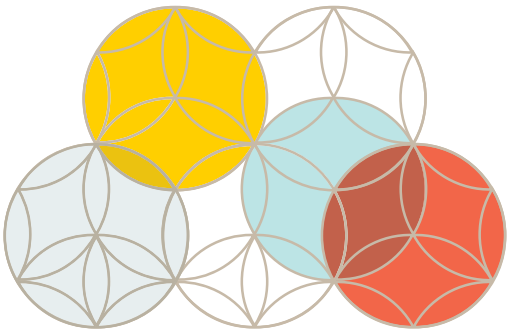
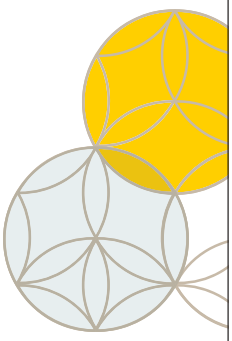
Office for the Community Sector

Community Sector Workforce Capability Framework

Capability Cards



Victoria
The Place To Be



This Capability Card set was developed to support the implementation of the Community Sector Workforce Capability Framework, as part of the Victorian Government's *Action Plan: Strengthening Community Organisations*.

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Community Sector
Workforce Capability Framework
2010 – Card 1

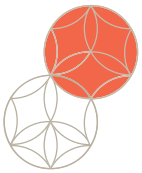
Personal Attribute

Creative and innovative

Finds ways to work better and smarter

Generates options and ideas

Is open to change and alternatives



Community Sector
Workforce Capability Framework
2010 – Card 2

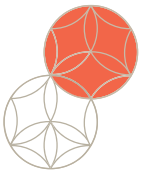
Personal Attribute

Determined

Researches options and sets a clear path

Deals with obstacles and impediments

Has clear goals



Community Sector
Workforce Capability Framework
2010 – Card 3

Personal Attribute

Positive

Has faith in own abilities

Is optimistic

Remains calm and focused when faced with difficulty

Community Sector
Workforce Capability Framework
2010 – Card 4

Personal Attribute

Self disciplined

Manages own time to achieve key outcomes

Avoids distraction and diversions

Community Sector
Workforce Capability Framework
2010 – Card 5

Personal Attribute

Analytical

Reviews arguments and opinions before making judgement

Presents clear and logical arguments

Takes a systematic approach when building toward improvements

Community Sector
Workforce Capability Framework
2010 – Card 6

Personal Attribute

Flexible

Adapts to changing circumstances in the workplace

Prioritises work and addresses what is most important

Takes advantage of new and emerging opportunities

Community Sector
Workforce Capability Framework
2010 – Card 7

Personal Attribute

Resilient

Recovers from setbacks

Overcomes obstacles and impediments

Learns from experience and identifies areas for self development

Community Sector
Workforce Capability Framework
2010 – Card 8

Personal Attribute

Client/member focused

Prioritises needs of clients and members

Aims for best outcomes for clients and members

Is outcome focused

Follows through with commitments

Community Sector
Workforce Capability Framework
2010 – Card 9

Personal Attribute

Culturally aware

Respects difference in all its forms

Adapts language to aid communication

Values diversity as a strength and positively utilises diversity

Community Sector
Workforce Capability Framework
2010 – Card 10

Personal Attribute

Honest

Is credible and truthful

Is reliable and trustworthy

Acknowledges and learns from mistakes

Community Sector
Workforce Capability Framework
2010 – Card 11

Personal Attribute

Inclusive

Recognises the rights of others

Is committed to social justice and social inclusion

Makes equitable decisions

Community Sector
Workforce Capability Framework
2010 – Card 12

Personal Attribute

Ethical

Has integrity and principles

Is truthful

Reflects expected standards of behaviour and/or Code of Conduct

Community Sector
Workforce Capability Framework
2010 – Card 13

Personal Attribute

Collaborative

Works with others to achieve common goals

Engenders a spirit of teamwork

Inspires trust

Community Sector
Workforce Capability Framework
2010 – Card 14

Personal Attribute

Supportive

Encourages others to attain goals and achieve

Listens actively and inspires confidence

Demonstrates empathy when confronted with adversity

Community Sector
Workforce Capability Framework
2010 – Card 15

Capability: Community and inter-agency relations

Networks and stakeholders

Level 1: Utilises own community networks to achieve established outcomes

Level 2: Researches community's needs and concerns and provides community development/education

Level 3: Reviews and manages services in response to changing needs of relevant groups in the community

Level 4: Creates and sustains dynamic, strategic and productive relationships with key stakeholders

Capability: Community and inter-agency relations

Community

Level 1: Contributes to staff forums and meetings about key community issues

Level 2: Participates effectively in networks and community meetings to advance organisational objectives

Level 3: Represents the organisation and promotes awareness of key issues in community networks

Level 4: Advances organisational objectives and champions important issues with key stakeholders

Capability: Community and inter-agency relations

Partnerships and collaboration

Level 1: Works collaboratively with other organisations in formal and informal partnerships to achieve client/member outcomes

Level 2: Works collaboratively with other organisations in formal and informal partnerships to achieve client/member outcomes

Level 3: Develops models and protocols for working in formal and informal partnerships with other CSOs to achieve client/member outcomes

Level 4: Negotiates and builds fruitful formal and informal partnerships to achieve strategic objectives and improve client and member outcomes

Capability: Community and inter-agency relations

Knowledge of community

Level 1: Maintains basic awareness of current community issues and knowledge of relevant organisations

Level 2: Maintains detailed understanding of current community issues and knowledge of relevant organisations

Level 3: Demonstrates high-level understanding of the sector and the work of other relevant organisations

Level 4: Maintains high level awareness of sector and current issues that affect clients and members

Capability: Community and inter-agency relations

Social justice

Level 1: Demonstrates commitment to social justice and social inclusion

Level 2: Demonstrates commitment to social justice and social inclusion

Level 3: Demonstrates commitment to social justice and social inclusion

Level 4: Demonstrates commitment to social justice and social inclusion and the development of a strong community sector

Capability: Professionalism

Time management

Level 1: Demonstrates punctuality and meets agreed schedules and timelines

Level 2: Manages time and uses tools effectively to assist with planning and organising

Level 3: Prioritises work; delegates appropriately demonstrating an understanding of organisational, team and individual priorities and capacities; and ensures that key requirements are met

Level 4: Designs own approaches for excellent performance and structures time and tasks to achieve prioritised outcomes

Capability: Professionalism

Ethics

Level 1: Observes Code of Conduct, behaves ethically and seeks assistance with ethical dilemmas

Level 2: Observes professional boundaries and standards and assists others with ethical dilemmas

Level 3: Sees that reward system is aligned with organisational values and that behavioural expectations/ Code of Conduct are communicated

Level 4: Models organisational values and preferred behaviours and promotes Code of Conduct

Capability: Professionalism

Taking responsibility

Level 1: Takes responsibility for work outcomes and enacts authority as defined in role statement

Level 2: Takes responsibility for work outcomes and assists others to understand role and responsibilities

Level 3: Delegates to develop staff and accepts responsibility for actions of staff and teams under authority

Level 4: Accepts responsibility for organisation's positive and negative outcomes

Capability: Professionalism

Problem solving

Level 1: Demonstrates common sense, and uses established strategies to solve routine problems

Level 2: Assists with resolution of clients'/ members' and colleagues' problems

Level 3: Implements systems to address adverse events and problems and assists teams to take proactive approaches to problem solving

Level 4: Sees emerging problems for the organisation and takes proactive steps to ensure that risks are managed

Capability: Professionalism

Initiative and enterprise

Level 1: Contributes to ideas for improved ways of working

Level 2: Demonstrates initiative and enterprise and supports others to work more effectively

Level 3: Encourages teams to show initiative and looks for ways to work more dynamically

Level 4: Envisions new and innovative possibilities and actions those with significant organisational benefits

Capability: Communication

Advocacy

Level 1: Actively listens to colleagues and clients and passes on relevant information accurately and appropriately

Level 2: Advocates for clients/members to advance their interests

Level 3: Articulates clear and persuasive messages about key issues when advocating or negotiating for clients/members and on behalf of the organisation

Level 4: Expresses confident and cogent public messages when advocating and negotiating for clients/members and organisational issues

Capability: Communication

Written communication

Level 1: Provides accurate written information using forms, log books and templates appropriate to the task

Level 2: Writes accurate, clear and informative reports and communications that meet the needs of their intended audience

Level 3: Writes winning tenders, and accurate reports and documents that meet audience needs

Level 4: Writes succinct and lucid reports and documents for Board, funding bodies and key stakeholders

Capability: Communication

Verbal communication

Level 1: Speaks politely and explains issues and information clearly to clients/members and colleagues

Level 2: Articulates clear and respectful messages and information to clients/members and colleagues

Level 3: Provides informed, meaningful and relevant messages when communicating with staff and clients/members

Level 4: Provides considered responses and clear messages to inspire trust and confidence of others

Capability: Communication

Public speaking

Level 1: Participates actively in staff meetings and shares information to improve work environment and outcomes

Level 2: Uses relevant facts to express clear and logical arguments and opinions in meetings and other forums

Level 3: Makes convincing presentations, using a range of media, to communicate key issues

Level 4: Adapts presentations to engage different audiences and obtain their support

Capability: Communication

Interpersonal skills

Level 1: Demonstrates active listening and asks appropriate questions when dealing with clients/members and colleagues

Level 2: Demonstrates appropriate interpersonal skills, active listening, empathy, social awareness and emotional intelligence in verbal communications

Level 3: Models self awareness, self management and social awareness in communications, problem solving and conflict resolution

Level 4: Motivates others through personal interactions and mentors development of emerging leaders

Capability: Leadership and teamwork

United vision

Level 1: Maintains enthusiasm and understands own role in achieving organisational mission

Level 2: Generates ideas for innovation and enhanced working practices to achieve organisational mission

Level 3: Celebrates and rewards the achievement of outcomes that contribute to organisation's mission

Level 4: Champions vision and mission and maintains a focus on the big picture

Capability: Leadership and teamwork

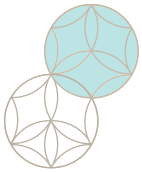
Strategic focus

Level 1: Follows work plan and prioritises key tasks

Level 2: Contributes to team plans and relates teamwork to strategic objectives

Level 3: Develops team plans with clear targets and goals linked to strategic plan

Level 4: Establishes systems to support and evaluate strategic plan



Capability: Leadership and teamwork

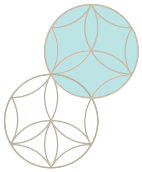
Team dynamics

Level 1: Openly shares information, participates and contributes to team discussions

Level 2: Offers constructive feedback and provides balanced and informed perspectives at team meetings

Level 3: Manages team dynamics, supports productive working relationships and work-life balance

Level 4: Engenders organisational synergy and a spirit of collaboration



Capability: Leadership and teamwork

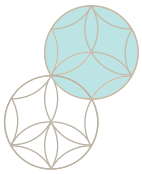
Conflict management

Level 1: Considers the views of others and aims for group cohesion

Level 2: Recognises differences of opinion and works toward the resolution of team conflict

Level 3: Develops systems and protocols for management of conflict and disputes and is actively involved in problem solving and conflict resolution

Level 4: Operates in political environments and key networks and negotiates for win-win outcomes



Capability: Leadership and teamwork

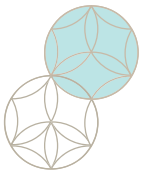
Diversity/different styles

Level 1: Values diversity in team and supports colleagues

Level 2: Builds team spirit and supports team members' development

Level 3: Selects diverse team members with strong and appropriate skill bases suited to task and supports team building

Level 4: Develops and models own leadership style



Capability: Resources, assets and sustainability

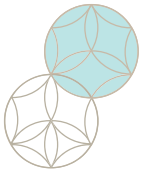
Revenue raising

Level 1: Supports fundraising work

Level 2: Undertakes public relations and fundraising activities

Level 3: Prepares funding applications and writes winning tenders

Level 4: Negotiates for resources with government, philanthropic agencies or other sources of revenue and invests responsibly



Capability: Resources, assets and sustainability

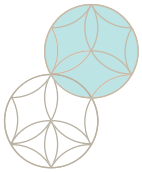
Financial management

Level 1: Assists with maintenance of financial records and works efficiently to meet established budgets

Level 2: Assists with budget reviews and works to established budgets

Level 3: Prepares program and complex project budgets, and reviews financial performance

Level 4: Oversees organisational budget and key program budgets, reviews financial performance and ensures availability of adequate resources



Capability: Resources, assets and sustainability

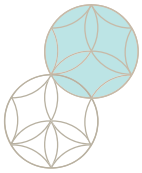
Procurement

Level 1: Makes low cost purchases and achieves value for money

Level 2: Researches market and attains value for money when making purchases or contracting work

Level 3: Establishes purchasing and probity protocols

Level 4: Reviews major purchases and ensures value for money is achieved



Capability: Resources, assets and sustainability

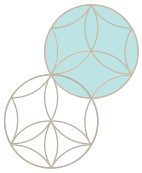
Equipment and assets

Level 1: Takes care when using and maintaining equipment and aids

Level 2: Researches and recommends purchase of equipment and aids to provide efficient and effective service delivery

Level 3: Manages assets, allocates resources and purchases high cost equipment to support service delivery

Level 4: Builds organisation's asset base to support service delivery



Capability: Resources, assets and sustainability

Sustainability

Level 1: Uses resources appropriately and supports organisation's sustainability protocols

Level 2: Aims for sustainability in purchasing decisions

Level 3: Identifies and manages financial risks and develops protocols for sustainable purchasing

Level 4: Ensures financial and organisational sustainability through a range of strategies including competitive and collaborative approaches

Capability: Service delivery

Reflective practice

Level 1: Applies organisational practice models, procedures and relevant legislation when working with clients/members

Level 2: Demonstrates reflective and evidence based practice

Level 3: Disseminates, promotes and develops reflective and evidenced based practice models

Level 4: Supports managers to establish innovative and effective models for service delivery

Capability: Service delivery

Knowledge of client/member issues

Level 1: Maintains awareness of client/member needs

Level 2: Builds knowledge of client/member issues and requirements to improve practice

Level 3: Demonstrates detailed knowledge of client/member issues and builds research links

Level 4: Maintains high level awareness of client/member issues as impacted by political, economic, social and technological change

Capability: Service delivery

Client/member outcomes

Level 1: Supports clients/members to achieve their goals or aspirations through provision of quality service

Level 2: Provides clients/members with high quality service and appropriate referrals

Level 3: Provides clinical leadership and focuses team on client/member outcomes

Level 4: Fosters a culture of excellence in service delivery

Capability: Service delivery

Diversity

Level 1: Demonstrates sensitivity and respect for diversity and differences in clients/members

Level 2: Demonstrates cultural sensitivity and adjusts personal style in response to client/member differences

Level 3: Supports teams to value and work effectively with client/member diversity

Level 4: Champions respect for diversity and importance of culturally appropriate behaviours

Capability: Service delivery

Client confidentiality and dignity

Level 1: Respects client/member confidentiality

Level 2: Respects client/member confidentiality

Level 3: Creates systems and policies for protection of client/member confidentiality

Level 4: Fosters a culture of respect for clients'/members' dignity

Capability: Program management and policy development

Policy development and implementation

Level 1: Maintains awareness of policies and applies procedures to daily work activities

Level 2: Participates in the review and development of policy and utilises policies and procedures to guide work practices

Level 3: Researches options and consults with stakeholders to develop clear and workable policies and procedures that align with organisational mission

Level 4: Establishes policy framework to support Board strategy and decision-making, and fosters staff support for policy implementation

Capability: Program management and policy development

Program development

Level 1: Performs own role and responsibilities efficiently to contribute to program and project outcomes

Level 2: Contributes to program objectives, develops and implements simple project plans

Level 3: Manages programs and complex projects to work to timelines and budget and achieve goals and objectives; and envisions and designs new programs

Level 4: Establishes targets for program areas and encourages strong results; and supports the development of new programs

Capability: Program management and policy development

Achieving results

Level 1: Supports program and project team members to achieve defined outcomes

Level 2: Ensures clarity of understanding of required work, fulfils program and project responsibilities, and achieves performance targets

Level 3: Clarifies roles and responsibilities of program staff and project teams and achieves necessary support from stakeholders

Level 4: Supports program managers and conducts campaigns to assist program activities

Capability: Program management and policy development

Contract management

Level 1: Records relevant data for contract administration

Level 2: Maintains awareness of contracts relating to own position and ensures that work fulfils contractual obligations

Level 3: Monitors contracts and checks that contractual obligations of both parties are met

Level 4: Negotiates and establishes contracts, and maintains relationships with key stakeholders

Capability: Program management and policy development

Complaints handling and continuous improvement

Level 1: Records complaints and assists with reviewing feedback on program outcomes

Level 2: Utilises feedback from complaints to improve programs and reviews own performance

Level 3: Establishes complaints handling procedures and methods for responding to critical incidents

Level 4: Encourages continuous improvement and establishment of systems for feedback and review

Capability: Change and responsiveness

Change management

Level 1: Maintains a positive approach to change and adapts to new or different ways of working

Level 2: Supports change management and assists others to adapt and adjust to change

Level 3: Implements change management processes and monitors progress

Level 4: Keeps informed of changing political, economic, social and technological context and designs responsive change management strategies

Capability: Change and responsiveness

Multi-skilling

Level 1: Takes advantage of opportunities for learning and growing skills

Level 2: Works collaboratively with people from different disciplines and shares skills and knowledge

Level 3: Designs jobs and teams with an emphasis on multi-skilling and opportunities for shared learning

Level 4: Encourages multi-skilling, flexibility and learning from others

Capability: Change and responsiveness

Creativity and innovation

Level 1: Identifies opportunities to do things better, develops ideas with others and assists with the implementation of routine changes

Level 2: Generates and shares ideas and encourages others to reflect on activities and develop ideas for innovation and improvement

Level 3: Establishes ways to capture, communicate and share innovative ideas and practices

Level 4: Encourages creativity and innovation in the workplace

Capability: Change and responsiveness

Technology

Level 1: Uses technology and software applications effectively in accordance with task requirements

Level 2: Supports the use of new technology and develops skills to master new technologies

Level 3: Researches and implements new technologies to strengthen the organisation and improve business practices

Level 4: Promotes the use of new technologies to enhance business practices

Capability: Change and responsiveness

Learning and development

Level 1: Prepares own development plan in consultation with supervisors

Level 2: Maintains awareness of own skills and skill needs, actively works to address skills gaps and assists others to identify training needs

Level 3: Establishes systems and processes for reviewing skills and professional development

Level 4: Fosters a culture of life-long learning

Capability: Governance and compliance

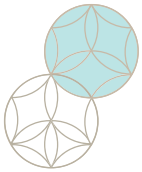
Strategy

Level 1: Achieves targets in work plans and understands links with strategic goals

Level 2: Contributes to team work plans and ensures that own work outcomes are achieved

Level 3: Develops and implements work plans and targets to support implementation of strategic plan

Level 4: Establishes and reviews systems to support Board's strategic plan and achieve organisational goals



Capability: Governance and compliance

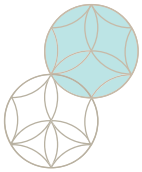
Quality

Level 1: Ensures that own work meets the organisations' quality requirements

Level 2: Contributes to enhancement of quality practices and ensures that own work meets quality requirements

Level 3: Manages implementation of quality systems and ensures that quality outcomes are achieved

Level 4: Establishes and reviews quality systems and organisational standards



Capability: Governance and compliance

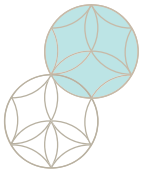
Risk management

Level 1: Ensures that risks are identified and reported in own work context

Level 2: Contributes to identification and control of risks and hazards and takes advantages of emerging opportunities

Level 3: Manages risk and encourages staff to take advantage of opportunities

Level 4: Establishes and reviews risk management framework



Capability: Governance and compliance

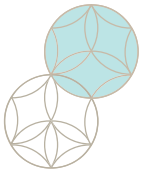
OHS

Level 1: Ensures safety of self and others in work environment

Level 2: Contributes to identification of OHS risks and hazards, and ensures safety in own work context

Level 3: Manages work practices for health and wellbeing of staff and compliance with OHS legislation

Level 4: Establishes and reviews OHS systems to address organisational requirements



Capability: Governance and compliance

Legislation and compliance

Level 1: Is aware of relevant legislation and licensing requirements and ensures compliance in work practices

Level 2: Is aware of relevant legislation and licensing requirements and ensures compliance in work practices

Level 3: Manages work practices to comply with relevant legislation and licensing requirements

Level 4: Establishes systems to ensure legislative and licensing compliance