

Our Capabilities

The behaviours, skills and knowledge expected of us at work



Personal Attributes

How I conduct myself

Act with *Integrity* and *Courage*

Be honest, ethical and professional and have the courage to speak up for what is right

Demonstrate Accountability

Take responsibility for own actions, commit to safety and act in line with legislation and policy

Manage Self

Show drive and motivation, an awareness of strengths and weaknesses and a commitment to learning

Display Resilience and Adaptability

Express own views, persevere through challenges, and be flexible and willing to change



Relationships

How I interact with others

Work *Collaboratively*

Be an inclusive and reliable team member, collaborate with others and value diversity

Communicate and Engage *Respectfully*

Communicate clearly and respectfully, listen and encourage input from others

Community and Customer Focus

Commit to delivering customer and community focused services in line with strategic objectives

Influence and Negotiate

Persuade and gain commitment from others, and resolve issues and conflicts



Results

How I deliver results for customers and community

Deliver *Quality* Results

Achieve results through efficient use of resources and a commitment to quality outcomes

Create and *Innovate*

Encourage and suggest new ideas and show commitment to improving services and ways of working

Plan and Prioritise

Plan and organise work in line with organisational goals and adjust to changing priorities

Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions



Resources

How I use tools effectively and responsibly

Finance

Be a responsible custodian of council funds, act with integrity and apply processes in line with legislation and policy

Technology and Information

Use technology and information to maximise efficiency and ensure quality outcomes

Assets and Tools

Use, allocate and maintain work tools appropriately and manage community assets responsibly

Procurement and Contracts

Understand and apply procurement processes to achieve quality purchasing and contract performance

Employee Capabilities

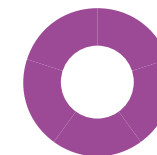
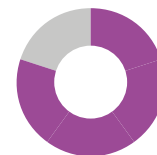
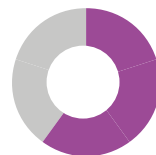
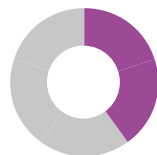
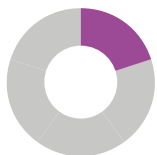


Personal attributes

Act with Integrity and Courage

Collaboration
Courage
Integrity
Innovation
Quality
Respect

YOURCITY



Foundational

- Is open and honest
- Tells the truth and admits to mistakes
- Follows the code of conduct, policies and guidelines
- Has the courage to speak up and report inappropriate behaviour and misconduct

Intermediate

- Maintains confidentiality of customer and organisational information
- Is open, honest and consistent in words and behaviour
- Has the courage to take steps to clarify ethical issues and seeks advice when unsure what to do
- Helps others to understand their obligations to follow the code of conduct, legislation and policies
- Recognises and reports inappropriate behaviour, misconduct and perceived conflicts of interest

Adept

- Acts honestly, ethically and with discretion and encourages others to do so
- Sets a tone of integrity and professionalism with customers and the team
- Supports others to uphold professional standards and has the courage to report inappropriate behaviour
- Respectfully challenges behaviour that is inconsistent with organisational values, standards or the code of conduct
- Consults appropriately when issues arise regarding misconduct, unethical behaviour and perceived conflicts of interest

Advanced

- 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

Highly Advanced

- Champions and acts as an advocate for the highest standards of ethical and professional behaviour
- Sets a tone of integrity and professionalism in the organisation and in dealings external to the organisation
- Defines, communicates and evaluates ethical practices, standards and systems and reinforces their use
- Creates a climate in which staff feel empowered to challenge and report inappropriate behaviour
- Acts promptly and visibly in response to complex ethical and people issues

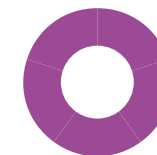
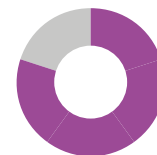
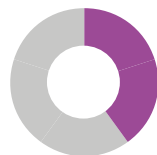
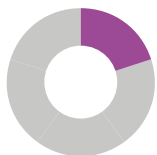


Personal attributes

Demonstrate Accountability

Collaboration
Courage
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Respect

YOURCITY



Foundational

Takes responsibility for own actions

Completes tasks he/she has agreed to on time

Is aware of the decisions that need to be referred to a manager or supervisor and acts accordingly

Takes care of own and others' safety and wellbeing by following safe work practices

Identifies and speaks up about risks in the workplace

Intermediate

Follows through reliably and openly takes responsibility for own actions

Understands delegations and acts within authority level

Is vigilant about the use of safe work practices by self and others

Is alert to risks in the workplace and raises them to the appropriate level

Adept

Is prepared to make decisions within own level of authority

Takes an active role in managing issues in the team

Coaches team members to take responsibility and follow through

Is committed to safe work practices and manages work health and safety risks

Identifies and manages other risks in the workplace

Advanced

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

Highly Advanced

Acts in the public interest at all times

Is prepared to act and take ownership for difficult decisions

Supports and stands by people in the organisation who have made an honest mistake

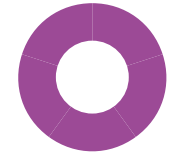
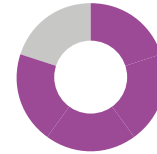
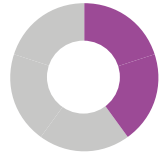
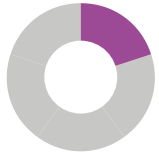
Creates a climate in which people feel supported to take responsibility for outcomes

Establishes effective governance systems to ensure safe work practices and to mitigate and manage organisational risks



Personal attributes **Manage Self**

Collaboration
Courage
Integrity
Innovation
Quality
Respect
YOURCITY



Foundational

- Checks understanding of own role within the team
- Proactively seeks instruction and guidance
- Approaches work tasks with energy and enthusiasm
- Stays up to date with knowledge, training and accreditation in relevant skills areas
- Is willing to learn and apply new skills
- Learns from mistakes and the feedback of others

Intermediate

- Understands what needs to be done and steps up to do it
- Pursues own and team goals with drive and commitment
- Shows awareness of own strengths and weaknesses
- Asks for feedback from colleagues and stakeholders
- Makes the most of opportunities to learn and apply new skills

Adept

- Initiates action on team/unit projects, issues and opportunities
- Accepts and tackles demanding goals with drive and commitment
- Seeks opportunities to apply and develop strengths and skills
- Examines and reflects on own performance
- Seeks and responds well to feedback and guidance

Advanced

- Demonstrates motivation to serve the community and organisation
- Initiates team activity on organisation/unit projects, issues and opportunities
- Seeks and accepts challenging assignments and other development opportunities
- Seeks feedback broadly and asks others for help with own development areas
- Translates negative feedback into an opportunity to improve

Highly Advanced

- Demonstrates motivation to serve the community, make an impact and advance the organisation
- Models initiative and decisiveness
- Applies and shares knowledge gained through experience and exposure to experts, colleagues and stakeholders
- Proactively seeks opportunities for growth for self and others
- Actively seeks, reflects and acts on feedback, showing a strong capacity and willingness to modify behaviour
- Works to apply strengths and mitigate weaknesses and limitations

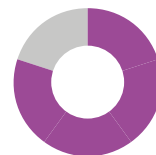
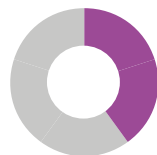
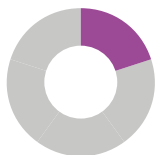


Personal attributes

Display Resilience and Adaptability

Collaboration
Courage
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Innovation
Quality
Respect

YOURCITY



Foundational

- Adapts to changing work tasks and environments
- Is open to new ways of doing things
- Stays calm in difficult situations
- Does not give up easily when problems arise
- Asks questions and offers own opinion

Intermediate

- Adapts quickly to changed priorities and organisational settings
- Welcomes new ideas and ways of working
- Stays calm and focused in difficult situations
- Perseveres through challenges
- Offers own opinion and raises challenging issues

Adept

- Is flexible, showing initiative and responding quickly to change
- Accepts changed priorities and decisions and works to make the most of them
- Gives frank and honest feedback / advice
- Listens when challenged and seeks to understand criticisms before responding
- Raises and works through challenging issues and seeks alternatives
- Stays calm and acts constructively under pressure and in difficult situations

Advanced

- Is flexible and readily adjusts own style and approach to suit the situation
- Adjusts tactics or priorities in response to changes in the organisational environment
- Gives frank, honest advice, even in the face of strong, contrary views
- Accepts criticism of own ideas and responds in a thoughtful and considered way
- Welcomes challenges and persists in raising and working through difficult issues
- Shows composure and decisiveness in dealing with difficult and controversial issues

Highly Advanced

- Is comfortable with constant change, and able to adjust accordingly
- Provides sound rationale for agreed positions while remaining open to valid suggestions for change
- Creates a climate which encourages openness and debate around critical issues
- Raises critical issues and makes tough decisions
- Persists in the face of significant, complex and novel challenges
- Manages own emotions and acts as a stabilising influence in emotionally charged situations

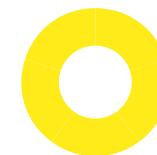
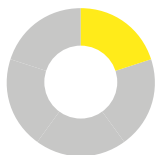


Relationships

Work Collaboratively

Collaboration
Courage
Integrity
Innovation
Quality
Respect

YOURCITY



Foundational

- Keeps team and supervisor informed of what he/she is working on
- Shares knowledge and information with team members and other staff
- Offers to help colleagues and takes on additional tasks when workloads are high
- Is aware of the wellbeing of co-workers and provides support as appropriate
- Is open to input from people with different experiences, perspectives and beliefs

Intermediate

- Encourages an inclusive, supportive and co-operative team environment
- Shares information and learning within and across teams
- Works well with other teams on shared problems and initiatives
- Looks out for the wellbeing of team members and other colleagues
- Encourages input from people with different experiences, perspectives and beliefs
- Shows sensitivity to others' workloads and challenges when asking for input and contributions

Adept

- Contributes to a culture of respect and understanding in the organisation
- Creates an atmosphere of trust and mutual respect within the team
- Builds cooperation and overcomes barriers to sharing across teams/units
- Relates well to people at all levels and develops respectful working relationships across the organisation
- Identifies opportunities to work together with other teams/units
- Acts as a resource for other teams/units on complex or technical matters

Advanced

- Builds a culture of respect and understanding across the organisation
- Facilitates collaboration across units and recognises outcomes resulting from effective collaboration between teams
- Builds co-operation and overcomes barriers to sharing across the organisation
- Facilitates opportunities to develop joint solutions with stakeholders across the region and sector
- Models inclusiveness and respect for diversity in people, experiences and backgrounds

Highly Advanced

- 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

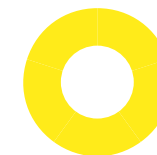
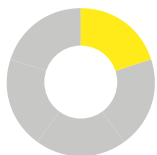


Relationships

Communicate and Engage Respectfully

Collaboration
Courage
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Quality
Respect

YOURCITY



Foundational

- Speaks at an appropriate pace and volume
- Uses appropriate body language and facial expressions
- Explains things clearly
- Allows others time to speak
- Shows sensitivity to cultural, religious and other individual differences when interacting with others

Intermediate

- Focuses on key points and communicates in 'Plain English'
- Clearly explains and presents ideas and technical information
- Monitors own and others' non-verbal cues and adapts where necessary
- Listens to others when they are speaking and asks appropriate, respectful questions
- Shows sensitivity in adapting communication content and style for diverse audiences

Adept

- Tailors content, pitch and style of communication to the needs and level of understanding of the audience
- Clearly explains complex concepts and technical information
- Adjusts style and approach flexibly for different audiences
- Actively listens and encourages others to provide input
- Writes fluently and persuasively in a range of styles and formats

Advanced

- Presents with credibility and engages varied audiences
- Translates complex information concisely for diverse audiences
- Creates opportunities for others to contribute to discussion and debate
- Demonstrates active listening skills, using techniques that contribute to a deeper understanding
- Is attuned to the needs of diverse audiences, adjusting style and approach flexibly
- Prepares (or coordinates preparation of) high impact written documents and presentations

Highly Advanced

- 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

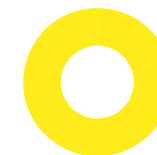
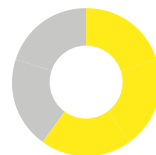
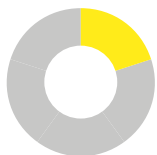


Relationships

Community and Customer Focus

Collaboration
Courage
Integrity
Innovation
Quality
Respect

YOURCITY



Foundational

- Shows awareness that he/she is working for the community
- Shows respect, courtesy and fairness when interacting with customers and members of the community
- Listens and asks questions to understand customer/ community needs
- Informs customers of progress and checks their needs are being met

Intermediate

- Identifies and responds quickly to customer needs
- Demonstrates a thorough knowledge of services provided
- Puts the customer and community at the heart of work activities
- Takes responsibility for resolving customer issues and needs

Adept

- Demonstrates a sound understanding of the interests and needs of customers and the community
- Takes responsibility for delivering quality customer-focused services
- Listens to customer and community needs and ensures responsiveness
- Builds relationships with customers and identifies improvements to services
- Finds opportunities to work with internal and external stakeholders to implement improvements to customer services

Advanced

- Demonstrates 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

Highly Advanced

- Creates an organisational culture which embraces high quality customer service
- Ensures that management systems, processes and practices drive service delivery outcomes
- Ensures that community and customer needs are central to strategic planning processes
- Establishes systems to set and monitor service delivery standards in line with customer and community expectations
- Ensures council services contribute to social, environmental and economic sustainability in the community/region

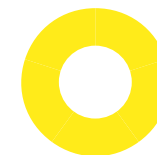
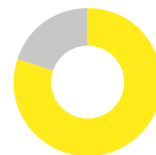
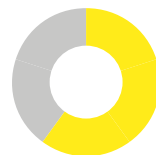
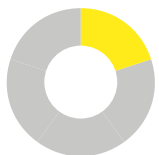


Relationships

Influence and Negotiate

Collaboration
Courage
Integrity
Innovation
Quality
Respect

YOURCITY



Foundational

- Helps find solutions to problems he/she raises
- Uses facts and sound reasoning to make a case
- Listens to understand others' interests and needs
- Is tactful when disagreeing or proposing a different approach or outcome
- Works towards mutually satisfactory outcomes

Intermediate

- Builds a network of work contacts across the organisation
- Approaches negotiations in the spirit of cooperation
- Puts forward a valid argument using facts, knowledge and experience
- Asks questions to understand others' interests, needs and concerns
- Works with others to generate options that address the main needs and concerns of all parties

Adept

- Builds a network of work contacts/relationships inside and outside the organisation
- Approaches negotiations in the spirit of maintaining and strengthening relationships
- Negotiates from an informed and credible position
- Influences others with a fair and considered approach and sound arguments
- Encourages others to share and debate ideas

Advanced

- 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 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

Highly Advanced

- Credibly promotes the organisation's position in the community, region and sector
- Builds and maintains a wide network of professional relationships outside the organisation
- Obtains the commitment of key stakeholders to major projects and ensures ongoing communication
- Uses understanding of decision-making processes and networks to determine the organisation's bargaining strategy
- Uses sound evidence-based arguments supported by expert opinion to influence outcomes
- Pre-empts and avoids conflict by identifying contentious issues and directing discussion towards an acceptable resolution

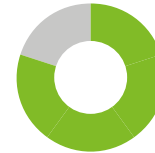
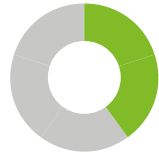
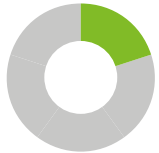


Results

Deliver Quality Results

Collaboration
Courage
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Quality
Respect

YOURCITY



Foundational

Intermediate

Adept

Advanced

Highly Advanced

Takes the initiative to progress work tasks

Clarifies work required and timeframe available

Identifies what information/resources are needed to complete work tasks

Checks own work for accuracy, quality and completeness

Completes tasks under guidance, on time and to the required standard

Takes the initiative to progress own and team work tasks

Contributes to the allocation of responsibilities and resources to achieve team/project goals

Consistently delivers high quality work with minimal supervision

Consistently delivers key work outputs on time and on budget

Takes responsibility for the quality and timeliness of the team's work products

Ensures team understands goals and expectations

Shares the broader context for projects and tasks with the team

Identifies resource needs, including team, budget, information and tools

Allocates responsibilities and resources appropriately

Gives team members appropriate flexibility to decide how to get the job done

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

Creates a culture of achievement by setting stretch goals and high expectations for self and others

Shares leadership responsibility and decision making authority, where possible

Drives organisational activity in an environment of ongoing change and uncertainty

Identifies and removes potential hurdles to achievement of sustainable outcomes

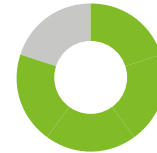
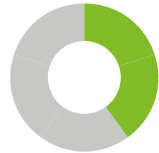
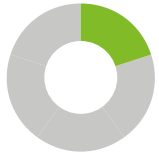


Results

Create and Innovate

Collaboration
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Respect

YOURCITY



Foundational

Intermediate

Adept

Advanced

Highly Advanced

Contributes own knowledge and ideas

Suggests improvements to the way work is done

Researches developments and trends in the industry

Thinks about issues and opportunities from different viewpoints

Links together unrelated ideas or events to generate insights

Identifies improvements to work systems, processes and practices

Produces new ideas, approaches or insights

Analyses successes and failures in the organisation for insights to inform improvement

Identifies ways in which industry developments and trends impact on own business area

Shows curiosity in the future of the community and region and thinks creatively about opportunities for the organisation

Identifies, shares and encourages suggestions for organisational improvement

Experiments to develop innovative solutions

Encourages independent thinking and new ideas from others

Draws on developments and trends in the industry and beyond to develop solutions

Supports experimentation and rapid prototyping to test and refine innovative solutions

Develops/champions innovative solutions with long standing, organisation-wide impact

Explores creative alternatives to improve management systems, processes and practices

Contributes own knowledge and experience to staff training and development sessions

Models and promotes the value of initiative and continuous improvement

Stays up to date with industry, national and global best practices and trends

Encourages people to challenge the status quo and actively seek opportunities to improve

Creates an organisational climate in which people feel supported to experiment to test new ideas and innovations

Uses diversity to foster innovation and drive change

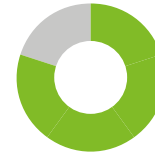
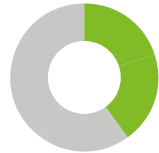
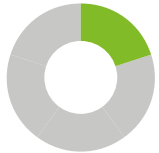


Results

Plan and Prioritise

Collaboration
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Respect

YOURCITY



Foundational

Understands team objectives and own contribution

Plans and organises own work tasks

Asks when unsure about the relative priority of allocated tasks

Manages time appropriately and re-prioritises as required

Identifies and informs supervisor of issues that may impact on completion of tasks

Intermediate

Participates constructively in unit planning and goal setting

Helps plan and allocate work tasks in line with team/project objectives

Checks progress against schedules

Identifies and escalates issues impacting on ability to meet schedules

Provides feedback to inform future planning and work schedules

Adept

Consults on and delivers team/unit goals and plans, with clear performance measures

Takes into account organisational objectives when setting and reviewing team priorities and projects

Scopes and manages projects effectively, including budgets, resources and timelines

Manages risks effectively, minimising the impacts of variances from project plans

Monitors progress, makes adjustments, and evaluates outcomes to inform future planning

Advanced

Ensures business plans and priorities are in line with organisational objectives

Uses historical context to inform business plans and mitigate risks

Anticipates and assesses shifts in the environment and ensures contingency plans are in place

Ensures that program risks are managed and strategies are in place to respond to variance

Implements systems for monitoring and evaluating effective program and project management

Highly Advanced

Sets and communicates organisational objectives, ensuring these are the focus for planning activity

Considers the organisation's long term role in the community and region when planning

Ensures that a governance framework enables high quality strategic, corporate and operational planning

Ensures effective governance of program and project management, including acceptance of new initiatives

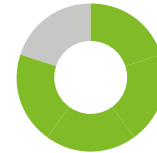
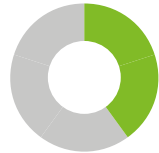
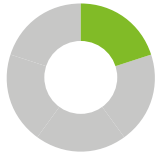


Results

Think and Problem Solve

Collaboration
Courage
Integrity
Innovation
Quality
Respect

YOURCITY



Foundational

Finds and checks information needed to complete own work tasks

Breaks down information and issues into component parts

Thinks through the options available and checks his/her suggested approach

Refers complex issues and problems to a manager/supervisor

Intermediate

Gathers and investigates information from a variety of sources

Questions basic inconsistencies or gaps in information and raises to appropriate level

Asks questions to get to the heart of the issue and define the problem clearly

Analyses numerical data and other information and draws conclusions based on evidence

Works with others to assess options and identify appropriate solutions

Adept

Draws on numerous sources of information, including past experience, when facing new problems

Demonstrates an understanding of how individual issues relate to larger systems

Makes appropriate recommendations based on synthesis and analysis of complex numerical data and written reports

Uses rigorous logic and a variety of problem solving methods to develop workable solutions

Anticipates, identifies and addresses risks and issues with practical solutions

Leads cross team/unit efforts to resolve common issues or barriers to effectiveness

Advanced

Is able to draw on wide-ranging interests and experiences when facing new challenges

Thinks broadly about the root of problems before focusing in on the problem definition and solutions

Is able to discuss issues from different angles and project impacts into the future

Considers the broader context when critically analysing information and weighing recommendations

Involves diverse perspectives in testing thinking and solutions

Highly Advanced

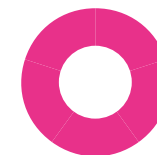
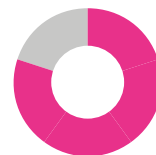
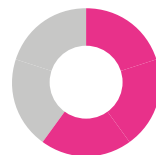
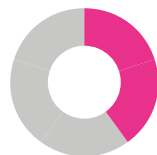
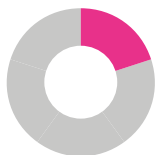
Quickly grasps unfamiliar concepts and deals comfortably with complexity

Demonstrates deep knowledge and expertise across numerous subject areas

Critically analyses information and seeks diverse perspectives to formulate effective responses to policy issues

Identifies and evaluates broader impacts of proposed policies and solutions

Makes good decisions based on available evidence, observed patterns and evaluation of risks and benefits



Foundational

Shows respect for the value of public money

Calculates and records financial information accurately

Seeks approval from manager/supervisor for expenses and claims, as required by policies or guidelines

Intermediate

Presents basic financial information clearly and in an appropriate format

Uses funds and records financial transactions in line with financial audit and reporting obligations

Makes expenditure decisions within budget limits

Uses financial and other resources responsibly and helps others understand their obligations to do so

Adept

Uses basic financial terminology appropriately

Considers the impact of funding allocations on business models, projects and budgets

Manages project finances effectively, including budget, timely receipting, billing, collection and variance recognition

Prepares and evaluates business cases with due regard for long term financial sustainability

Applies high standards of financial probity with public monies and other resources

Identifies, monitors and mitigates financial risks

Advanced

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

Highly Advanced

Sets organisational strategies and plans with reference to key financial indicators

Ensures that strategic decisions are made with appropriate advice from finance professionals

Identifies the most appropriate financing and funding strategies to meet operational and capital needs

Inspires a culture which respects the obligation to manage public monies and other resources responsibly

Establishes effective governance to ensure the ethical and honest use of financial resources

Actively pursues financial risk minimisation strategies, plans and outcomes

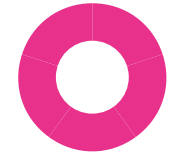
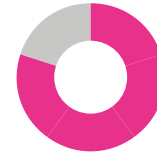
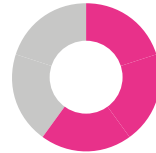
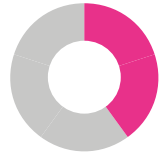
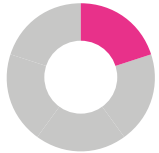


Resources

Technology and Information

Collaboration
Courage
Integrity
Innovation
Quality
Respect

YOURCITY



Foundational

Shows confidence in using the technology required in the role

Uses technology appropriately, in line with acceptable use policies

Completes work tasks in line with records, information and knowledge management policies

Intermediate

Shows confidence in using core office software and other computer applications

Makes effective use of records, information and knowledge management systems

Supports the introduction of new technologies to improve efficiency and effectiveness

Adept

Selects appropriate technologies for projects and tasks

Identifies ways to leverage the value of technology to achieve outcomes

Ensures team understands their obligations to use technology appropriately

Ensures team understands obligations to comply with records, information and knowledge management requirements

Advanced

Implements appropriate controls to ensure compliance with information and communications security and use policies

Implements and monitors appropriate records, information and knowledge management systems

Seeks advice from technical experts on leveraging technology to achieve organisational outcomes

Stays up to date with emerging technologies and considers how they might be applied in the organisation

Highly Advanced

Ensures effective governance enables efficient and effective applications of technology in the organisation

Ensures effective governance of information and communications security and use policies

Encourages research and expert advice on the application of emerging technologies

Critically assesses business cases to introduce new technologies

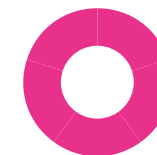
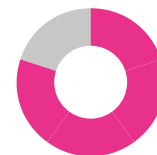
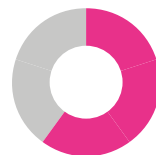
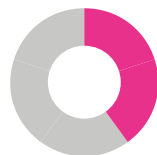
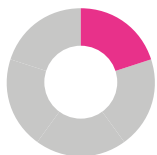


Resources

Assets and Tools

Collaboration
Courage
Integrity
Innovation
Quality
Respect

YOURCITY



Foundational

Uses core work tools and equipment effectively

Takes care of work tools, equipment, accommodation and community assets

Intermediate

Uses a variety of work tools and resources to enhance work products and expand own skill set

Ensures others understand their obligations to use and maintain work tools and equipment appropriately

Contributes to the allocation of work tools and resources to optimise team outcomes

Adept

Contributes quality information about council and community assets to asset registers

Prepares accurate asset maintenance and replacement costings in line with council plans and policies

Is aware of asset management risks and actions to manage and mitigate these

Advanced

Considers council and community assets in the design/delivery of services

Facilitates and monitors appropriate deployment of assets and tools in line with community priorities

Implements and monitors compliance with asset management and maintenance plans and policies

Highly Advanced

Engages in strategic planning to ensure the organisation's assets support delivery of the strategic plan

Ensures effective governance of the allocation, maintenance and investment in assets and tools

Promotes the role of councils as custodians of community assets

Actively pursues asset risk minimisation strategies, plans and outcomes

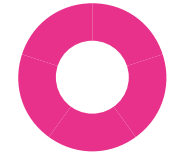
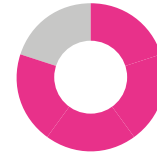
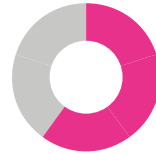
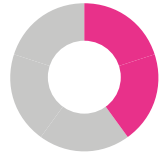
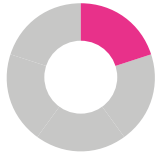


Resources

Procurement and Contracts

Collaboration
Courage
Integrity
Innovation
Quality
Respect

YOURCITY



Foundational

Complies with basic ordering, receipting and payment processes

Checks quotes and invoices for accuracy

Checks that invoiced fees and charges match goods or services delivered

Intermediate

Helps others understand and comply with basic ordering, receipting and payment processes

Contributes to the identification of business requirements, deliverables and expectations of suppliers

Provides objective input to evaluation processes for proposals and tenders

Works with suppliers and contractors to ensure that goods and services meet time and quality requirements

Adept

Prepares documents that clearly set out business requirements, deliverables and expectations of suppliers

Delivers open, transparent, competitive and effective procurement processes

Manages relationships with suppliers and contractors to ensure expectations are clear and business needs are met

Takes appropriate actions to manage and mitigate procurement and contract management risks

Advanced

Ensures that organisational policy on procurement and contract management is implemented

Applies knowledge of procurement and contract management risks to decisions

Ensures others understand their obligations to manage and mitigate risks in procurement

Implements effective governance arrangements to monitor provider, supplier and contractor performance

Represents the organisation in resolving disputes with suppliers and contractors

Highly Advanced

Ensures procurement and contract management policy and practices are in line with guidelines

Ensures effective governance of procurement processes and management of supplier and contractor performance

Monitors and evaluates compliance with and effectiveness of procurement and contract management policies and procedures