

Personal Attributes

Creativity and innovation	Determination	Positive attitude	Self disciplined
<ul style="list-style-type: none"> • Finds ways to work better and smarter • Generates options and ideas • Learns from experience • Is open to change and alternatives 	<ul style="list-style-type: none"> • Researches options and sets a clear path • Deals with obstacles and impediments • Has clear goals 	<ul style="list-style-type: none"> • Has faith in own abilities • Is optimistic • Remains calm and focused when faced with difficulty 	<ul style="list-style-type: none"> • Manages own time to achieve key outcomes • Avoids distraction and diversions
Analytical	Flexible	Resilient	Client / member focused
<ul style="list-style-type: none"> • Reviews arguments and opinions before making judgment • Presents clear and logical arguments • Takes a systematic approach when building toward improvements 	<ul style="list-style-type: none"> • Adapts to changing circumstances in the workplace • Prioritises work and addresses what is most important • Takes advantage of new and emerging opportunities 	<ul style="list-style-type: none"> • Recovers from set backs • Overcomes obstacles and impediments • Adapts to changing circumstances 	<ul style="list-style-type: none"> • Prioritizes needs of clients and members • Aims for best outcomes for clients and members • Is outcome focused
Culturally aware	Honest	Inclusive	Ethical
<ul style="list-style-type: none"> • Respects difference in all its forms • Adapts language to aid communication • Values diversity as a strength 	<ul style="list-style-type: none"> • Is credible and truthful • Is reliable and trustworthy 	<ul style="list-style-type: none"> • Recognises the rights of others • Is committed to social justice and social inclusion • Makes equitable decisions 	<ul style="list-style-type: none"> • Has integrity and principles • Is truthful • Reflects expected standards of behaviour and/or Code of Conduct
Collaborative	Supportive		
<ul style="list-style-type: none"> • Works with others to achieve common goals • Engenders a spirit of teamwork • Is reliable and inspires trust 	<ul style="list-style-type: none"> • Encourages others to attain goals and achieve • Listens actively and inspires confidence • Demonstrates empathy when confronted with adversity 		

Capabilities

		Level 1	Level 2	Level 3	Level 4
1. Community and inter-agency relations This stream covers community engagement, sectoral awareness and working collaboratively with other CSOs in formal and informal partnerships	<i>Networks and stakeholders</i>	1.1.1 Utilises own community networks to achieve established outcomes	1.2.1 Researches community's needs and concerns and provides community development / education	1.3.1 Reviews and manages services in response to changing needs of relevant groups in the community	1.4.1 Creates and sustains dynamic and productive relationships with key stakeholders
	<i>Community</i>	1.1.2 Contributes to staff forums and meetings about key community issues	1.2.2 Participates effectively in networks and community meetings to advance organisational objectives	1.3.2 Represents the organisations and promotes awareness of key issues in community networks	1.4.2 Advances organisational objectives and champions important issues with key stakeholders
	<i>Partnerships and collaboration</i>	1.1.3 Works collaboratively with other organisations in formal and informal partnerships to achieve client / member outcomes	1.2.3 Works collaboratively with other organisations in formal and informal partnerships to achieve client / member outcomes	1.3.3 Develops models and protocols for working in formal and informal partnerships with other CSOs to achieve client/member outcomes	1.4.3 Negotiates and builds fruitful formal and informal partnerships to achieve strategic objectives and improve client and member outcomes
	<i>Knowledge of community</i>	1.1.4 Maintains basic awareness of current community issues and knowledge of relevant organisations	1.2.4 Maintains detailed understanding of current community issues and knowledge of relevant organisations	1.3.4 Demonstrates high-level understanding of the sector and the work of other relevant organisations	1.4.4 Maintains high level awareness of sector and current issues that affect clients and members
	<i>Social justice</i>	1.1.5 Demonstrates commitment to social justice and social inclusion	2.2.5 Demonstrates initiative and enterprise and supports others to work more effectively	1.3.5 Demonstrates commitment to social justice and social inclusion	1.4.5 Demonstrates commitment to social justice and social inclusion

		Level 1	Level 2	Level 3	Level 4
<p style="text-align: center;">2. Professionalism</p> <p style="text-align: center;">This stream covers the skills associated with professional conduct, such as self management, ethical behaviour, taking responsibility, problem-solving and initiative</p>	<i>Time management</i>	2.1.1 Demonstrates punctuality and meets agreed schedules and timelines	2.2.1 Manages time and uses tools effectively to assist with planning and organising	2.3.1 Prioritises work, delegates appropriately and ensures that key requirements are met	2.4.1 Designs own approaches for excellent performance and structures time and tasks to achieve prioritised outcomes
	<i>Ethics</i>	2.1.2 Observes Code of Conduct, behaves ethically and seeks assistance with ethical dilemmas	2.2.2 Observes professional boundaries and standards and assists others with ethical dilemmas	2.3.2 Sees that reward system is aligned with organisational values and that behavioural expectations / Code of Conduct are communicated	2.4.2 Models organisational values and preferred behaviours and promotes Code of Conduct
	<i>Taking responsibility</i>	2.1.3 Takes responsibility for work outcomes and enacts authority as defined in role statement	2.2.3 Takes responsibility for work outcomes and assists others to understand role and responsibilities	2.3.3 Delegates to develop staff and accepts responsibility for actions of staff and teams under authority	2.4.3 Accepts responsibility for organisation's positive and negative outcomes
	<i>Problem solving</i>	2.1.4 Demonstrates common sense, and uses established strategies to solve routine problems	2.2.4 Assists with resolution of clients / members and colleagues problems	2.3.4 Implements systems to address adverse events and problems and assists teams to take proactive approaches to problem solving	2.4.4 Sees emerging problems for the organisation and takes proactive steps to ensure that risks are managed
	<i>Initiative and enterprise</i>	2.1.5 Contributes to ideas for improved ways of working	2.2.5 Demonstrates initiative and enterprise and supports others to work more effectively	2.4.5 Encourages teams to show initiative and looks for ways to work more dynamically	2.4.5 Envisions new and innovative possibilities and actions those with significant organisational benefits

		Level 1	Level 2	Level 3	Level 4
<p style="text-align: center;">3. Communication</p> <p style="text-align: center;">This stream covers all forms of communication, such as advocacy, negotiation, written and verbal communication, and interpersonal style</p>	<i>Advocacy</i>	3.1.1 Actively listens to colleagues and clients and passes on relevant information accurately and appropriately	3.2.1 Advocates for clients / members to advance their interests	3.3.1 Articulates clear and persuasive messages about key issues when advocating or negotiating on behalf of the organisation	3.4.1 Expresses confident and cogent public messages when advocating and negotiating for clients/members and organisational issues
	<i>Written communication</i>	3.1.2 Provides accurate written information using forms, log books and templates appropriate to the task	3.2.2 Writes accurate, clear and informative reports and communications that meet the needs of their intended audience	3.3.2 Writes winning tenders, and accurate reports and documents that meet audience needs	3.4.2 Writes succinct and lucid reports and documents for Board, funding bodies and key stakeholders
	<i>Verbal communication</i>	3.1.3 Speaks politely and explains issues and information clearly to clients / members and colleagues	3.2.3 Articulates clear and respectful messages and information to clients / members and colleagues	3.3.3 Provides informed, meaningful and relevant messages when communicating with staff and clients members	3.4.3 Provides considered responses and clear messages to inspire trust and confidence of others
	<i>Public speaking</i>	3.1.4 Participates actively in staff meetings and shares information to improve work environment and outcomes	3.2.4 Uses relevant facts to express clear and logical arguments and opinions in meetings and other forums	3.3.4 Makes convincing presentations, using a range of media, to communicate key issues	3.4.4 Adapts presentations to engage different audiences and obtain their support
	<i>Interpersonal skills</i>	3.1.5 Demonstrates active listening and asks appropriate questions when dealing with clients / members and colleagues	3.2.5 Demonstrates appropriate interpersonal skills, active listening, empathy and emotional intelligence in verbal communications	3.3.5 Models self awareness, self management and social awareness in communications, problem solving and conflict resolution	3.4.5 Motivates others through personal interactions

		Level 1	Level 2	Level 3	Level 4
4. Leadership & teamwork This stream covers leadership and issues associated with working together, such as dealing with difference, conflict, shared goals and team morale	<i>United vision</i>	4.1.1 Maintains enthusiasm and understands own role in achieving organisational mission	4.2.1 Generates ideas for innovation and enhanced working practices to achieve organisational mission	4.3.1 Celebrates and rewards the achievement of outcomes that contribute to organisations mission	4.4.1 Champions vision and mission
	<i>Strategic focus</i>	4.1.2 Follows work plan and prioritises key tasks	4.2.2 Contributes to team plans and relates teamwork to strategic objectives	4.3.2 Develops team plans with clear targets and goals linked to strategic plan	4.4.2 Establishes systems to support strategic plan
	<i>Team dynamics</i>	4.1.3 Openly shares information, participates and contributes to team discussions	4.2.3 Offers constructive feedback and provides balanced and informed perspectives at team meetings	4.3.3 Manages team dynamics, supports productive working relationships and work-life balance	4.4.3 Engenders organisational synergy and a spirit of collaboration
	<i>Conflict management</i>	4.1.4 Considers the views of others and aims for group cohesion	4.2.4 Recognises differences of opinion and works toward the resolution of team conflict	4.3.4 Develops systems and protocols for management of conflict and disputes	4.4.4 Operates in political environments and key networks and negotiates for win-win outcomes
	<i>Diversity/different styles</i>	4.1.5 Values diversity in team and supports colleagues	4.2.5 Builds team spirit and supports team members development	4.3.5 Selects team members with strong and appropriate skill bases suited to task and supports team building	4.4.5 Develops and models own leadership style

		Level 1	Level 2	Level 3	Level 4
5. Resources, assets and sustainability This stream covers the effective use of financial resource, assets and equipment as well as building the organisations assets and sustainability	<i>Revenue raising</i>	5.1.1 Supports fundraising work	5.2.1 Undertakes public relations and fundraising activities	5.3.1 Prepares funding applications and writes winning tenders	5.4.1 Negotiates for resources with government, philanthropic agencies or other sources of revenue and invests responsibly
	<i>Financial management</i>	5.1.2 Assists with maintenance of financial records and works efficiently to meet established budgets	5.2.2 Assists with budget reviews and works to established budgets	5.3.2 Prepares program and complex project budgets, and reviews financial performance	5.4.2 Oversees organisational budget and key program budgets, reviews financial performance and ensures availability of adequate resources
	<i>Procurement</i>	5.1.3 Makes low cost purchases and achieves value for money	5.2.3 Researches market and attains value for money when making purchases or contracting work	5.3.3 Establishes purchasing and probity protocols	5.4.3 Reviews major purchases and ensures value for money is achieved
	<i>Equipment and assets</i>	5.1.4 Takes care when using and maintaining equipment and aids	5.2.4 Researches and recommends purchase of equipment and aids to provide efficient and effective service delivery	5.3.4 Manages assets, allocates resources and purchases high cost equipment to support service delivery	5.4.4 Builds organisations asset base to support service delivery
	<i>Sustainability</i>	5.1.5 Uses resources appropriately and supports organisation's sustainability protocols	5.2.5 Aims for sustainability in purchasing decisions	5.4.5 Identifies and manages financial risks and develops protocols for sustainable purchasing	5.4.5 Manages financial risks and works with board to ensure financial sustainability

		Level 1	Level 2	Level 3	Level 4
6. Service delivery This stream covers working with clients and members: it includes service delivery models, working with different types of clients/ members, maintaining awareness of client issues and ensuring client dignity and confidentiality	<i>Reflective practice</i>	6.1.1 Shows common sense and follows organisational protocols when working with clients / members	6.2.1 Demonstrates reflective and evidence based practice	6.3.1 Disseminates, promotes and develops reflective and evidenced based practice models	6.4.1 Supports managers to establish innovative and effective models for service delivery
	<i>Knowledge of client/member issues</i>	6.1.2 Maintains awareness of clients / members needs	6.2.2 Builds knowledge of client / member issues and requirements to improve practice	6.3.2 Demonstrates detailed knowledge of client / member issues and builds research links	6.4.2 Maintains high level awareness of client / member issues as impacted by political, economic, social and technological change
	<i>Client/member outcomes</i>	6.1.3 Supports clients / members to achieve their goals or aspirations through provision of quality service	6.2.3 Provides clients/members with high quality service and appropriate referrals	6.3.3 Provides clinical leadership and focuses team on client outcomes	6.4.3 Fosters a culture of excellence in service delivery
	<i>Diversity</i>	6.1.4 Demonstrates sensitivity and respect for diversity and difference in clients / members	6.2.4 Demonstrates cultural sensitivity and adjusts personal style in response to client / member differences	6.3.4 Supports teams to value and work effectively with client / member diversity	6.4.4 Champions respect for diversity and importance of culturally appropriate behaviours
	<i>Client confidentiality and dignity</i>	6.1.5 Respects client / member confidentiality	6.2.5 Respects client / member confidentiality	6.3.5 Creates systems and policies for protection of client / member confidentiality	6.4.5 Fosters a culture of respect for clients' / members' dignity

		Level 1	Level 2	Level 3	Level 4
		7. Program management and policy development This stream covers the management of programs, campaigns, projects and contracts as well as policy development and implementation to guide work practices	<i>Policy development and implementation</i>	7.1.1 Maintains awareness of policies and applies procedures to daily work activities	7.2.1 Participates in the review and development of policy and utilises policies and procedures to guide work practices
<i>Goals and workplans</i>	7.1.2 Performs own role and responsibilities efficiently to contribute to program and project outcomes		7.2.2 Contributes to program objectives, develops and implements simple project plans	7.3.2 Manages programs and complex projects to work to timelines and budget and achieve goals and objectives	7.4.2 Establishes targets for program areas and encourages strong results
<i>Achieving results</i>	7.1.3 Supports program and project team members to achieve defined outcomes		7.2.3 Ensures clarity of understanding of required work, fulfills program and project responsibilities, and achieves performance targets	7.3.3 Clarifies roles and responsibilities of program staff and project teams and achieves necessary support from stakeholders	7.4.3 Supports program managers and conducts campaigns to assist program activities
<i>Contract management</i>	7.1.4 Records relevant data for contract administration		7.2.4 Maintains awareness of contracts relating to own position and ensures that work fulfills contractual obligations	7.3.4 Monitors contracts and checks that contractual obligations of both parties are met	7.4.4 Negotiates and establishes contracts, and maintains relationships with key stakeholders
<i>Complaints handling and continuous improvement</i>	7.1.5 Records complaints and assists with reviewing feedback on program outcomes		7.2.5 Utilises feedback from complaints to improve programs and reviews own performance	7.3.5 Establishes complaints handling procedures and methods for responding to critical incidents	7.4.5 Encourages continuous improvement and establishment of systems for feedback and review

		Level 1	Level 2	Level 3	Level 4
<p>8. Change and responsiveness</p> <p>This stream covers change management, and responding to new and emerging trends through skill acquisition, the use of new technology and creative and innovative work practices</p>	<i>Change management</i>	8.1.1 Maintains a positive approach to change and adapts to new or different ways of working	8.2.1 Supports change management and assists others to adapt and adjust to change	8.3.1 Implements change management processes and monitors progress	8.4.1 Keeps informed of changing political, economic social and economic context and designs responsive change management strategies
	<i>Multi-skilling</i>	8.1.2 Takes advantage of opportunities for learning and growing skills	8.2.2 Works collaboratively with people from different disciplines and shares skills and knowledge	8.3.2 Designs jobs and teams with an emphasis on multi-skilling and opportunities for shared learning	8.4.2 Encourages multi-skilling, flexibility and learning from others
	<i>Creativity and Innovation</i>	8.1.3 Identifies opportunities to do things better, develops ideas with others and assist with the implementation of routine changes	8.2.3 Generates and shares ideas and encourages others to reflect on activities and develop ideas for innovation and improvement	8.3.3 Establishes ways to capture, communicate and share innovative ideas and practices	8.4.3 Encourages creativity and innovation in the workplace
	<i>Technology</i>	8.1.4 Uses technology and software applications effectively in accordance with task requirements	8.2.4 Supports the use of new technology and develops skills to master new technologies	8.3.4 Researches and implements new technologies to strengthen the organisation and improve business practices	8.4.4 Promotes the use of new technologies to enhance business practices
	<i>Learning and development</i>	8.1.5 Prepares own development plan in consultation with supervisors	8.2.5 Maintains awareness of own skills and skill needs, actively works to address skills gaps and assists others to identify training needs	8.3.5 Establishes systems and processes for reviewing skills and professional development	8.4.5 Fosters a culture of life-long learning

		Level 1	Level 2	Level 3	Level 4
9. Governance and compliance This stream covers systems and processes to implement the Board's strategic plan and the management of quality, risk, OHS and legislative compliance	<i>Strategy</i>	9.1.1 Achieves targets in work plans and understands links with strategic goals	9.2.1 Contributes to team work plans and ensures that own work outcomes are achieved	9.3.1 Develops and implements work plans and targets to support implementation of strategic plan	9.4.1 Establishes and reviews systems to support Board's strategic plan and achieve organisational goals
	<i>Quality</i>	9.1.2 Ensures that own work meets the organisations quality requirements	9.2.2 Contributes to enhancement of quality practices and ensures that own work meets quality requirements	9.3.2 Manages implementation of quality systems and ensures that quality outcomes are achieved	9.4.2 Establishes and reviews quality systems and organisational standards
	<i>Risk management</i>	9.1.3 Ensures that risks are identified and reported in own work context	9.2.3 Contributes to identification and control of risks and hazards and takes advantages of emerging opportunities	9.3.3 Manages risk and encourages staff to take advantage of opportunities	9.4.3 Establishes and reviews risk management framework
	<i>OHS</i>	9.1.4 Ensures safety of self and others in work environment	9.2.4 Contributes to identification of OHS risks and hazards, and ensures safety in own work context	9.3.4 Manages work practices for health and wellbeing of staff and compliance with OHS legislation	9.4.4 Establishes and reviews OHS systems to address organisational requirements
	<i>Legislation and compliance</i>	9.1.5 Is aware of relevant legislation and licensing and requirements and ensures compliance in work practices	9.2.5 Is aware of relevant legislation and licensing requirements and ensures compliance in work practices	9.3.5 Manages work practices to comply with relevant legislation and licensing requirements	9.4.5 Establishes systems to ensure legislative and licensing compliance