Capability Framework

September 2016

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Contents

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Message from the Director General

The Regional Development Portfolio is changing to strengthen the strategic impact of regional development across Western Australia. Our goal is to operate as "One Portfolio" through a united regional development team that:

- has a clear and common strategy towards investment for maximum outcomes
- takes a structured and purposeful approach to improving the way we work – our strategy, systems, structure and culture
- understands, builds and harnesses the strengths of the Portfolio
- has clear and effective governance arrangements to address opportunities and risks, and support high performance across Regional Development

The Capability Framework (Framework) was developed by the Department of Regional Development (department) as a first step towards a Capability Framework for the Portfolio. It is a key initiative to support the Portfolio's *Regional Development Action Plan* and deliver the *Regional Development Strategy 2016-25.* The Framework provides a future focussed resourcing guide that supports the creation of a highly responsive Portfolio that can flex and move to make the most of our skilled people.

I look forward to delivering the next phase of regional development through an efficient and high performing Portfolio that will continue our proud history of delivering regional development solutions in a complex and rapidly changing environment.

Ralph Addis
Director General

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A Capable and Flexible Workforce

Our success will be underpinned by a mobile, skilled and dynamic workforce that can respond effectively to changes in strategic direction and agreed government priorities.

This Capability Framework can be used to support and guide our thinking in relation to Portfolio workforce management, including:

- Increasing the shared use of resources across the Portfolio;
- Enabling a 'One Portfolio' workforce structure, job family groupings and approach for job descriptions;
- A talent management strategy to unify, recruit, optimise and retain the Portfolio workforce; and
- Innovative and flexible employment practices.

The Framework is not intended to be inflexible or prescriptive; rather used as a resource to guide and inform our people strategies. For those roles that have additional people capability requirements, this Framework will need to be read in conjunction with those specific technical documents or qualifications relevant to the function or work area.

The Framework will be continuously reviewed and updated in line with the Portfolio's changing needs over time.

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The Framework

This Framework will be used to support and guide strategic workforce planning, recruitment, promotion and mobility, induction and orientation, performance management, learning and development, and individual career planning.

The Framework indicates that staff require a broad, rather than narrow, set of capabilities (notwithstanding specific technical skills). This approach facilitates lateral movement across the department, and the development of careers more broadly across the Regional Development Portfolio.
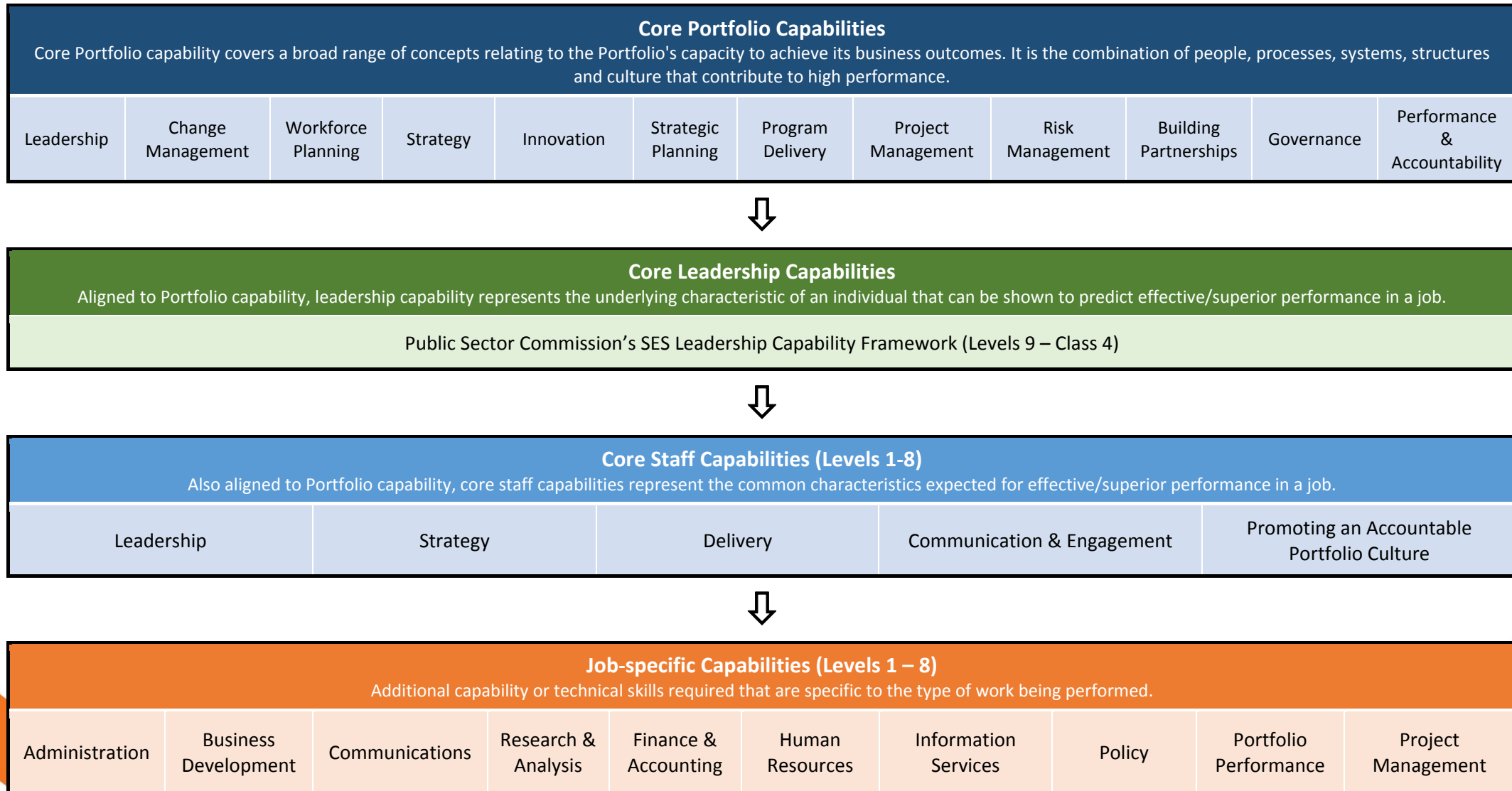
At the organisational level

Executives and managers use the Framework in a strategic workforce management context by:

- Basing performance agreements and discussions on the key capabilities relevant for particular roles

- Funding targeted learning and development activities for a particular capability area

- Highlighting career development by promoting common capability areas and areas of difference

- Assessing the movement across divisions and branches, as well as the Portfolio

- Designing jobs that enable the development of capabilities

- Selecting staff on the basis of capability and behaviour along with technical skills

At the individual level

- Staff members use the Framework to improve performance in their current role or to think about career development and mobility by:

- Identifying the capabilities required for their role in conjunction with a Job Description Form;

- Getting clarity about performance expectations (in conjunction with the performance framework);

- Gaining insight into any performance or capability gaps;

- Identifying areas for learning and development; and

- Identifying the potential for mobility and career development, within the department, the Portfolio and more broadly.

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The Framework Cascades Capabilities from the Portfolio Level

Core Portfolio Capabilities
Core Portfolio capability covers a broad range of concepts relating to the Portfolio's capacity to achieve its business outcomes. It is the combination of people, processes, systems, structures and culture that contribute to high performance.

Leadership	Change Management	Workforce Planning	Strategy	Innovation	Strategic Planning	Program Delivery	Project Management	Risk Management	Building Partnerships	Governance	Performance & Accountability

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Core Leadership Capabilities
Aligned to Portfolio capability, leadership capability represents the underlying characteristic of an individual that can be shown to predict effective/superior performance in a job.
Public Sector Commission's SES Leadership Capability Framework (Levels 9 – Class 4)

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Core Staff Capabilities (Levels 1-8)
Also aligned to Portfolio capability, core staff capabilities represent the common characteristics expected for effective/superior performance in a job.

Leadership	Strategy	Delivery	Communication & Engagement	Promoting an Accountable Portfolio Culture

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Job-specific Capabilities (Levels 1 – 8)
Additional capability or technical skills required that are specific to the type of work being performed.

Administration	Business Development	Communications	Research & Analysis	Finance & Accounting	Human Resources	Information Services	Policy	Portfolio Performance	Project Management

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The Capability Framework is reflective of the changing nature of the Portfolio, future focused, supports our strategic intent, reflects our language and our unique regional development role, and frames the workforce required to achieve excellence.

There are five core capabilities articulated by a series of behavioural statements that are common to Level 1 to Level 8 staff*:

- Leadership
- Strategy
- Delivery
- Communication and Engagement
- Promoting an Accountable Portfolio Culture

There are also some capabilities required that are specific to the type of work being performed. These are organised according to broad job families:

- Business Development
- Policy
- Research and Analysis
- Portfolio Performance
- Project Management
- Administration
- Finance and Accounting
- Human Resources
- Communications
- Information Services

Each capability is articulated by a series of behavioural statements. The capabilities are hierarchical, which implies acquisition of all capabilities at the levels below.

Senior Executive Service (SES) staff use the Public Sector Leadership Capability Framework, and the Public Sector Leadership Capabilities for Level 7 and Level 8 have been incorporated in the Regional Development Capability Framework.

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Leadership

Ability to set direction and motivate people by providing a compelling and coherent vision. This includes the ability to inspire a sense of purpose and direction, be a catalyst for change, working to build the future Portfolio. At all levels, leadership requires values driven work performance that encompasses the ability to cope with challenges that require adaptive change and tackle problems at the source to build the future One Portfolio.

Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8
• Undertakes activities that support others in their decision making. • Adapts to change and supports change initiatives.	• Applies expertise and uses discretion to resolve common work issues. • Contributes to change activities, and supports change initiatives.	• Applies expertise and supports others to achieve quality outcomes. • Contributes to change activities and assists others to adapt to change.	• Applies expertise and uses own initiative to identify opportunities for future work directions. • Coordinates change activities in line with expected outcomes.	• Applies expertise and sets the direction for a team or activity and effectively obtains the buy-in of stakeholders. • Embraces and implements change, and assists others to adapt to change. • Achieves optimal effectiveness from available resources. • Supports learning opportunities for others.	• Applies expertise and provides direction to others regarding the purpose and importance of their work. • Steers and implements change. Responds positively to uncertainty and assists others to adapt. • Plans and drives people and resource optimisation. • Identifies learning opportunities for others and empowers them by delegating tasks. • Addresses performance matters promptly.	• Applies expertise and provides leadership in handling complex and challenging situations and circumstances. • Initiates and sustains change which optimises and enables the achievement of organisational and Portfolio objectives. • Proactively directs and leads people and resource optimisation. • Identifies learning opportunities for others and empowers them by delegating tasks. • Deals with under-performance matters promptly. • Builds a shared sense of purpose and direction; translates strategic objectives into shorter-term expected outcomes.

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Strategy

Ability to develop and follow a clear, coherent and achievable strategy with an overarching set of objectives and measures of success.

Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8
• Identifies solutions to common workplace problems. • Provides accurate information; checks and confirms accuracy prior to release.	• Uses common sense to research, analyse and make evidence-based recommendations. • Identifies risks and opportunities for improvement; accepts new ideas and undertakes activities which incorporate these.	• Draws on and analyses information from a range of sources and uses judgment to make evidence-based recommendations. • Contributes to brainstorming of ideas around workflow and process to support strategy and identify risks and improvements, and coordinates and monitors activities to ensure alignment with strategic direction.	• Systematically breaks down a complex problem and uses several techniques to reach a solution. • Looks for opportunities for continuous improvement, scanning the environment to identify emerging trends or risks. • Explores new ideas, and develops work plans that are aligned with the strategic direction. • Applies understanding of organisational and Portfolio strategic direction and whole-of-government agenda to work.	• Accesses a range of sources and uses judgment to make evidence-based recommendations on complex issues. • Looks for opportunities for continuous improvement, applying lateral thinking to produce innovative solutions and ideas to achieve outcomes and address risk. • Applies understanding of organisational and Portfolio strategic direction and whole of government agenda to work.	• Conveys expectations regarding outcomes, and evaluates complex information to deliver objective, timely and evidence-based advice to decision-makers. • Looks for opportunities for continuous improvement, thinking about the future and applying lateral thinking to produce innovative ideas that enhance capability and minimise risk • Maintains a focus on strategic objectives and the context in which the organisation and Portfolio operates.	• Encourages others to provide input, and frames objectives in a meaningful way, clearly communicating expectations of their achievement. • Contributes to the development of the organisation's strategic direction; develops long term plans and anticipates likely priorities and risks. • Understands the organisation's direction and how work of business area fits into the organisation, Portfolio, and whole of government agenda. • Applies understanding of emerging issues and trends and the potential impact on business objectives.

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Delivery

Ability to effectively deliver programs, projects and services, including the management of risk, to deliver intended outcomes.

Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8
• Uses technology to carry out work tasks. • Meets established timelines and priorities. • Identifies issues and uncertainties in procedures and tasks, and takes appropriate action.	• Uses technology to carry out work tasks. • Organises work to reflect priorities and achieves outcomes within timelines. • Identifies issues and uncertainties in procedures and tasks, and takes appropriate action.	• Promotes and provides support to others in the use of technology. • Clarifies work objectives and takes responsibility for managing own work to achieve outcomes within timelines. • Identifies and responds to issues that could impact on tasks.	• Promotes and provides support to others in the use of technology including championing efficiencies through the use of technology. • Clarifies work objectives and takes responsibility for managing work to deliver desired results within agreed timelines, on budget and according to plans; in line with legislation, policies, controls and delegations. • Identifies and responds to issues that could impact on tasks.	• Identifies, manages and champions the delivery of technology that improves efficiency. • Clarifies work objectives and takes responsibility for achieving outcomes within agreed timelines, on budget and according to plans; in line with legislation, policies, controls and delegations. • Anticipates issues that could impact on tasks; identifies risks and uncertainties in procedures and tasks.	• Leads the delivery of technology to improve efficiency. • Clarifies work objectives for high level projects or specialist services and takes responsibility for achieving outcomes within agreed timelines, on budget and according to plans; in line with legislation, policies, controls and delegations. • Ensures processes and practices are in place to proactively identify and monitor risk. • Values specialist expertise and capitalises on the expert skills and knowledge of others.	• Provides direction for the use of technology to maximise efficiency. • Effectively leads high value/high level programs, projects or services, identifying cross-dependencies, to improve business performance and achieve outcomes in line with legislation, policies, controls and delegations. • Ensures processes and practices are in place to proactively identify and monitor risk and opportunities across multiple projects.

Communication and Engagement

Ability to build and sustain partnerships with a network of key people internally within the Portfolio and externally across a range of sectors and at a variety of levels. Proactively offer assistance for a mutually beneficial relationship, connect stakeholders for mutual gain and anticipates and responds to stakeholder needs.

Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8
• Presents clear oral and written messages. • Shows willingness to work with others, is responsive and treats all stakeholders with courtesy and respect. • Recognises the value of individual differences and understands that others may work in different ways.	• Presents clear and concise oral and written messages. • Works cooperatively with others, offering support when needed. • Understands and acts on constructive feedback.	• Presents clear and concise oral and written messages, adapting style and formality appropriately. • Works cooperatively with others, listens to differing ideas and views, and discusses issues thoughtfully and credibly. • Maintains awareness of personalities, motivations and diverse qualities, treats people with respect and courtesy.	• Communicates clearly and confidently, selecting the most suitable medium and tailoring language and style appropriately. • Cooperates effectively with diverse stakeholder groups. Shares information and knowledge, and is helpful and supportive towards required outcomes. • Recognises and encourages diverse views and treats people with respect and courtesy.	• Communicates clearly and confidently, selecting the most suitable medium and tailoring language and style appropriately. • Collaborates with diverse stakeholder groups and maintains relationships with a network of key people. • Offers appropriate and helpful advice and comment to overcome obstacles and influence towards required outcomes. • Recognises different views, explores contributions and encourages diverse views.	• Anticipates and is responsive to stakeholder needs, effectively constructing and delivering succinct advice, comments and persuasive arguments. • Collaborates and recognises synergies with diverse stakeholder groups. • Develops and maintain mutually beneficial relationships with a network of key people. • Negotiates and influences with a clear understanding of required outcomes.	• Clearly constructs and delivers complex messages which influence others views and opinions. • Builds collaboration and synergies with diverse stakeholder groups. • Develops and maintains mutually beneficial relationships recognising opportunities for enhanced networks. • Negotiates and influences with a clear understanding of required outcomes.

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Promoting an Accountable Portfolio Culture

Ability to set clear expectations for self and others; adopt a principled approach and adhere to agreed values and processes so that the work of the Portfolio is directed, controlled and held to account for realisation of expected outcomes; act professionally and impartially at all times and operate as an effective representative of the Portfolio in making decisions.

Levels 1 - 5	Level 6 - 8
• Sets high standards for own work and delivers quality outputs that are compliant with legislation, policies, controls and delegations. • Takes personal responsibility for own decisions and actions. • Acts professionally and impartially at all times. • Ensures behaviours align to departmental, regulatory and public sector requirements and standards at all times. • Shows initiative and a commitment to following up on matters, proactively sourcing information and drawing on available resources to provide excellent customer service.	• Establishes clear expectations for work quality and outcomes, and provides coaching and development to support success. • Applies knowledge of legislation, standards, policies and procedures, and proactively monitors systems and processes to identify areas of non-compliance. • Acts as a credible role model to influence and inspire professional and impartial behaviour, both inside and outside the organisation. • Ensures behaviours align to departmental and public sector requirements and standards at all times. • Shows a commitment to always providing excellent customer service, and identifies ways to tailor services to more effectively meet client needs.

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Job-Family Capabilities

In addition to the five core capabilities presented above, a number of functions have been identified that require additional capabilities that are specific to the type of work being performed. These are presented according to the following ten job families (listed in alphabetical order):

- Administration

- Business Development

- Communications

- Finance and Accounting

- Human Resources

- Information Services

- Policy

- Portfolio Performance

- Project Management

- Research and Analysis

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Administration

Roles in the Administration job family organise people and resources to effectively support the operations of the Department, the Portfolio and associated Boards and Committees. Administration positions provide ministerial, secretariat, executive and business support.

Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8
• Distributes current information and answers questions in relation to administrative processes, practices and policies. • Asks questions and consults available resources to gain information, and maintains confidentiality. • Follows through on customer enquiries, requests, and complaints, and keeps them up to date about progress.	• Applies knowledge of policies, protocol and administrative practices to go beyond simply answering a question to help resolve others' problems. • Gets out to personally acquire information beyond that which is routine in the job. • Gives friendly service and monitors customer satisfaction, taking personal responsibility for correcting any problems.	• Applies understanding of policies, protocol and administrative practices to resolve others' problems. • Asks a series of probing questions to gain information and makes judgements regarding confidentiality. • Makes self fully available, especially when customer is going through a critical period.	• Applies understanding of policies, protocol and administrative practices to coordinate processes and procedures and identify opportunities for improvements. • Calls on others who might not necessary be involved to acquire background information and disseminates information appropriately. • Makes concrete attempts to add value to the customer, to make things better in some way.	• Draws on knowledge and understanding of policies, protocol and administrative practices to manage processes and procedures. • Calls on a range of sources to gain information, distils and disseminates to contribute to the achievement of business objectives. • Seeks information about the real, underlying needs of the customer, beyond those expressed initially, and matches these to available, or customised, services.	• Draws on knowledge of policies, protocol and administrative practices to provide appropriate advice and comment to overcome obstacles. • Makes a systematic effort to obtain necessary data or information, and manages the dissemination of this to contribute to the achievement of business objectives. • Works with a long-term perspective in addressing customer's problems, and initiates actions that create visible success for a customer.	• Provides high level advice in relation to administrative processes and procedures, and leads in the development of policies and protocols. • Has personally established ongoing systems or habits for various kinds of information gathering and disseminating to achieve business objectives and ensure confidentiality. • Builds an independent opinion on customer needs, problems, opportunities and possibilities, and recommends appropriate approaches which are new and different from those requested.

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Business Development

Roles in the Business Development job family require staff to undertake business development and investment attraction projects and initiatives, to support key strategic Program Focus Areas, to deliver the greatest outcomes from regional development effort and investment.

Level 4	Level 5	Level 6	Level 7	Level 8
• Applies knowledge of key industries that form the Western Australian economy and government functions relevant to those sectors. • Undertakes activities that assist with the development and implementation of business development and investment attraction initiatives.	• Applies knowledge of key industries that form the Western Australian economy and government functions relevant to those sectors and international requirements. • Collects and interprets business intelligence, and evaluates proposals from a commercial perspective.	• Facilitates and undertakes business development and/or investment attraction projects and initiatives, displaying a strong understanding of a key Strategic Program Focus Area/ Sector industry in WA. • Interprets business intelligence and uses this information to develop and evaluate proposals from a commercial perspective.	• Manages business development and/or investment attraction projects and initiatives, displaying a proven knowledge of key Strategic Program Focus Areas/ Sector industries locally and internationally. • Actively identifies and develops new business opportunities and uses leads and intelligence to attract investment. • Develops and evaluates business development and/or investment attraction related proposals, displaying strong commercial acumen.	• Leads business development and/or investment attraction projects and initiatives, displaying a proven knowledge of key Strategic Program Focus Areas/ Sector industries locally and internationally. • Actively identifies and develops new business opportunities, and attracts investment through leads and intelligence, including foreign investment and trade in key international markets. • Provides direction and makes informed decisions, taking into consideration the drivers and barriers of business growth, to enable the achievement of results. • Develops and evaluates business development and/or investment attraction related proposals, displaying strong commercial acumen.

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Communications

Roles in the Communications job family require staff to apply specialised communications knowledge and skills to provide related services including internal and external communication strategies and delivery, media liaison, communications protocols, stakeholder engagement, publications, digital and social media, public relations and event management.

Level 3	Level 4	Level 5	Level 6	Level 7	Level 8
• Undertakes communications related activities, referring to, following and updating relevant plans and frameworks. • Assists with the development of clear and well targeted messages for a variety of purposes.	• Refers to, follows, and develops project specific plans and frameworks for communications related activities, providing innovative ideas to achieve quality outcomes. • Drafts, reviews, edits and disseminates a range of communications material, ensuring messages are clear, and achieve the desired outcome.	• Creates and coordinates the development of a range of innovative communications material and messages that are well targeted and deliver the desired outcomes. • Uses an appropriate framework to develop and implement strategic communications plans and initiatives, which deliver outcomes.	• Manages the development of innovative communications that are well targeted and deliver the desired outcomes. • Uses a variety of tools to plan and manage the development and implementation of communications projects and strategies that are well targeted and deliver outcomes.	• Draws on knowledge of current trends in managing and leading the development of innovative communications strategies, plans, policies and initiatives. • Uses a variety of tools, and draws on information from a range of sources to plan, drive and manage the development and implementation of communications projects and strategies that are well targeted and deliver outcomes in line with organisational objectives.	• Applies knowledge of contemporary communications strategies to drive and lead plans, initiatives and policies that are innovative and deliver strategic objectives. • Designs and delivers a whole of organisation communications framework which reflects a clear understanding of business objectives.

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Finance and Accounting

Roles in the Finance and Accounting job family require staff to apply exceptional financial accounting, management and reporting skills, and work collaboratively with key stakeholders to provide expert advice based on accurate information and robust analysis, which underpins effective financial governance, investment and funding decisions.

Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8
• Accurately processes financial transactions, including accounts payable, accounts receivable and following credit card procedures. • Uses financial information systems to capture information, undertake analysis and prepare reports.	• Accurately processes financial transactions, including accounts payable, accounts receivable and following purchasing and reconciliation procedures. • Provides timely advice on legislation, internal policies, financial guidelines and instructions. • Uses financial analysis tools to capture, manipulate and interpret financial data and prepare reports.	• Undertakes activities to support financial analysis, budget preparation and management, and financial management and preparation of financial statements. • Draws on knowledge and understanding of accounting standards and relevant legislations to ensure compliance. • Develops solutions to issues and problems, and provides financial advice through concise and logical reporting.	• Conducts financial analysis and coordinates budget management and/or operational finance activities. • Applies knowledge of legislation, accounting frameworks, standards and practices when undertaking related activities to ensure compliance. • Uses financial analysis tools and information systems to implement effective statutory and external reporting, and develop solutions to issues and problems.	• Conducts financial analysis and leads budget management processes and procedures. • Uses knowledge of financial modelling and forecasting on budget, financial and performance matters to identify trends, issues, risks and solutions. • Applies legislation and accounting standards relevant to Government financial and procurement matters.	• Conducts complex financial analysis, and manages budget management processes. • Provides advice on budget and financial management issues to facilitate decisions relating to financial management strategies. • Applies knowledge of relevant financial legislation, accounting standards and financial management principles in leading related activities.	• Develops a comprehensive understanding of business needs, and uses this information to lead the delivery of financial and budgeting/ accounting services that inform decisions relating to financial management strategies. • (As CFO) ensures the organisation's financial position is sustainable and risk managed, and systems and processes facilitate these outcomes. • Provides advice on budget and financial management issues to facilitate strategic decision making.

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Human Resources

Roles in the Human Resources job family require staff to apply their human resource skills and knowledge to handle employee relations, payroll and benefits, recruitment and training. These positions plan and promote the people strategy for the present and future workforce. They work together to create a meaningful work environment by aligning strategy, culture, practices and behaviour.

Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8
• Provides timely assistance in undertaking HR related activities, sees tasks through to completion, and refers to and follows relevant processes, policies and procedures. • Maintains accurate records and files. • Reschedules and reorganises work to reflect changes in priority.	• Provides timely assistance in undertaking HR related activities. • Applies knowledge and understanding of HR processes, policies and procedures to go beyond simply answering a question to help resolve others' problems.	• Coordinates HR activities, and monitors customer satisfaction, taking personal responsibility for correcting any problems. • Applies knowledge and understanding of HR processes, policies and procedures to provide timely advice.	• Focuses on quality and delivers timely HR related services. • Applies knowledge and understanding of relevant processes, policies and procedures to provide timely advice on more complex matters. • Draws on information from a range of sources, including customers, to update relevant processes and procedures.	• Works in consultation with managers to plan, implement, promote and evaluate key aspects of the workforce plan. • Draws on information from a range of sources, including customers, to identify and create opportunities to develop knowledge of HR principles and practices across the organisation.	• Ask questions to develop a comprehensive understanding of the business, and works in consultation with managers to lead and deliver key elements of the workforce plan in line with business strategy. • Delivers HR strategies, policies, processes and procedures in a way that is organisationally appropriate and supportive to line management.	• Seeks out contemporary thinking to help shape organisational practices, and works in consultation with managers to lead the development of workforce plans and priorities. • Champions and drives the development of HR strategies, policies, processes and procedures that meet the current needs, and anticipate the future needs of the business.

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Information Services

Roles in the Information Services job family require staff to apply their expertise and their understanding of business drivers, legislation and policy frameworks to develop, implement, review and maintain IS Services that embrace contemporary ICT, service management and information management practices in order to support the achievement of the Portfolio's strategic outcomes and priorities.

Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
• Uses computer-based technologies/ software to create, manipulate, store and retrieve information. • Provides support by undertaking information service support activities.	• Monitors and supports IS systems in the workplace. • Provides technical support to IS users across the Portfolio.	• Administers, monitors and maintains IS services and/or systems to ensure business requirements are met. • Provides IS technical support and training to users across the Portfolio.	• Maintains IS network across the Portfolio as required. • Provides advice relating to IS requirements and implementation of new hardware/ software requirements. • Applies risk strategies including effective back-up procedures, data security and disaster recovery.	• Provides guidance to peers in IS for service delivery and support. • Coordinates some processes. Follows processes and contributes to process improvement. • Participates in and coordinates low to medium scale projects to plan, develop and integrate new and changed IS Services.	• Operates at the project or service level to ensure the delivery of specific IS projects and services. • Consults with managers to plan, develop, integrate, implement, promote and evaluate key aspects of IS Services. • Participates in and may lead complex projects. • Owns and manages selected processes.	• Operates at the program level to ensure the overall delivery of IS projects and services for the portfolio. • Delivers new and changed IS Services, policies, processes and procedures as approved in strategic and operational plans, in line with Portfolio strategy, and in a way that is organisationally appropriate. • Owns and manages the program of development work and the set of IS Services in Production.

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Policy

Roles in the Policy job family require staff to apply their expertise to support and inform Department, Portfolio and whole-of-government policy development. These positions are required to evaluate new and existing policies, programs and services impacting on regional development in Western Australia and ensure alignment with key strategic directions.

Level 4 and 5	Level 6 and 7	Level 8
• Draws on information from a range of sources, including from environmental scanning, industry and intergovernmental stakeholders, and uses this to carry out activities and formulate ideas that contribute to the development of policy options, coordination and implementation. • Investigates the practical implications of options and identifies delivery partners. Understands each of the roles in the delivery system, and the impacts of policy advice and options for stakeholders.	• Views the policy function from a wider perspective and articulates the bigger picture, identifying the implications and opportunities for industry and intergovernmental stakeholders and service delivery. Works in consultation with intergovernmental stakeholders to plan and lead the implementation of policy. • Provides full analysis of how policy advice and options would work in practice, including risk and benefit analysis.	• Works in consultation with industry and intergovernmental stakeholders to drive and review the policy agenda. Articulates the industry-specific policy agenda and identifies the strategic directions of stakeholders, using this information to shape policy that delivers innovative outcome-focused services. • Ensures implications for the policy in practice have been fully assessed. Ensures policy advice and options are feasible, funded, risk mitigated and will deliver required outcomes.

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Portfolio Performance*

Roles in the Portfolio Performance job family require staff to apply their expertise towards Portfolio and organisational performance planning, monitoring and reporting, in line with strategy, statutory requirements and Government's broader agenda, in order to unite and strengthen the Portfolio in the delivery of quality outcomes for regional development. These positions support the Portfolio's transformation by promoting a culture of achievement and innovation through leadership, collaboration and education across organisational boundaries.

Level 5	Level 6	Level 7	Level 8
• Contributes to the monitoring and review of corporate policy, frameworks, systems and processes to improve performance, champion innovation and ensure integration, strategic alignment and business improvement in a portfolio of multiple entities.	• Monitors corporate performance and governance data and seeks out information to inform improved work practices. • Coordinates, reviews and monitors corporate policy, frameworks, systems and processes to improve performance, champion innovation and ensure integration, strategic alignment and business improvement in a portfolio of multiple entities	• Manages the alignment, development, implementation and review of governance, risk and business continuity frameworks and strategic and business plans, to deliver a measurable impact on operational effectiveness as well as the promotion of innovation and business improvement in a portfolio of multiple entities. • Understands the Portfolio's statutory reporting requirements and ensures that they are met in a portfolio of multiple entities. • Undertakes comprehensive audits and reviews in a portfolio of multiple entities, in line with the legislative framework, standards and best practice methodology that apply to risk management and audit issues.	• Plans and leads transformation initiatives in a portfolio of multiple entities, including the implementation and maintenance of corporate frameworks, to deliver a measurable impact on operational effectiveness.

* Portfolio Performance capabilities to be reviewed in line with the Regional Development Action Plan (Module 4: Build a Responsive Portfolio)

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Project Management

Roles in the Project Management job family require staff to apply their expertise and knowledge to effectively lead, manage or participate in Program Teams that deliver high-quality and high-value strategic and investment programs for regional Western Australia.

Level 3	Level 4	Level 5	Level 6	Level 7	Level 8
• Undertakes project/program management activities, working to agreed priorities, outcomes and resources and is responsive to changes in requirement. • Applies knowledge and understanding of relevant project/program governance, and uses tools to assist in the delivery of planned project/program outcomes. • Provides information that is used to prepare reports that inform future decision making and project/program progress.	• Coordinates project/program management activities, working to agreed priorities, outcomes and resources and is responsive to changes in requirement. • Applies knowledge and understanding of relevant project/program governance, and uses a range of tools to undertake activities to deliver planned project/program outcomes. • Prepares reports to inform future decision making and provides updates on project progress.	• Coordinates project/program management activities, establishing priorities and targets for own work and takes responsibility for task completion. • Applies knowledge and understanding of relevant project/program governance, and uses a range of tools to coordinate and undertake activities to deliver planned project/program outcomes. • Prepares reports to inform future decision making, and identifies issues that may impact project/program progress.	• Coordinates project/program management activities and manages small projects, establishing priorities and targets for own work and takes responsibility for task completion. • Applies knowledge and understanding of relevant project/program governance, and uses a range of tools to manage the delivery of planned project/program outcomes. • Prepares reports to inform future decision making, and manages issues that may impact project/program progress.	• Manages activities for projects/programs, identifying timeframes for projects and the resources required to complete tasks. • Applies knowledge and understanding of relevant project/program governance, and uses a range of tools to lead the delivery of planned project/program outcomes. • Draws on information from a range of sources to make informed decisions.	• Leads and manages activities for large and complex projects/programs, identifying timeframes for projects and the resources required to complete tasks. • Applies knowledge and understanding of contemporary project/program management practices, along with relevant procedures and policies to develop frameworks that support the delivery of outcomes. • Critically evaluates ongoing project/program performance against strategic intent and clearly identifies critical success factors; instigates continuous improvement initiatives.

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Research and Analysis

Roles in the Research and Analysis job family require staff to apply exceptional economic research, modelling and analytical skills, and work collaboratively with key industry, funding and other regional development stakeholders to support decision making about the most effective use of regional development resources and efforts, and to measure the wide-ranging effectiveness of programs and projects.
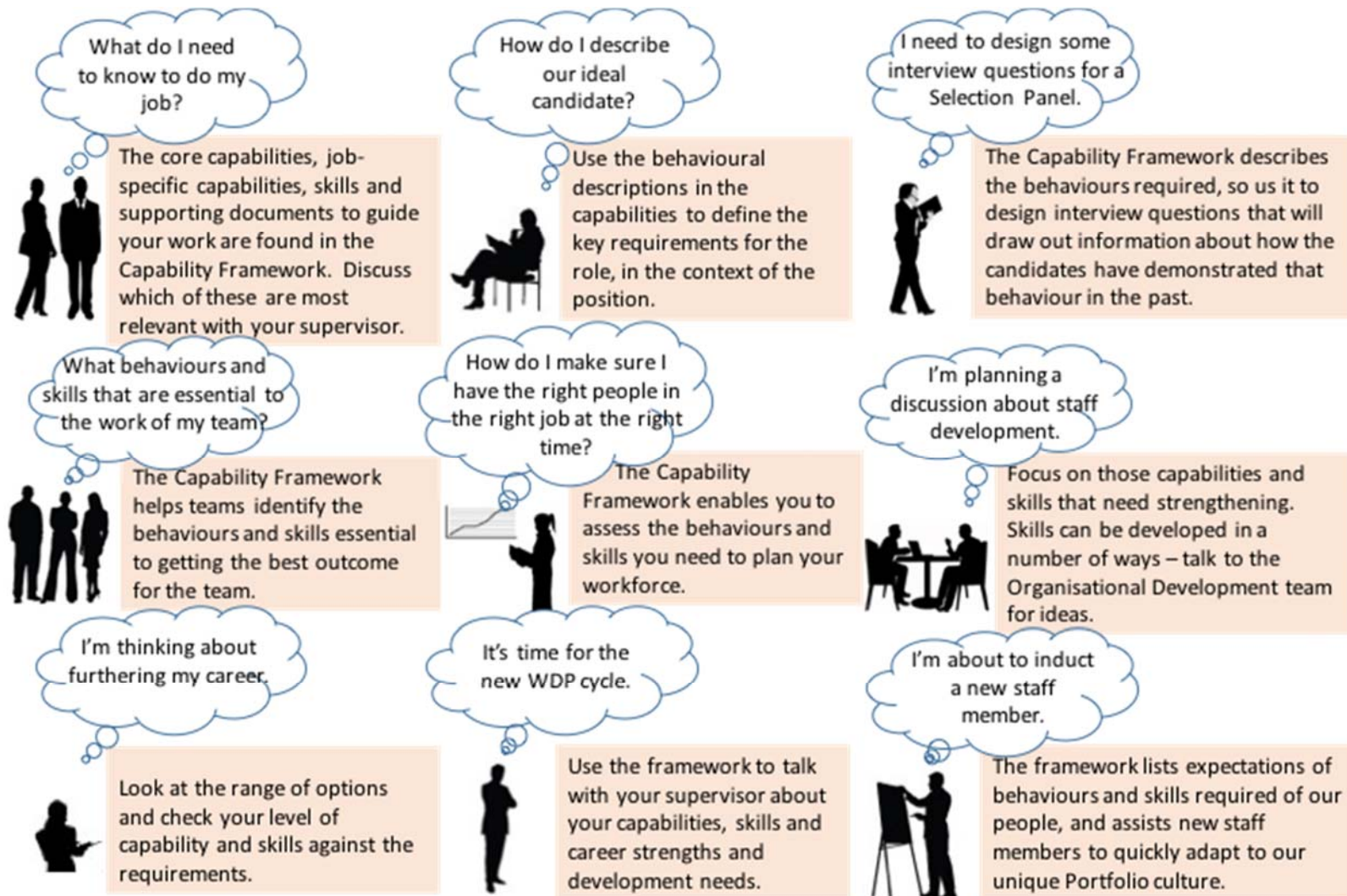
Level 4	Level 5	Level 6	Level 7	Level 8
• Accurately interprets and extracts relevant information to carry out economic and financial modelling activities.	• Draws on information from a range of sources and uses various tools to conduct and coordinate economic and financial modelling that is used to inform decision making.	• Integrates information from a range of sources and uses various tools to plan and design robust processes for conducting and evaluating economic and financial modelling activities.	• Designs and uses relevant processes, incorporating a range of tools and drawing on information from a range of sources, to undertake and evaluate economic and investment modelling, forecasting, cost benefit analysis, and economic impact assessments.	• Leads and partners with others, and carries out critical analysis (quantitative and qualitative) of complex and wide-ranging information from domestic and international environments to generate investable ideas, provide investment appraisals, inform business and policy proposals, options and responses.

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Using the Framework

For informing recruitment and selection	For performance development	For induction and orientation	For career planning
• Review the job description form for the relevant role. • Determine the most important descriptors from each of the five capabilities for the relevant level. Not all descriptors may be relevant for every position: choose those that are critical in being able to operate effectively in that role. • Use these capabilities and the supporting descriptors to identify key requirements for the role and paint a picture for the applicant. For example: *Strategy: Draws on information from a range of sources and uses judgment to make evidence-based recommendations.* • The behavioural nature of these capability descriptors helps managers conduct behaviourally based interviews and assessments for job selection. Use the dot points to develop interview questions or other assessment processes. For example, an interview question relating to the capability above might be: *Please tell us about a time when you became aware of flaws in a process. How did you go about highlighting the deficiencies and offering suggestions for improvement?* • Include one or two technical skill sets that support the capabilities by choosing those that are most closely related to the work requirements for the individual job **> Flowchart Diagram on page 24**	• The capabilities need to be considered in the context of how key priorities agreed in the Work and Development Plan are going to be achieved. For example, a key priority might be: *Manage project X business case for presentation to the Committee by 30 April.* • There will be one or two capabilities that are more critical in achieving this outcome. In this example, delivery and business development will be fundamental in getting the best result. • Indicators for these capabilities should be checked and discussed. Staff and managers will need to agree the current level of staff member's skill around these capabilities. • Performance discussions can focus on the application or development of the required capabilities to meet performance expectations and achieve the work priorities. **> Flowchart Diagram on page 25**	• The Capability Framework encompasses many of the cultural aspects of the organisation. • As part of a new employee's induction and orientation, use the Framework: — as a resource to help them understand what will be expected of them at their level; and — requirements to excel in their job and progress their career in Regional Development. • The capability 'Promoting an Accountable Portfolio Culture' is especially important in the induction context.	Individuals use the Framework to get an overall understanding of the requirements at different levels of the organisation and within different functions by gauging their own level of capability. • Review the capability and technical skill requirements for your existing role and assess your own level of capability and whether you require further development to meet these requirements. • Determine what level or function you wish to aim for and identify any capability gaps you may have against the requirements of that level or function. • Research learning and development options to improve capabilities or skills. • Develop an individual development plan usually in conjunction with your manager) and talk to Organisational Development about opportunities that may available • Identify any learning needs to help you achieve career aspirations **> Flowchart Diagram on page 26**

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Applying the Framework

What do I need to know to do my job?

The core capabilities, job-specific capabilities, skills and supporting documents to guide your work are found in the Capability Framework. Discuss which of these are most relevant with your supervisor.

What behaviours and skills that are essential to the work of my team?

The Capability Framework helps teams identify the behaviours and skills essential to getting the best outcome for the team.

I'm thinking about furthering my career.

Look at the range of options and check your level of capability and skills against the requirements.

How do I describe our ideal candidate?

Use the behavioural descriptions in the capabilities to define the key requirements for the role, in the context of the position.

How do I make sure I have the right people in the right job at the right time?

The Capability Framework enables you to assess the behaviours and skills you need to plan your workforce.

It's time for the new WDP cycle.

Use the framework to talk with your supervisor about your capabilities, skills and career strengths and development needs.

I need to design some interview questions for a Selection Panel.

The Capability Framework describes the behaviours required, so us it to design interview questions that will draw out information about how the candidates have demonstrated that behaviour in the past.

I'm planning a discussion about staff development.

Focus on those capabilities and skills that need strengthening. Skills can be developed in a number of ways – talk to the Organisational Development team for ideas.

I'm about to induct a new staff member.

The framework lists expectations of behaviours and skills required of our people, and assists new staff members to quickly adapt to our unique Portfolio culture.

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Revising a Job Description

PREPARATION	IDENTIFY AND SYNTHESISE			FINALISE
Getting started	**Work description**	**Behavioural descriptors**	**Additional behaviours**	**Use the JDF to**
• Refer to the Capability Framework • Consult occupant and manager about the key components of the job *Be selective with behaviours and more comprehensive with skills and competencies.*	Check the existing descriptors and: • Update/edit for clarity • Delete any items that are not relevant • Add items that have not been mentioned but which are critical for the job • Final review to ensure there is no repetition or too much minutiae *These statements provide the context for candidates/staff members to understand how the capabilities will be applied in the job.*	• Identify from the Capability Framework the capabilities that are most important in the achievement of the work descriptors • For each of the capabilities, choose the behavioural descriptors that are most relevant – select no more than 2 per capability *In the context of any job, the behavioural components of a job best differentiate a good from a better candidate.*	• If relevant, identify from the job specific capabilities those capabilities, behaviours, skills and competencies that are most important for the role. Some considerations: • Some job-specific skills may be critical for some jobs (for example Investment Management) however; • In general, job-specific skills are given less emphasis than the Behavioural Descriptors when selecting candidates.	• Standardise the key behaviours, skills and knowledge required of positions across the Portfolio • Inform the Work and Development Plan (WDP) process • Inform recruitment and selection process • Induct new staff • Identify development needs • Establish a consistent message about performance expectations

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Recruitment and Selection

ATTRACTION	ASSESSMENT PLAN	SELECTION	ON-BOARDING
Advertising	**Assessment Strategy**	**Choosing the right person for the job**	**Finalise work related requirements**
• Refer to the Framework to help get a clear picture of the capabilities required to carry out the vacant position. • Use the Framework to assist in writing an advert which will describe an ideal candidate, and attract someone with the right skill set. • Consider where appropriate candidates are likely to come from, and target advertising accordingly. • Advertise as widely as appropriate to attract a competitive field of applicants.	• Use the Framework to help determine what behaviours you are looking for in an ideal candidate, and then determine the type of assessment that will provide the most valid indication of a person's capacity in relation to those behaviours. I.e. Face-to face interview, work test, online assessment, work sample, written assessment, presentation, psychological testing etc. You may decide that you require a multi-faceted assessment approach. • Refer to the Framework to assist you in designing appropriate and effective interview questions. • Use the Framework to design questions for referees that verify a candidate's suitability.	• Use the Framework to accurately measure the candidate's level of skill, knowledge and experience against the capabilities required for the role (from the job description form). • Refer to this assessment when providing candidate feedback after the outcome has been announced, in order to demonstrate how the candidate was assessed against the capabilities of the role.	• Use the Framework to clearly communicate and define expectations and desired behaviours you expect to see in your new recruit.

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Performance Development

PREPARATION	DISCUSSION	AGREEMENT	FEEDBACK AND REVIEW	FEEDBACK, REVIEW AND ESTABLISH A NEW AGREEMENT	IMPROVING UNSATISFACTORY PERFORMANCE
Let's get ready!	**Planning the journey**	**Creating clarity & certainty**	**How are we tracking?**	**Arriving at the destination**	**Staff member and manager:**
The manager and staff member: • Become familiar with The Portfolio's Performance Management policy *Make notes:* • What are the key outputs and behaviours of the job? (see Core and Job Specific profiles) • How is the staff member performing? • What are the strengths and areas for development? • Look at the Core and Job Specific capabilities to see if acquiring certain skills or knowledge of guiding documents might enhance performance • What are some strategies to meet potential developmental needs?	The manager and staff member: • Share thoughts about key achievements over the past 6 – 12 months • Discuss other aspects of the job, e.g. working patterns that need to be agreed • Discuss the behaviours identified as strengths. Can the staff member coach or mentor others in this behaviour, or apply their strengths in some other way? • Discuss career aspirations and plan of the staff member. What learning activities can be undertaken to help the career plan? • Discuss the behaviours needing development and identify learning activities to improve or attain them: courses, on the job opportunities, coaching etc.	• The manager writes the Work and Professional Development Plan (WPDP) • The WPDP includes the key work priorities, including timeframes • The development plan includes strategies and timeframes for: — improving the identified behaviours and skills — coaching or mentoring others — developing skills and knowledge for career purposes *The manager and staff member confirm the documents within two weeks of the discussion*	• After 6 months, meet to formally review the WPDP • Any changes in outputs or behaviours? • How is progress going? • Discuss options for accessing learning where these may have been delayed • Discuss and evaluate learning activities • Discuss and evaluate coaching or mentoring activities where relevant • Amend documents as required • Record conversation	• After 12 months, meet to formally discuss and confirm the degree to which the WPDP has been met • Were key priorities and behaviours met? If not, why? • Were the learning activities beneficial? • Were career goals met? • Was the process effective? What was particularly useful/less useful? • Underperformance proceedings will be considered if relevant • All other staff commence preparation for new WPDP	• Identify the behaviour which results in poor performance • Ensure a shared understanding of the exact nature of the behaviour and why it adversely affects performance • Eliminate misconduct and health reasons as primary causes • Identify the underlying skill, knowledge or attitude deficit • Identify learning activities which will address the deficit • Include a career discussion • Organise weekly meetings to discuss progress • If satisfactory performance reached after six months, manager formally ends the unsatisfactory performance process. A new WPDP is prepared • If rating remains "Unsatisfactory" manager considers invoking the formal managing underperformance provisions

Career Planning

REFLECTION	SET THE GOAL	GAP ANALYSIS	DEVELOP STRATEGIES	START MOVING
Where am I at now?	**Where do I want to be?**	**What's needed to get there?**	**How will I develop the capabilities needed?**	**Take action!**
Use the Framework to: • Identify development needs and strengths • Determine the skills and/or relevant capabilities used in your current role	Some considerations: • What do I want from a new job/what's missing now? • What jobs might meet that need? • Do I want to stay in the same group or team? • Do I want to move to another part of the Portfolio? • Do I want to stay at level? • Do I want a promotion?	Use the Framework to determine the capability and skill requirements for desired new job (from core capabilities and any relevant job-specific profile)	• Talk to your manager about ways to develop required capabilities and skills • Keep an eye out for positions, transfers or acting opportunities available • Identify developmental opportunities	• Follow through with developmental opportunities • Apply for positions or transfers available

Do you need to further develop these in your current role? — NO →

YES ↓

Discuss development options with your manager

Do I have a capability gap? — YES →

NO ↓

• Talk to your manager about possible opportunities
• Apply for positions or transfers

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