

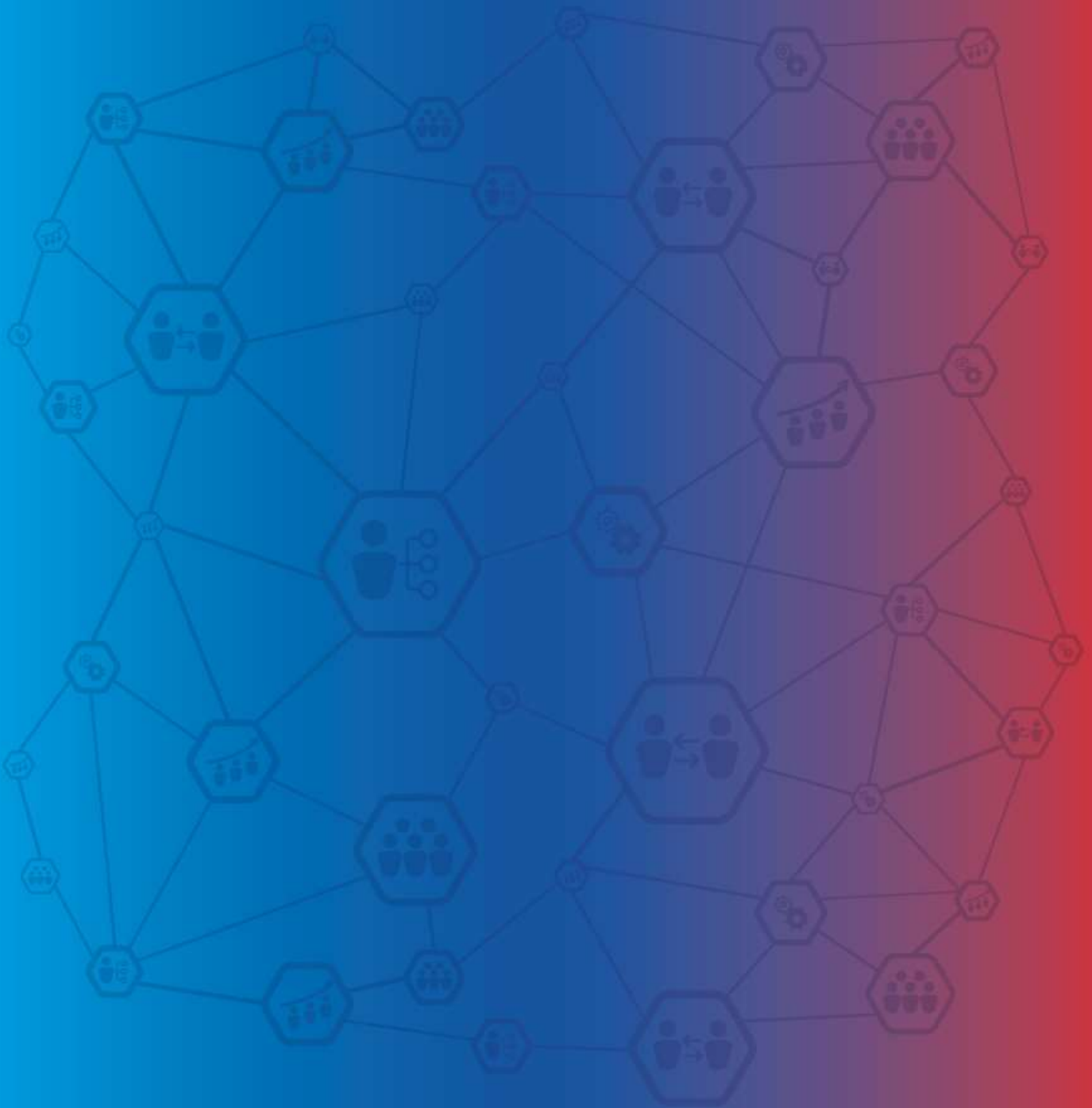


LOCAL GOVERNMENT **CAPABILITY FRAMEWORK**

CREATING LOCAL GOVERNMENT POSITION DESCRIPTIONS

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PART 1 – CREATING POSITION DESCRIPTIONS USING THE CAPABILITY FRAMEWORK

Part 1

Introduction

This guide was produced by Local Government NSW (LGNSW) to assist councils create position descriptions using the Local Government Capability Framework (capability framework).

The guide consists of two parts: Part 1 is a brief introduction to the Local Government Capability Framework and Part 2 specifically addresses development of position descriptions that incorporate the relevant capabilities from the capability framework.

Overview and background

- The Local Government Capability Framework (the capability framework) provides a set of core capabilities, expressed as behaviours, which set out clear expectations about performance in local government: “how we do things around here”. It builds on organisational values and creates a common sense of purpose for elected members and all levels of the workforce.
- LGNSW proposed the development of a local government capability framework in response to changes in legislative and community expectations of councils, including the performance and behaviours of its people in delivering a professional service to the community. The proposal received strong support when put to councils across the state in the second half of 2016. It was developed in close consultation with elected and council representatives and approved by the LGNSW Board in August 2017.
- The capability framework does not displace or override the *Local Government (State) Award 2017* (the Award) or any relevant industrial instrument and is not linked to the Award. The Award is the enforceable industrial instrument setting the minimum terms and conditions for the majority of local government employees in NSW. The framework does not alter councils’ obligations to:
 - Evaluate positions in their structure in accordance with the Award's skill descriptors; and
 - Ensure progression through councils’ salary systems based on the acquisition and use of skills, or employee performance, provided that progression beyond the entry level based on the acquisition and use of skills is also available.
- Councils implementing the capability framework should, where appropriate have regard to provisions of the following Award clauses:
 - cl 2. Statement of Intent
 - cl 5. Skill Descriptors
 - cl 7. Salary System
 - cl 8. Use of Skills
 - cl 9. Performance Evaluation and Reward
 - cl 31. Training and Development

- cl 39. Workplace Change
- cl 40. Termination of Employment and Redeployment due to Redundancy

Capability framework aims

The capability framework was developed for use by local government to:

- create a common view of “what good looks like” when working in local government
- align elected members and the workforce in delivering community outcomes
- improve performance and capacity
- attract and retain highly capable people
- enhance mobility both within the sector and between sectors
- provide a shared basis for workforce planning
- provide broader career options and develop the next generation of local government leaders in NSW; and
- provide a common foundation for the professional development required of elected members by legislation.

Capability framework structure

The capability framework describes 16 core capabilities across four groups: Personal Attributes; Relationships; Results and Resources. These capabilities apply to all elected members and local government employees, though expressed in different ways to reflect the different roles.

In addition, there are four capabilities in the Workforce Leadership group for employees who manage people and another four capabilities in the Civic Leadership group for elected members.

The capabilities work together to provide an understanding of the common **knowledge, skills and abilities** required of elected members and local government employees.

The capability framework complements the specific technical and professional skills required by certain positions.

Capability framework uses

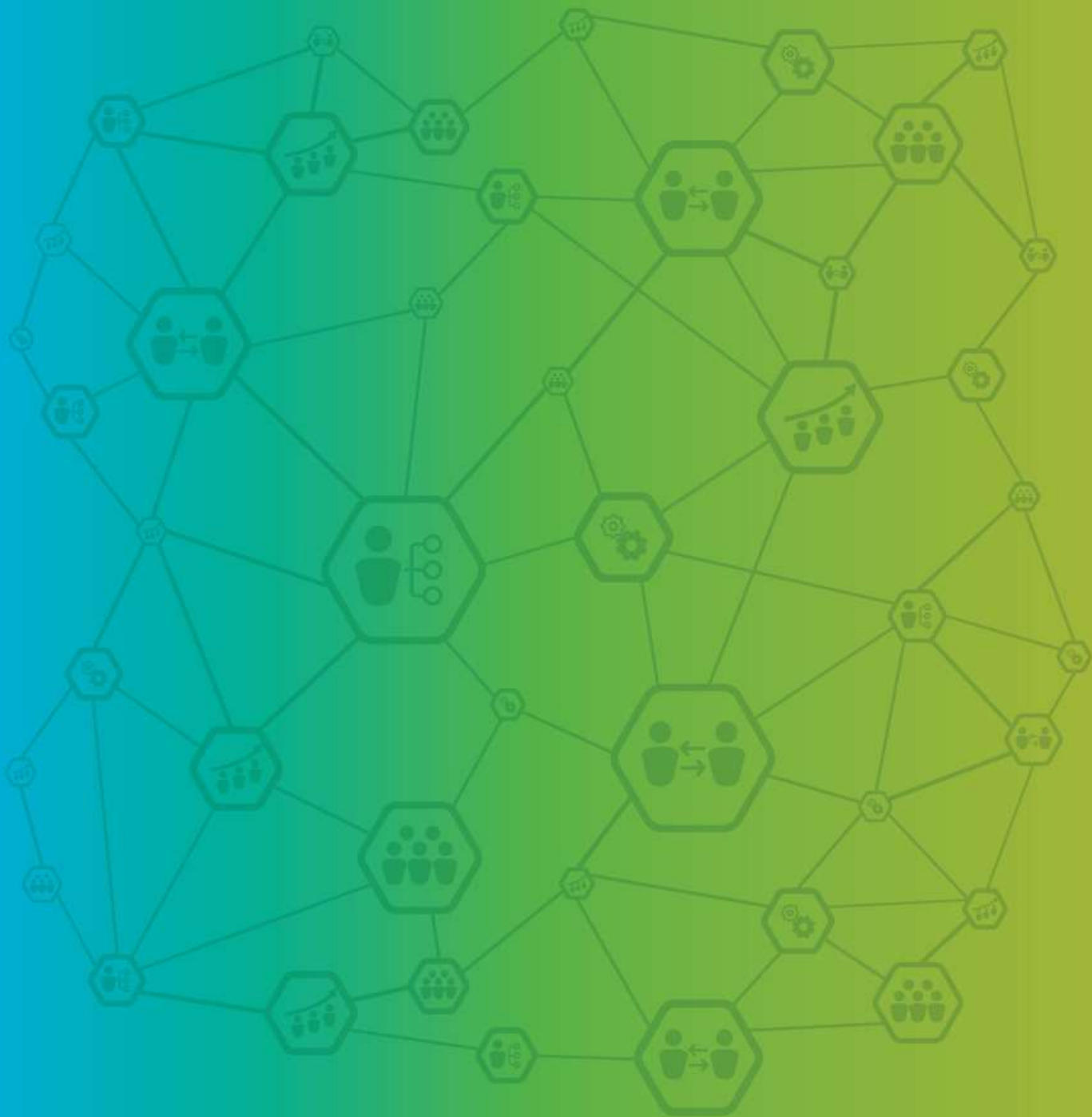
- For council employees, the framework may be used as a foundation for all aspects of people management, from workforce planning through creating structures and roles, to recruitment, performance management, professional development and career planning. The framework may also inform the performance agreements that underpin the performance review of general managers and senior staff employed under the standard contract.
- For elected members, the framework may be used as a basis for community and prospective candidate information, councillor induction and professional development.

Supporting material and tools provided by LGNSW

A suite of supporting materials and tools has been developed to assist councils in implementing the framework. These include:

- a guide to implementing the framework and ***managing change***
- a guide on how to use capabilities in ***workforce planning***
- a guide on how to use capabilities in ***performance management and development***
- a guide on how to use capabilities in ***recruitment and selection***
- a [Position Description Builder tool](#) – an online interactive position description template that can be used by councils to develop position descriptions that include the capabilities required for the positions (this document is the guideline component of the PD Builder).
- an online tool to guide the professional development of councillors and mayors known as Professional Development in a Box (PD in a Box)

For further information on the capability framework and support available from LGNSW refer to www.lgnsw.org.au/capability-framework or contact LGNSW at jennifer.james@lgnsw.org.au.



PART 2 – HOW TO DEVELOP A POSITION DESCRIPTION USING THE CAPABILITY FRAMEWORK

Part 2

Overview and background

Capabilities play an important role in position descriptions. They convey the expectations of the position in terms of core knowledge, skills and abilities complementing the experience and any technical or professional skill necessary to be successful in the position.

A capability-based position description is needed to provide the basis for a capability-based recruitment and selection process. Similarly, the content of the performance agreement is usually based on a position description (and the organisational strategic or operational plan at council or organisational unit level). When the position description includes the capabilities for the position, these can be used in drawing up the performance agreement.

Moreover, a decision to fill a position should be made in the context of workforce planning, as it is an opportunity to ensure the capabilities and skills specified are aligned with Council needs.

Considerations when creating or reviewing a position might include:

- council objectives and priorities
- expected future changes in service or program mix
- expected future system changes
- budget
- current and expected workloads
- current team's technical skill and capability mix
- labour market availability for specific technical or professional skills
- council talent management strategy.

What is a position description?

A position description sets out what the worker is responsible for doing, how it is to be done, the skills and capabilities needed to perform in the role successfully and how it relates to other positions within and outside the work unit.

It is a document that provides an overview of the council, the responsibilities of the position and how it relates to other positions within and outside of the unit and the capabilities required to be successful in the position.

The position description is fundamental to the whole process of workforce management, as it serves a wide range of purposes, including:

- information about the position for internal and external applicants
- information about the capabilities to be measured as part of recruitment to the position, particularly the focus capabilities
- a guide for identifying the induction required for the position

- a starting point for the performance management process
- the reference point for identifying development activities
- the core elements for staff to explore career options by comparing requirements for positions.

What are the components of a position description?

The key components usually include:

- The Council
- Primary purpose of the position
- Key accountabilities
- Key challenges
- Key relationships
- Dimensions of the position for example, decision making requirements, reporting lines, number of staff supervised and budget
- Essential requirements such as technical and professional qualifications, employment screening checks, licence requirements
- Capabilities (knowledge, skills and abilities required for competent performance).

Generic position descriptions

Wherever possible and relevant, generic position descriptions should be developed to cover roles drawing on the same skills and capabilities to support mobility and career path options. For example, customer service positions in different parts of Council could have the same position description. Generic position descriptions could be developed for common position types at Council level and potentially for the local government sector as a whole.

Position descriptions change over time and therefore should be reviewed regularly. Drivers for a review include the position becoming vacant, priorities of the business unit or organisation change and/or as a result of workforce planning.

Position description library

LGNSW will gradually create a library of position descriptions for common positions for use by councils. When developing a position description which is not part of the library, it is recommended that councils review equivalent positions across the sector to check whether there is a similar existing position description that could be used.

Position description

Important rules in developing a clear and concise position description:

- include information once only and in the right spot: there is no need to repeat information under different headings
- stick to the key points: focus on the main purpose and responsibilities of the position – there is no need to list every task no matter how minor
- keep sentences short and meaningful.

Position description information

This section provides the following information about the position:

- **Title of the position** (the title should be short but indicate the relative level of the position in the organisation hierarchy. For example, titles such as Supervisor, Team Leader, Coordinator, Section Manager, Group Manager)
- **Directorate**
- **Location** (the location at which the position resides)
- **Classification/Grade/Band**
- **Position code** (i.e. the code given to the position type)
- **Date of approval** (date at which the completed position description was approved).

It is recommended that the Council includes its logo on this first page of the position description (on the top right hand side) and website link.

Council overview

A concise summary that provides an overview of the council and one sentence on the opportunity that his position provides.

Example – Council overview

The area that Council X covers is approximately 80 square kilometres and has an estimated population of 140,000.

Council X is the gateway to the broader X region. With significant state infrastructure within our boundaries and key commuter corridors between Port X, Airport X and greater X area, change is everywhere and so are the opportunities.

Council values

This section will include a short summary of the Council’s values as shown in this example:

Example - Council values

The guiding principles of respect, trust, accountability, leadership, innovation, collaboration and excellence in customer service define how Council X strengthens its working environment to deliver on the aspirations of our community.

Primary Purpose of the position

A concise summary of the primary purpose of the position, answering the question “Why does this position exist?” The purpose should clearly and concisely articulate how the position assists the organisation to achieve its objectives rather than the main tasks of the position.

Example - Manager Certification

Lead and drive Council X’s certification functions including, building and fire certification; footway and trading; and all activities related to the principal certification authority, to ensure an efficient, timely, customer centric and proactive service is provided.

Key accountabilities

A summary of the critical goals for which the position is held accountable. This section is not intended to describe every aspect of the position. Rather, accountabilities provide the rationale for the position. There should be no more than 6-8 “Key accountabilities” in total, and they should be:

- outcomes focussed, rather than process focussed
- ordered in importance and/or frequency
- as specific to the position as possible while not detailing tasks.

Example – Position: Manager Certification

Implement strategic frameworks for certification services that reflect Council’s commitment to the community, stakeholder needs and NSW state government legislation and requirements.

Example – Position: Child Care Worker

Provide age-appropriate activities that aim to promote and develop the social, emotional, physical and cognitive needs of the children.

Example – Position: City Ranger

Patrol allocated sectors and beats and issue penalty notices for breaches of the parking legislation, as well as other legislation under which they are authorised to act.

Generally a position’s relationships should be detailed in the “Key Relationships” section of the Position Description. Specific relationships should only be included in the “Key

Accountabilities” section if the focus of the statement is on the outcome delivered through that relationship, for example, leading a team to deliver particular organisational outcomes.

Key challenges

A summary of the position’s “Key Challenges”, indicating the complexity of the position. “Key Challenges” inform job evaluation and are an important consideration when selecting the capability levels required for the position.

There should be no more than 2 – 3 “Key Challenges” for the position. The number of “Key Challenges” does not need to match the number of “Key Accountabilities”.

The “Key Challenges” listed should be those that are regularly encountered in the position, as opposed to occasional challenges that may arise. The “Key Challenges” should not restate the position’s “Key Accountabilities”, and should describe the complexities the position is expected to manage, rather than business as usual activities.

Example: Position: Manager Certification

- Managing the appropriate allocation of resources in a cost saving environment.

Example: Position: Child Care Worker

- Sharing relevant records and observations with parents, as well as seeking their involvement in developing and implementing service programs and policies.

Example: Position: City Ranger

- Preparing and presenting evidence at courts of various jurisdictions

Example: Position: Library Assistant

- Supporting and promoting physical and digital collections and resources through community feedback and engagement.

Key relationships

The relationships to be identified are those with whom the position is expected to interact with routinely, rather than occasionally. These relationships are important for understanding the nature of the interpersonal skills required to successfully perform the position.

Relationships with both internal (within the Council) and external (outside the Council) stakeholders should be included where relevant. All positions require interaction with internal stakeholders. However, some positions may not interact with external stakeholders. As a minimum, a position will have an internal relationship with its manager and its work team.

A position’s relationship with its manager and direct reports (where relevant) is an important aspect of performance development. Aspects such as providing and receiving continuous feedback and ensuring ongoing communication should be reflected in the “Key relationships” section.

A small group of Council senior executives also have relationships at the elected member level. These relationships should also be described in the Position Description. Most council positions do not involve relationships at the elected member level, and this section of the Position Description template is therefore optional.

Example: Manager, Certification

Who	Why
Internal	
Manager	<ul style="list-style-type: none"> • Receive advice and report on progress towards business objectives and discuss future directions • Provide expert advice and contribute to decision making • Identify emerging issues/risks and their implications and propose solutions
Project Team	<ul style="list-style-type: none"> • Guide, support, coach and mentor team members • Lead discussions and decisions regarding key projects and deliverables
Direct Reports	<ul style="list-style-type: none"> • Lead, direct, manage and support performance and development • Guide, support, coach and mentor
Stakeholders	<ul style="list-style-type: none"> • Provide expert advice on a range of project related issues and strategies • Optimise engagement to achieve defined outcomes • Manage expectations and resolve issues
External	
Stakeholders	<ul style="list-style-type: none"> • Engage in, consult and negotiate the development, delivery and evaluation of projects • Manage expectations and resolve issues
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> • Communicate needs, facilitate routine business transactions and resolve issues • Negotiate and approve contracts and service agreements • Manage contracts and monitor the provision of service to ensure compliance with contract and service agreements

Example: Library Assistant

Who	Why
Internal	
Management	<ul style="list-style-type: none"> Escalate issues, make suggestions and provide updates
Project Team	<ul style="list-style-type: none"> Support a positive environment through teamwork, sharing knowledge and supporting colleagues
Clients/customers	<ul style="list-style-type: none"> Monitor, direct and address enquiries
External	
Customers/stakeholders	<ul style="list-style-type: none"> Monitor, direct and address enquiries

Key dimensions

Information about where the position sits in the organisation structure, the level of autonomy and decision-making, the scale of resources managed, as relevant:

- Decision making**
 Decision making responsibilities of the position and more formal delegations under an Act and/or Council policy.

Example

Manager Certification

The position is accountable for decisions regarding all project operational objectives and for the provision of advice to project team members and relevant stakeholders on day-to-day operational decisions.

Key decision-making requirements of the position include:

- Project management and delivery decisions
- Risk management decisions
- Project resourcing, planning and scheduling decisions

- Reporting line**
 The position to which the position reports (for example, reports to Director, Planning and Environment)
- Direct reports**
 The number of direct reports to the position; position titles and position classification/Grade/Band may be included in this section). If there are no direct reports, "nil" should be recorded against this section to provide clarity for evaluators and applicants.
- Indirect reports**
 Indirect and/or dotted line reporting arrangements should also be included, (if

applicable). If there are no indirect reports, “nil” should be recorded against this section to provide clarity for evaluators and applicants

- **Budget**

Both operating and capital expenditure i.e. size of budget and/or expenditure. If there is no budget/expenditure for the position, the option will be provided to select “No”. If “Yes”, the option will be provided to state the size of the budget and/or expenditure.

If applicable, “No” should be recorded against this section to provide clarity for evaluators and applicants.

Essential requirements

Essential position requirements may include:

- Qualifications or certifications (where necessary to practice)
- Employment screening checks (such as Criminal Record Check or Working with Children Check)
- Licensing/registration requirements
- Security and other clearance
- Health assessments and fitness requirements.

Knowledge and experience may also be included under essential requirements but these are different to qualifications or certifications required to practice and should only be included in the position description where they:

- are critical for successful performance in the position; and
- cannot be met by transferable capabilities demonstrated in other positions; and
- cannot be developed “on the job” within a reasonable period of time.

To avoid unnecessarily limiting the field of potential candidates for the position or inhibiting employee mobility, careful consideration should be given to whether knowledge, and/or experience requirements are essential for the position. The behavioural indicators against each of the capability levels selected for the position can help to determine whether knowledge, and/or experience requirements need to be included. The behavioural indicators describe the degree of complexity and the scope of activity expected at each level, and these in turn imply the level of prior experience and/or knowledge required.

Where knowledge and/or experience requirements are included in the “Essential Requirements” section, they should be expressed as broadly and generically as possible.

Although some professions require experience described in a specific length of time (as prescribed by the relevant professional body), it is generally more useful to express the knowledge and/or experience requirements of the position in one or more of the following ways.

Depth

Depth of experience which denotes a high degree of specialised expertise or knowledge in a particular discipline.

Examples:

Child Care Worker – extensive knowledge and experience in planning, implementing and evaluating educational programs based on the Early Years Learning Framework.

Director, Planning and Environment – Extensive knowledge and understanding of local government land use and development control functions, statutory obligations, policies and processes within the legislative framework of the *Local Government Act 1993* and related legislation.

Breadth

Breadth of experience which characterises generalist positions often in leadership, management or senior professional positions across a number of streams.

Examples:

Manager, Governance Systems – Experience in, and demonstrated understanding of, customer service with the ability to identify and specify customer needs and, deliver quality services to fully meet those needs.

Engineering Operations Manager – Demonstrated ability to prepare tender documentation, review, make appropriate contract recommendations and manage all contracts relevant to the engineering operations section.

Context

Experience gained within a particular context or specialised industry setting.

Examples:

Senior Legal Officer – Well-developed legal skills and experience which enable provision of advice and representation in complex legal matters in areas of law in which the Practice Group specialises.

Irrigation Technician – Extensive experience in irrigation maintenance, specifically related to sports fields or horticultural areas.

The “Essential Requirements” section is not designed for the placement of “selection criteria” from previous or other position descriptions. Rather, “Essential Requirements” are those without which an applicant could not undertake the position. Therefore, it is important that this section does not include “desirable” criteria or experience.

If there are no “Essential Requirements” for the position, this section should be deleted from the final position description.

Capabilities for the position

The capabilities (knowledge, skills and abilities) for the position are selected from the Local Government Capability Framework (capability framework).

Local Government Capabilities

All 16 core capabilities in the capability framework (i.e. across the four groups: Personal Attributes; Relationships; Results and Resources) are able to be applied to all local government sector positions.

In addition, there are four capabilities in the Workforce Leadership group for employees who manage people and another four capabilities in the Civic Leadership group for elected members.

The capabilities work together to provide an understanding of the common knowledge, skills and abilities required of elected members and local government employees.

The capability framework complements the specific technical and professional skills required by certain positions.

Capability summary

All 16 core capabilities (20 for positions responsible for managing others) from the capability framework are listed in the section “Capabilities for the position” along with their required level.

Capability levels

An important principle in creating a position description is to ensure that it only contains requirements genuinely needed to perform successfully in the position. It is also an opportunity to make sure the capability and other requirements are consistent with those applying to similar council positions and logically relate to those in the position’s career path stream(s).

The level of each capability (identified in the capability framework) should be identified based on the position’s:

- Primary Purpose
- Key Accountabilities
- Key Challenges; and
- Key Relationships

The capability levels are unlikely to change unless these aspects of the position change.

Consider where the position is located in the organisational hierarchy when determining the level of capability. For example, an entry-level position would not be assigned a capability at the Highly Advanced level and a senior position such as a Director would not be assigned a capability at the Foundational level. Please refer to the guide on Alignment of Capability Level to Position (**Attachment 1**) for the number and level of capabilities for type of role.

Positions are unlikely to require all capabilities at the same level. However, the spread of capability levels selected for a position from the capability framework should not generally exceed three consecutive levels, although some manager and senior professional positions

may range across four consecutive levels. Positions at the lower and higher ends of the organisational hierarchy may only need capabilities across two consecutive levels.

“Focus” capabilities

The “focus” capabilities are those judged to be most important at the time of recruiting to the position. That is, the ones that must be met at least at satisfactory level for a candidate to be suitable for appointment. Please refer to the guide on Alignment of Capability Level to Position (**Attachment 1**) - for information on the number of “focus” capabilities suggested for each level of position. The “focus” capabilities appear in bold in the “Capabilities for the position” section of the position description.

Note: An exception to this requirement is where a person is moved temporarily to a position for a development opportunity. Developmental temporary assignments and secondments are a way to provide opportunities for employees to develop particular skills. In these situations, the employee may not meet all the required “focus” capabilities on day one in the temporary assignment or seconded position. These capabilities should be included in the employee’s performance management plan. The employee and manager should work together to ensure development of the capabilities at the level required for the position is achieved within a sixth month period.

“Focus” capabilities are selected from the capability framework. Where a capability is identified as a “focus” capability, the capability, its level and behavioural indicators are included in full in the position description.

Determining the “Focus” Capabilities

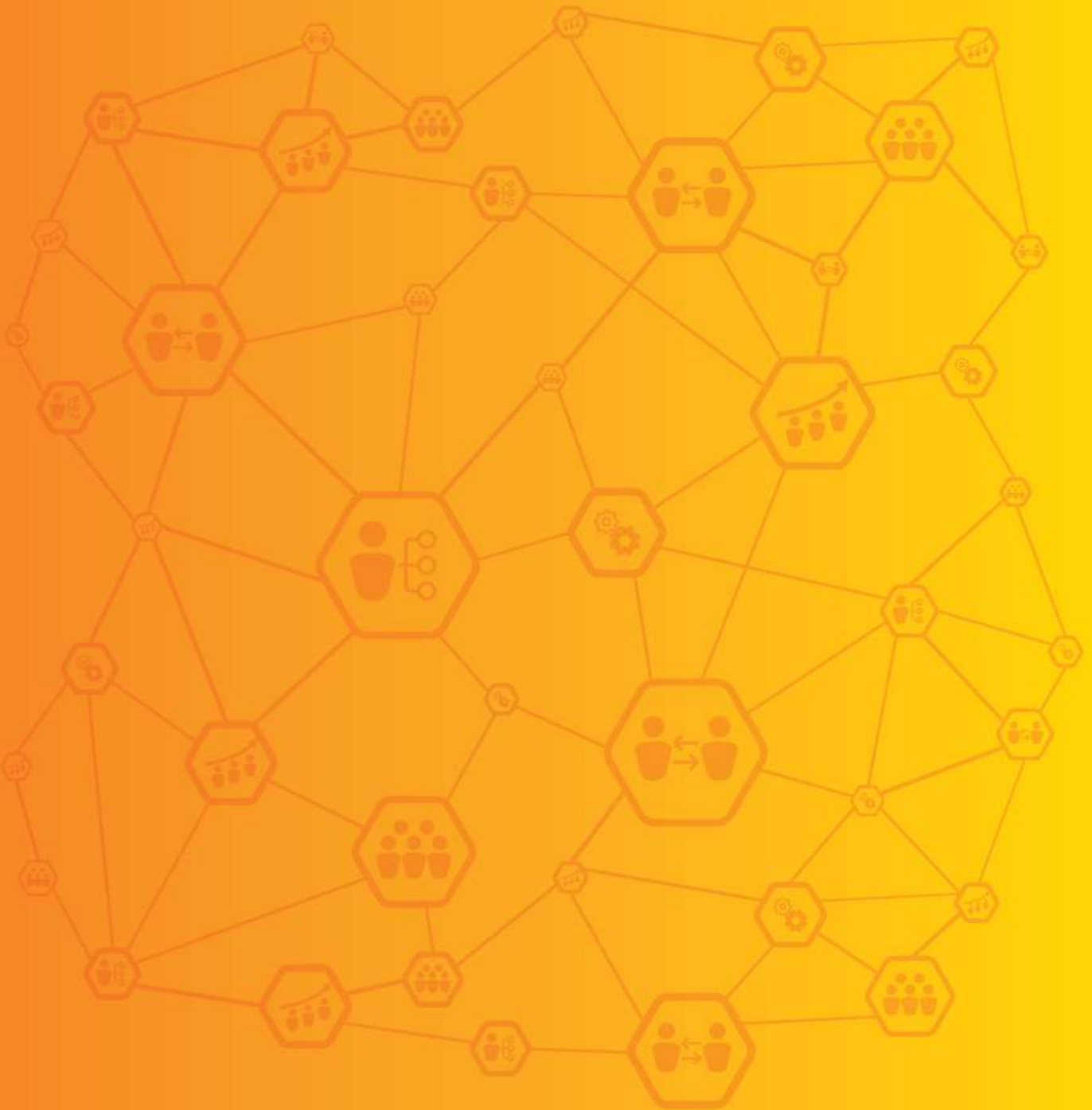
When determining the “Focus” Capabilities for a position, the following criteria should be applied:

- A minimum of four and a maximum of 10 “focus” capabilities should apply to a position. If the position contains workforce leadership capabilities, a minimum of 5 “focus” capabilities should apply.
- At least one “focus” capability from each Capability Group should be included. That is, from the “Personal Attributes”; “Relationships”; “Results” and “Resources” groups.
- Where a position is required to manage people, at least one “focus” capability from the “Workforce Leadership” group should be included.
- More than one “focus” capability can be selected from each group.
- The “focus” capability in each capability group does not need to be the capability with the highest level

The “focus” capabilities for each position may change over time, depending on factors such as, but not limited to, current council priorities, current team mix.

Attachment 1 – Alignment of Capability Level to Position Guide

ALIGNMENT OF CAPABILITY LEVEL TO POSITION GUIDE						
Position level	Foundational	Intermediate	Adept	Advanced	Highly Advanced	Focus Capabilities
GM				3	17	6
Director			1-5	8-15	2-6	6
Manager	0-1	0-1	6-9	1-5		5
Senior Professional Coordinator	0-2	4-9	5-11	0-2		4
Professional Executive Administration	2-6	8-15	2-8			3
Team Leader / Supervisor	5-13	8-14	0-2			3
Administration Officer / Trades	5-13	8-14	0-2			3
Operational (Ranger / Childcare)	6-14	5-11				3
Operational (Labourer)	14-16	0-2				2
Trainee / Apprentice	0-16					



PART 3 – SAMPLE POSITION DESCRIPTION

Part 3 – Sample position description to be generated from the Position Description Builder

PAGE 1

Prototype of a position description to be generated from the Position Description Builder

Sample Council
Serving our community

Position Description Manager Certification

Directorate	Certification
Location	Sample
Classification/Grade/Band	Band 4 Level 3
Position Code	MCR
Date position description approved	2 December 2017

Council overview

The Sample Council area covers approximately 80 square kilometres and has an estimated population of 140,000.

Sample Council is the gateway to the broader Sample region. With significant state infrastructure within our boundaries and key commuter corridors between Port Sample, Sample Airport and greater Sample, change is everywhere and so are the opportunities.

Council values

The guiding principles of respect, trust, accountability, leadership, innovation, collaboration, and excellence in customer service define how Sample Council strengthens its working environment to deliver on the aspirations of our community.

Primary purpose of the position

Lead and drive Sample Council's certification functions including, building and fire certification; footway and trading; and all activities related to the principal certification authority, to ensure an efficient, timely, customer centric and proactive service is provided.

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Key accountabilities

Within the area of responsibility, this role is required to:

- Implement strategic frameworks for certification services that reflect Council’s commitment to the community, stakeholder needs and NSW state government legislation and requirements.
- Manage Council’s Principal Certifying Authority to ensure compliant, experienced and competitively priced building certification services for Sample Council
- Oversee the statutory functions of accredited certifier/s, to ensure certification functions and services are compliant with regulations, building codes and standards.
- Develop and integrate an improved planning, certification and approvals framework and system.

Key challenges

- Managing the appropriate allocation of resources in a cost saving environment
- Managing and analysing complex and sensitive issues
- Facilitating the engagement and input of a wide range of stakeholders and managing expectations.

Key relationships

Who	Why
Internal	
Manager	<ul style="list-style-type: none"> • Receive advice and report on progress towards business objectives and discuss future directions • Provide expert advice and contribute to decision making • Identify emerging issues/risks and their implications and propose solutions
Project Team	<ul style="list-style-type: none"> • Guide, support, coach and mentor team members • Lead discussions and decisions regarding key projects and deliverables
Direct Reports	<ul style="list-style-type: none"> • Lead, direct, manage and support performance and development • Guide, support, coach and mentor
Stakeholders	<ul style="list-style-type: none"> • Provide expert advice on a range of project related issues and strategies • Optimise engagement to achieve defined outcomes • Manage expectations and resolve issues
External	
Stakeholders	<ul style="list-style-type: none"> • Engage in, consult and negotiate the development, delivery and evaluation of projects • Manage expectations and resolve issues
Vendors/Service Providers	<ul style="list-style-type: none"> • Communicate needs, facilitate routine business

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Who	Why
and Consultants	transactions and resolve issues <ul style="list-style-type: none"> • Negotiate and approve contracts and service agreements • Manage contracts and monitor the provision of service to ensure compliance with contract and service agreements

Key dimensions

Decision making

The position is accountable for decisions regarding all project operational objectives and for the provision of advice to project team members and relevant stakeholders on day to day operational decisions.

Key decision making requirements of the position include:

- Project management and delivery decisions
- Risk management decisions
- Project resourcing, planning and scheduling decisions

Reports to

Director, Planning and Environment

Direct reports

Five direct reports

- Senior Policy Officer - Band 3 Level 3
- Senior Policy Officer - Band 3 Level 3
- Policy Officer - Band 3 Level 1
- Policy Officer Planning - Band 3 Level 2
- Administration Officer - Band 2 Level 2

Estimated number of indirect reports

Two indirect reports

- Councillor Support Officer - Band 2 Level 3
- WHS Business Partner - Band 3 Level 2

Budget (operating and capital expenditure)

\$10 million (approximately)






Essential requirements

- An appropriate degree qualification in Civil Engineering.

Capabilities for the position

The Local Government Capability Framework describes the core knowledge, skills and abilities expressed as behaviours, which set out clear expectations about performance in local government: “how we do things around here”. It builds on organisational values and creates a common sense of purpose for elected members and all levels of the workforce. The Local Government Capability Framework is available at <https://www.lgnsw.org.au/capability>

Below is the full list of capabilities and the level required for this position. The capabilities in bold are the focus capabilities for this position. Refer to the next section for further information about the focus capabilities

Local Government Capability Framework		
Capability Group	Capability Name	Level
 Personal attributes	Manage Self	Highly Advanced
	Display Resilience and Courage	Adept
	Act with Integrity	Advanced
	Demonstrate Accountability	Advanced
 Relationships	Communicate and Engage	Advanced
	Community and Customer Focus	Advanced
	Work Collaboratively	Highly advanced
	Influence and Negotiate	Advanced
 Results	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Create and Innovate	Adept
	Deliver Results	Advanced
 Resources	Finance	Advanced
	Assets and Tools	Foundational
	Technology and Information	Adept
	Procurement and Contracts	Adept
 Workforce Leadership	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Adept
	Optimise Workforce Contribution	Intermediate
	Lead and Manage Change	Intermediate

Focus capabilities

The focus capabilities for the position are those judged to be most important at the time of recruiting to the position. That is, the ones that must be met at least at satisfactory level for a candidate to be suitable for appointment.

Local Government Capability Framework		
Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with Integrity	Advanced	<ul style="list-style-type: none"> Models ethical behaviour and reinforces it in others Represents the organisation in an honest, ethical and professional way and sets an example for others to follow Promotes integrity, courage and professionalism inside and outside the organisation Monitors ethical practices, standards and systems and reinforces their use Proactively addresses ethical and people issues before they magnify
Personal Attributes Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> Is prepared to make decisions involving tough choices and weighing of risks Addresses situations before they become crises and identifies measures to avoid recurrence Takes responsibility for outcomes, including mistakes and failures Coaches team members to take responsibility for addressing and resolving challenging situations Oversees implementation of safe work practices and the risk management framework
Relationships Community and Customer Focus	Advanced	<ul style="list-style-type: none"> Demonstrate a thorough understanding of the interests, needs and diversity in the community Promotes a culture of quality customer service Initiates and develops partnerships with customers and the community to define and evaluate service outcomes Ensures that the customer is at the heart of business process design Makes improvements to management systems, processes and practices to improve service delivery Works towards social, environmental and economic sustainability in the community/region
Relationships Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> Communicates the expectation of collaboration across the organisation Celebrates successful outcomes of collaboration across the organisation, region and sector Establishes systems, structures and practices to facilitate sharing and learning across the organisation, region and sector Develops respectful relationships with stakeholders who hold different, even directly conflicting, views Sets a tone of inclusiveness and an expectation that all staff respect diversity in people, experiences and backgrounds
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> Builds and maintains professional relationships inside and outside the organisation Makes a strong personal impression and influences others with a fair and considered approach Establishes a negotiation position based on a firm grasp of key issues, likely points of difference and areas for compromise Identifies key stakeholders and tests their level

Local Government Capability Framework		
Group and Capability	Level	Behavioural Indicators
Results Deliver Results	Advanced	<ul style="list-style-type: none"> of support in advance of negotiations Uses humour appropriately to enhance professional relationships and interactions Pre-empts and minimises conflict by working towards mutually beneficial outcomes
		<ul style="list-style-type: none"> Sets high standards and challenging goals for self and others Delegates responsibility appropriately and provides support Defines what success looks like in measurable terms Uses own professional knowledge and the expertise of others to drive results Implements and oversees quality assurance practices
Resources Finance	Advanced	<ul style="list-style-type: none"> Ensures the design/delivery of services is within budget Explains the organisation's financial drivers to others in plain language Evaluates strategic business cases including the relative cost benefits of direct provision or purchase of services Models the highest standards of financial probity, demonstrating respect for public monies and other resources Promotes the role of sound financial management and its impact on long term financial sustainability Seeks and applies specialist financial advice to inform decisions
Workforce Leadership Manage and Develop People	Advanced	<ul style="list-style-type: none"> Knows the individual strengths, weaknesses, goals and concerns of member of the team Fosters high performance through effective conversations and feedback and by providing stretch opportunities Identifies and develops talent across the organisation Coaches and mentors staff to foster professional development and continuous learning Implements performance development frameworks to align capability with the organisation's current and future priorities Resolves team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way



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