p>	<p><b>Learning and Development</b> Fosters a culture of continuous learning and development</p>	<p><b>Legislation &amp; Compliance</b> Establishes systems to ensure the organisation's governance framework is operationalised and legislative and accreditation compliance is achieved whilst maintaining the cultural integrity of the organisation</p>

# Resources and Publications

The Office for the Community Sector (OCS) has developed a range of other resources and publications that aim to help community sector organisations with workforce development. These can be found on the OCS website: [www.dpcd.vic.gov.au/communitydevelopment/publications-and-research/publications](http://www.dpcd.vic.gov.au/communitydevelopment/publications-and-research/publications)



## Implementing the Community Sector Workforce Capability Framework for Aboriginal Community Controlled Organisations – Trainer's guide

A supplement to the Framework, this Trainer's Guide will support Aboriginal Community Controlled Organisations in understanding and applying the Framework.



## Capability Cards (for Community Sector Workforce Capability Framework for Aboriginal Community Controlled Organisations)

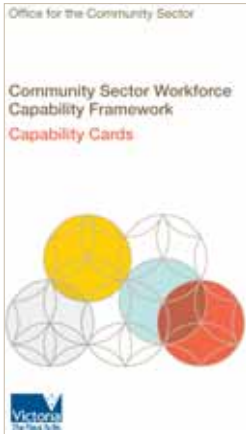
These capability cards describe the capabilities and personal attributes included in this Framework. They can be used broadly in areas such as developing position descriptions, recruitment and selection, professional development and performance management.

This set of cards is available to purchase from the Victorian Government online bookshop from November 2012.



## Community Sector Workforce Capability Framework Tool Kit

The Capability Framework describes the broad capabilities required by people in community sector organisations, with a common language for knowledge and skills and personal attributes that are critical for work in the sector. The tool kit includes a description of the capabilities and personal attributes and how they might be used in performance appraisal, staff development and recruitment and selection.



## **Community Sector Workforce Capability Framework Capability Cards**

These capability cards describe the capabilities and personal attributes included in the Community Sector Workforce Capability Framework.



## **Best practice recruitment and selection – a tool kit for the community sector**

This tool kit sets out an end to end process for best practice recruitment and selection. It comprises an overview of the recruitment and selection process, information sheets and on line templates. This includes templates for position descriptions and interview questions.



## **Community Sector – Attracting and retaining staff in rural and regional Victoria**

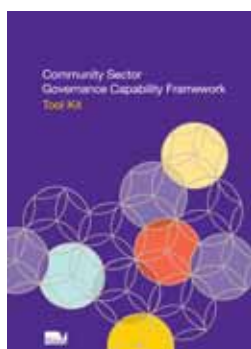
This guide has been developed to assist community sector organisations to apply good practice in the recruitment and retention of staff in regional Victoria. It includes an overview of the rural and regional workforce, strategies for attraction and retention and case studies of regionally based community organisations that have been successful in attracting and retaining staff.



## **Developing Conflict Resilient Workplaces: A how-to guide for creating more positive workplaces in the Victorian NFP sector**

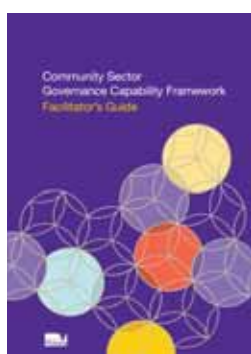
This how-to guide can be used by individuals and organisations from the NFP community sector to assess the conflict resilience of their organisation, and put in place effective processes, values and behaviours that allow for conflict to be addressed at the earliest possible stage, and at the lowest possible level.

## Resources and Publications



### Community Sector Governance Capability Framework Tool Kit

By using the Governance Capability Framework, people on Boards or Committees of Management in community sector organisations will be able to develop flexible and transferable skills that can be used in a range of governance contexts. It includes a Board Review Tool, a Board Member Self Assessment Tool, a Self Assessment Tool for Potential Board Members and a template for developing a Board Action Plan.



### Community Sector Governance Capability Framework Facilitators' Guide

A supplement to the Governance Workforce Capability Framework. Includes accompanying PowerPoint Slides. This Guide will support Community Sector Organisations to understand and apply the Governance Capability Framework.



### Community Sector Governance Capability Cards

These capability cards describe the capabilities and personal attributes included in the Community Sector Governance Capability Framework Tool Kit.

This item will be available to purchase as a hard copy from the Victorian Government online bookshop from November 2012.





### **Community Sector Guide to Shared Services**

The guide provides the tools for NFP organisations to evaluate their back of house business functions and test the feasibility of shared service models. Shared services involve two or more organisations working together to manage or deliver non-client or back of house services, e.g., human resources, payroll, ICT, marketing, procurement and legal advice.



### **Community Sector and Business Partnerships Guide**

This self-guided resource is designed to be used in a group discussion or workshop situations with NFP organisations, businesses, local governments and service clubs. It will assist when you are considering if and how to embark on a community/ business relationship. It provides a step-by-step approach to assist you in knowing where you are heading and what is involved along the way.



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