

Leadership & Management Capability Framework

The behaviours, skills and knowledge expected of us at work



Displays Awareness of Self and Others

Capabilities	Leadership Expectations	S/TL	M4	M3	M2
<ul style="list-style-type: none"> • Demonstrates ethical behaviour and encourages others to act with integrity • Understands self and shows respect by recognising personal impact on others • Reflects on own performance and has the courage to respond positively to feedback 	<ul style="list-style-type: none"> • Keeps control of own emotions and seeks to understand others before responding. • Shows genuine empathy and respect; adapts well to change and stays calm under pressure. • Demonstrates integrity by taking responsibility for their words and actions. 				
	<ul style="list-style-type: none"> • Takes the time to explore feedback from a range of stakeholders and responds constructively. • Makes decisions that are well considered, fair and consistent. • Respectfully challenges behaviour that is inconsistent with the code of conduct and values. 				
	<ul style="list-style-type: none"> • Models personal insight, resilience and courage. • Uses self-reflection to adjust leadership behaviour and encourages self-reflection in others as a development tool. • Acts constructively in sensitive and unpredictable situations. Models values-based behaviours and does not waver under pressure. 				
	<ul style="list-style-type: none"> • Manages self and others in complex, volatile and challenging situations. • Creates a safe space for genuine debate and contribution from diverse internal and external stakeholders. • Openly shares learnings from their own leadership journey and inspires self-awareness in others. 				



Cultivates Productive Relationships

Capabilities	Leadership Expectations	S/TL	M4	M3	M2
<ul style="list-style-type: none"> • Leverages internal and external relationships to deliver quality outcomes • Consults, collaborates and influences authentically • Balances the needs of multiple stakeholders while respecting different viewpoints 	<ul style="list-style-type: none"> • Earns trust by being authentic. • Demonstrates respect for each colleague, partner and or stakeholder by recognising the benefits of diverse ideas and approaches. 				
	<ul style="list-style-type: none"> • Actively encourages consultation and collaboration. • Communicates clearly and authentically. • Works with key stakeholders to proactively address issues and identify opportunities to improve performance and services to customers. 				
	<ul style="list-style-type: none"> • Keeps the business unit informed of broader issues that can influence team objectives and organisational relationships. • Models effective partnerships with other divisions and units, suppliers, agencies and industry specialists to optimise knowledge, skills and resources. 				
	<ul style="list-style-type: none"> • Builds broad and deep internal and external networks with key stakeholders to understand their needs and address their issues. • Leverages networks to facilitate strategy delivery. • Manages competing interests in complex situations with multiple stakeholders. 				



Drives Results

Capabilities	Leadership Expectations	S/TL	M4	M3	M2
<ul style="list-style-type: none"> • Takes responsibility for work quality and timeliness of results • Sets high standards for customer service, best practice and continuous improvement • Navigates complex and changing circumstances to achieve results 	<ul style="list-style-type: none"> • Establishes clear, measurable goals for the team and individuals. • Clarifies responsibilities and builds ownership by regularly monitoring team and individual progress. • Sets high standards for operating ethically and efficiently and takes early corrective action when required. 				
	<ul style="list-style-type: none"> • Defines team and individual outcomes by understanding the needs of customers. • Regularly evaluates progress with early correction to ensure quality outcomes. • Drives accountability and continuous improvement by implementing effective reporting and improvement mechanisms. 				
	<ul style="list-style-type: none"> • Identifies and communicates clear expectations of outcomes sought. • Ensures effective workforce planning to help the unit deliver on objectives. • Empowers individuals to remove road blocks to achieve results and coaches people to meet competing or changing demands. 				
	<ul style="list-style-type: none"> • Inspires a culture of personal accountability, effective planning and decision making, innovation and continuous improvement. • Ensures effective reporting and evaluation of organisational targets and outcomes. • Enables delivery capability, proactivity and responsiveness across the organisation. 				



Develops People and Culture

Capabilities	Leadership Expectations	S/TL	M4	M3	M2
<ul style="list-style-type: none"> • Builds an inclusive workplace that brings the best out of people • Creates the environment for collaboration, high performance and productivity • Facilitates employee development to address business needs and support individual growth 	<ul style="list-style-type: none"> • Provides each staff member with guidance, development opportunities and feedback that drives high performance. • Demonstrates courage to address workplace behaviours that conflict with our values. • Communicates the benefits of a diverse and inclusive workplace. 				
	<ul style="list-style-type: none"> • Focuses on people's strengths and champions individual and team development. • Actively recognises behaviour that delivers results and demonstrates our values. • Skilfully addresses and resolves individual and team performance gaps. 				
	<ul style="list-style-type: none"> • Sets and models the organisation's culture. • Leads by example by promoting professional development and continuous learning. • Identifies and leverages talent and coaches staff across the organisation to perform at their best. Has the courage to have the tough conversations. 				
	<ul style="list-style-type: none"> • Sets the vision and direction for a high performing and values driven culture. • Creates and maintains the organisational environment for high performance and productivity. • Actively identifies obstacles and engages people to develop solutions for organisational performance. Act as a custodian of the organisational values. 				



Operates Strategically

Capabilities	Leadership Expectations	S/TL	M4	M3	M2
<ul style="list-style-type: none"> • Champions and supports change, reform and innovative future thinking • Develops plans and prioritises work to meet strategic objectives • Communicates the strategy and coordinates effort to deliver on strategic objectives 	<ul style="list-style-type: none"> • Ensures the team understands the strategy and how it addresses future challenges. • In collaboration with team members, sets performance objectives that show how each staff member contributes to the strategy. 				
	<ul style="list-style-type: none"> • Develops clear plans to implement the strategy. • Promotes creative thinking to address future challenges. • Aligns resources, people, systems and processes to meet priority objectives. • Redirects resources and efforts to meet changing priorities. 				
	<ul style="list-style-type: none"> • Translates organisational vision and strategy into operational goals to help staff understand their own contribution. • Leads strategy development, creates a climate conducive to future thinking and change. • Ensures people are equipped with the tools and skills to implement strategy. 				
	<ul style="list-style-type: none"> • Communicates the strategic vision and purpose in a way that inspires people across the organisation as well as external stakeholders to embrace reform and innovation. • Demonstrates the ability to plan and execute strategies that are responsive to current and future challenges. 				



Manages Effectively

Capabilities	Management Expectations	S/TL	M4	M3	M2
<p>Technology and Information Management</p> <p>Adopts appropriate technologies and manages data and information to enable business and customer outcomes</p>	<ul style="list-style-type: none"> • Uses available technology and systems appropriately and guides staff to make the best use of technology. • Supervises and coaches staff to ensure they record, protect and manage information and data in the right systems. • Supports staff to use technology to innovate and continuously improve how we work. 				
	<ul style="list-style-type: none"> • Identifies how technology can enable teams to improve productivity and collaborate to achieve business goals. • Establishes and maintains contingency plans for operations in case of technology disruption. • Implements information and data management policies to improve business operations and manage risk. 				
	<ul style="list-style-type: none"> • Stays up to date with emerging technologies and considers how they might be applied within the organisation. • Seeks advice from technical experts on leveraging technology to achieve organisational outcomes. • Critically evaluates information and data governance across systems and business processes and implements solutions. 				
	<ul style="list-style-type: none"> • Enables effective service delivery and capabilities for information and technology across the organisation. • Sets the strategic direction for information and data management and ensures effective governance across the organisation. 				



Manages Effectively

Capabilities	Management Expectations	S/TL	M4	M3	M2
<p>Finance and Resource Management</p> <p>Applies responsible financial and resource management to achieve value for money and support financial sustainability</p>	<ul style="list-style-type: none"> • Applies policy and procedures and monitors their application to ensure compliance with finance and resource management requirements. • Contributes to efficient and effective management of financial and other resources to achieve organisational goals. • Maintains accurate operational information and data that will contribute to budgeting, reporting and forecasting. 				
	<ul style="list-style-type: none"> • Contributes to business planning, budgeting, forecasting and reporting through the analysis of operational information and trends. • Identifies and takes action to mitigate risk and maximise opportunities for effective finance and resource management. • Considers the financial impacts of future business models, projects and programs. 				
	<ul style="list-style-type: none"> • Prepares and evaluates business cases with due regard for long term financial sustainability. • Interprets information and data to create business intelligence that enables continuous improvement and resource optimisation. • Assesses business performance against plans, communicates opportunities and risks and identifies potential end-to-end solutions. 				
	<ul style="list-style-type: none"> • Inspires a culture which respects the obligation to manage public monies and other resources responsibly. • Leads divisional strategic planning and execution balancing achievement of business outcomes with the effective management of financial and other resources. • Sets direction for organisational wide strategies and plans that demonstrate best practice, strategic alignment and enable financial sustainability. 				



Manages Effectively

Capabilities	Management Expectations	S/TL	M4	M3	M2
Asset Management Creates, allocates, maintains and retires assets appropriately and responsibly to optimise effectiveness and efficiency	<ul style="list-style-type: none"> Supervises and supports the responsible use of assets in line with policy and procedures. Maintains accurate information and data that contributes to efficient and effective management of assets. Identifies asset management risks and improvement opportunities and matters for escalation. 				
	<ul style="list-style-type: none"> Monitors and reviews asset management data and information to ensure policy alignment, adherence to roles and responsibilities and the management of risks for assets over the full life cycle. Implements asset management plans that identify and act on areas for improvement and maximise opportunities for optimal asset use. Drives effective asset management through consideration of technology, processes and organisational and customer needs. 				
	<ul style="list-style-type: none"> Prepares and evaluates business cases for effective management of public assets. Interprets information and data to create business intelligence that enables continuous improvement and optimisation during the asset life cycle. Assesses asset performance against plans, communicates opportunities and risks and oversees the development and implementation of solutions. 				
	<ul style="list-style-type: none"> Inspires a culture which respects the obligation to manage public assets responsibly. Leads strategic planning and execution of asset management that ensures effective consideration of organisational priorities and community needs. Sets direction for organisational wide strategies and plans that enable an innovative, high-performing, sustainable and integrated management of assets. 				



Manages Effectively

Capabilities	Management Expectations	S/TL	M4	M3	M2
<p>Risk Management, Safety and Compliance</p> <p>Applies risk management processes to mitigate risk and proactively manage safety and compliance obligations</p>	<ul style="list-style-type: none"> Complies with relevant legislation, policies and procedures. Supervises and supports staff to act in an ethical, professional, and safe way in accordance with the City's policies and procedures. Addresses and corrects all reported incidents or breaches of policies and procedures. 				
	<ul style="list-style-type: none"> Communicates and ensures that staff comply with the legislation, and policies and procedures that apply to them. Monitors and reports on risks, incidents and injuries and identifies measures to avoid reoccurrence. Implements controls and management practices to prevent and address incidents, misconduct, illegal and inappropriate behaviour. 				
	<ul style="list-style-type: none"> Oversees implementation of safe work practices and the risk management framework. Critically evaluates risk, safety, environmental management and compliance information and develops continuous improvements of work practices. Identifies and implements best practice in standards and systems to mitigate risk and drive safety and compliance. 				
	<ul style="list-style-type: none"> Sets, directs and oversees a workplace where staff feel able to report safety incidents, breaches of rules, policies and guidelines and acts promptly and visibly in response to incidents or breaches. Establishes effective governance systems to ensure safe work practices and to mitigate organisational risk. Critically evaluates divisional and organisational risk, safety and compliance performance to ensure outcomes are achieved. 				



Manages Effectively

Capabilities	Management Expectations	S/TL	M4	M3	M2
<p>Procurement and Contract Management</p> <p>Applies procurement processes to ensure value for money through effective purchasing and contract performance</p>	<ul style="list-style-type: none"> Complies with procurement and contract related policies and procedures. Supervises and guides staff to ensure they comply with policies and procedures. Seeks staff feedback to identify risk and improvement opportunities or matters for escalation. Contributes to the identification of business requirements, deliverables and expectations of suppliers. 				
	<ul style="list-style-type: none"> Prepares fit for purpose documentation that outlines the business requirements, deliverables and expectations of suppliers, considering value for money and risk. Analyses and identifies procurement and contract management risks and takes appropriate actions to manage. Reviews supplier performance under contracts and takes actions to identify opportunities for improvement. 				
	<ul style="list-style-type: none"> Evaluates contract manager and supplier performance to ensure it is within the contract and governance framework requirements. Designs, develops and executes strategic approaches to procurement and contract management. Manages supplier relationships, encouraging feedback and innovation. 				
	<ul style="list-style-type: none"> Sets and directs organisational strategy to ensure effective and efficient value for money delivery of services. Oversees an organisational culture that enables best practice expectations, innovation and ensuring value for money in procurement, contract and supplier management. Critically reviews and contributes to relationship management for strategic suppliers. 				



Manages Effectively

Capabilities	Management Expectations	S/TL	M4	M3	M2
<p>Project Management</p> <p>Applies effective governance, planning and coordination to project management to achieve organisational goals</p>	<ul style="list-style-type: none"> • Delivers tasks in line with agreed project schedules, checks progress and seeks help to ensure project milestones are met. • Prepares accurate project documentation and reports proactively on time, scope, budget, quality, impacts and changes. 				
	<ul style="list-style-type: none"> • Manages projects effectively, including budgets, resources and timelines. • Contributes to the development of initiation briefs, business cases, project plans and project evaluations. • Identifies and monitors actions to achieve project outcomes, manage risks effectively, and minimise the impacts of variances from project plans. 				
	<ul style="list-style-type: none"> • Develops and evaluates business cases for projects considering resource impacts and long term financial sustainability. • Establishes project performance measures that align with strategic organisational priorities. • Addresses variances, identifies challenging circumstances and removes barriers to achievement of project outcomes. • Takes responsibility for outcomes including mistakes and challenges, identifies improvements and shares learning to inform future projects. 				
	<ul style="list-style-type: none"> • Aligns project strategies with organisational objectives, considering long-term impacts and financial sustainability. • Ensures effective governance of program and project management, including critical analysis of new initiatives. • Enables effective decision making that drives strategic, corporate and operational outcomes. 				



Manages Effectively

Capabilities	Management Expectations	S/TL	M4	M3	M2
<p>Change Management</p> <p>Applies effective planning, coordination and communication to change management processes to support quality outcomes</p>	<ul style="list-style-type: none"> Integrates organisational changes and improvements into work processes and practices. Supervises and supports change and continuous improvement and explains the purpose and benefits of change and implications for the team. Supports staff to identify ways to innovate and improve. Shares information relating to changes in the workplace with staff in a timely manner. 				
	<ul style="list-style-type: none"> Translates change initiatives into practical plans that can be communicated to staff. Clarifies roles, responsibilities and expectations during times of change. Communicates and consults proactively with key stakeholders during change. Identifies and removes obstacles to enable successful change implementation. 				
	<ul style="list-style-type: none"> Develops and executes structured change management processes while creating the narrative to drive staff engagement during times of change. Leverages a variety of communication channels to share important messages during times of change. Explores creative alternatives to improve work processes, systems and practices. Supports the implementation of change by ensuring that resources are available and employees have the capabilities to succeed. 				
	<ul style="list-style-type: none"> Aligns organisational structures, systems, processes and leadership to drive and embed change and continuous improvement. Communicates a compelling case for reform, improvement and change and articulates the vision, objectives and benefits for different audiences. 				



Manages Effectively

Capabilities	Management Expectations	S/TL	M4	M3	M2
People Management Applies effective workforce planning and performance management to optimise workforce productivity and capability	<ul style="list-style-type: none"> • Applies effective workforce planning to ensure the availability and allocation of capable resources so that service commitments and deadlines are met. • Provides and documents feedback on performance and development to ensure employees have role clarity and deliver on expectations. Records and addresses poor performance or conduct in a timely and constructive way. • Recognises day to day conflict or tensions that need to be addressed and work towards positive resolution of issues. 				
	<ul style="list-style-type: none"> • Analyses workforce data to contribute to effective business unit workforce planning. Builds a shared sense of purpose through ensuring that team members have cascading goals linked to the organisations strategic goals. • Makes effective recruitment decisions based on candidates' skills, knowledge and experience consistent with organisational values and diversity goals. • Addresses and resolves team and individual issues in a timely and proactive manner to minimise any impacts on performance, engagement or wellbeing. 				
	<ul style="list-style-type: none"> • Defines and articulates expectations, measures and accountabilities for the business unit and consistently communicates linkages to organisational goals. • Designs and builds business unit plans to recruit, deploy and develop a diverse team with varied and complementary capabilities, knowledge and experience. • Plans for strategic use of HR by aligning people, systems and processes to improve performance, engagement and wellbeing. 				
	<ul style="list-style-type: none"> • Articulates the performance, behaviour and conduct standards expected at all levels across the organisation. • Sets the direction for strategic workforce planning, policies and human resource utilisation to deliver current and future organisational outcomes. 				