



CORE CAPABILITY FRAMEWORK

Capabilities describe the skills and abilities, aptitudes and attitudes needed by a person to achieve high performance in a specific role. Berry Street has developed a set of capabilities that are core to all roles within the organization. They are articulated in this document.

The capabilities with the behavioural indicators that underpin them will be used to assist effective recruitment, career development, and will also form a part of the Planning, Development and Review discussions for the position.

The Capability Framework is cumulative in nature. That is, it is assumed that capabilities at lower levels are present at successive higher levels.

The Capability Definitions section of the Framework contains the definitions of each element of the capabilities. This is a good place to gain an overview of the capabilities. The elements are then broken down into indicators for each band level. These example indicators are used to assist in the development of specific indicators for position descriptions.

The indicators may also be used to assist in preparation for Performance Development Reviews, managing poor performance, assessing professional development needs and when we review the classifications of positions.

We have five capabilities at Berry Street. They are:

- Demonstrates Leadership
- Cultivates Productive Working Relationships
- Delivers Quality Outcomes
- Thinks Clearly
- Manages Self

Each of these Capabilities has several elements to it and the indicators for these elements are outlined in the Table that follows. The Table is structured according to Band level, in order to make it easy to identify the capabilities applicable to each band. The front page of the Position Description identifies the band level for that particular position.

Example

A position is classified at Band D. Refer to the Band C/D capabilities (colour coded pink). These indicators are relevant for the role, as are the indicators listed for bands A and B.

Capability and Elements

Capability Indicators for the Band

Band A

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| <p>Demonstrates Leadership</p> <ul style="list-style-type: none"> • Inspires understanding of purpose and direction • Builds individual and organisational capability • Promotes teamwork | <ul style="list-style-type: none"> • Recognises how own work contributes to Berry Street goals. • Seeks to understand reasons for decisions and recommendations. • Seeks feedback to ensure work is consistent with expectations. • Is committed to own professional and personal development. • Shares learnings or expertise with others for the enrichment of the team. • Supports others as they take up learning opportunities • Supports team members particularly when times get tough. • Accepts different ideas and points of view as valuable. • Actively participates in team activities. |
| <p>Cultivates Productive Working Relationships</p> <ul style="list-style-type: none"> • Develops and nurtures connections • Communicates with courage and care | <ul style="list-style-type: none"> • Identifies who needs to be involved, actively shares information and ensures others are kept informed of issues. • Connects the right people to support a client or achieve an outcome. • Delivers both oral and written messages directly and clearly with a sensitivity to the audience. • Uses active listening to ensure understanding of others. • Shows interest in others' views. |
| <p>Delivers Quality Outcomes</p> <ul style="list-style-type: none"> • Achieves client focused results • Adapts to, supports and manages change | <ul style="list-style-type: none"> • Is sensitive to clients' heritage, traditions and identity. • Responds in a prompt and sensitive manner to clients' requests so that the client feels supported and accepted. • Seeks to understand clients with complex needs and is flexible in meeting needs. • Advocates around the needs of the clients. • Adapts to a changing environment. • Responds in a positive and flexible manner to change. |
| <p>Thinks Clearly</p> <ul style="list-style-type: none"> • Harnesses information and exploits opportunities • Solves problems • Obtains perspective through reflection, | <ul style="list-style-type: none"> • Knows where to find information, and asks questions to ensure a full understanding of an issue • Uses common sense to recognise the importance of available information • Seeks to use any appropriate, available avenue to engage clients, the community, other staff and key stakeholders. • Makes sound decisions using defined procedures and practices which includes formal, informal supervision and team meetings. |

| Capability and Elements | Capability Indicators for the Band |
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| theory and experience | <ul style="list-style-type: none"> • Proactively identifies problems in work area and proposes solutions. • Uses reflective practice to actively learn from experience. • Uses mistakes as opportunities for learning and personal growth. • Applies the theories and perspectives learned in training to the role. |
| Manages Self <ul style="list-style-type: none"> • Controls and manages own emotions and behaviour • Develops healthy protective behaviours | <ul style="list-style-type: none"> • Reflects on own behaviour and the impact on others. • Monitors own emotional reactions and responds to pressure and frustration in a controlled manner. • Establishes and maintains strong boundaries with clients and between work and personal life. • Practices self care • Maintains energy and willingly invests extra effort when required. • Bounces back after set backs. |
| Band B | |
| Demonstrates Leadership <ul style="list-style-type: none"> • Inspires understanding of purpose and direction • Builds individual and organisational capability • Promotes teamwork | <ul style="list-style-type: none"> • Identifies relationship between Berry Street goals and operational tasks of individuals. • Generates enthusiasm around shared team objectives. • Shares knowledge and experience with others. • Mentors others in understanding and learning to work within systems • Encourages and empowers others to contribute to team outputs. |
| Cultivates Productive Working Relationships <ul style="list-style-type: none"> • Develops and nurtures connections • Communicates with courage and care | <ul style="list-style-type: none"> • Builds collaborative relationships with the relevant people in Berry Street. • Maximises the involvement of the right people in supporting a client or achieving an outcome • Is respectful of others. • Clearly and succinctly puts forward a point of view backed by evidence or personal experience. • Seeks to understand audience and adapts message and style accordingly. • Questions and deals constructively with differences of opinion by checking assumptions and asking probing questions. |
| Delivers Quality Outcomes <ul style="list-style-type: none"> • Achieves client focused results | <ul style="list-style-type: none"> • Adapts systems to meet individual client needs. • Supports peers to understand clients with complex needs and is flexible in meeting needs. |

| Capability and Elements | Capability Indicators for the Band |
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| <ul style="list-style-type: none"> Adapts to, supports and manages change | <ul style="list-style-type: none"> Negotiates around ways to meet the needs of clients. Encourages others to adapt to required changes through understanding the rationale. Assists to establish plans and identify impediments to change. |
| <p>Thinks Clearly</p> <ul style="list-style-type: none"> Harnesses information and exploits opportunities Solves problems Obtains perspective through reflection, theory and experience | <ul style="list-style-type: none"> Gathers information from diverse sources and explores different viewpoints. Uses experience to analyse what information is important and how it should be used. Maintains an awareness of the organisation and keeps self and others well informed on work issues. Analyses options and consequences to make decisions which may not always fit within defined procedures. Assists others in problem solving by testing assumptions and helping them understand context and possible consequences of decisions. Shows flexibility in always finding a way to resolve a problem. Encourages others to reflect on their practice Assists others to see how relevant theories and perspectives apply to their work. |
| <p>Manages Self</p> <ul style="list-style-type: none"> Controls and manages own emotions and behaviour Develops healthy protective behaviours | <ul style="list-style-type: none"> Understands, values and responds to different personal styles. Provides appropriate, measured feedback to others. Self-evaluates performance and seeks feedback from others. Acts as a role model by practicing own self care Practice self care Maintains energy and willingly invests extra effort when required. Bounces back after set backs. |
| Band C/D | |
| <p>Demonstrates Leadership</p> <ul style="list-style-type: none"> Inspires understanding of purpose and direction Builds individual and organisational capability Promotes teamwork | <ul style="list-style-type: none"> Communicates expected outcomes and reasons for decisions for individuals and the team. Develops accountability by assigning responsibility to individuals, setting expectations, reviewing and motivating performance and addressing performance gaps. Integrates team member contributions and communicates how team objectives align with Berry Street goals. Delegates responsibilities to improve the skills of others. |

| Capability and Elements | Capability Indicators for the Band |
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| | <ul style="list-style-type: none"> • Coaches individuals in identifying development needs and actions to progress their development. • Motivates others to succeed by providing constructive and timely feedback. • Provides a safe environment for people to learn from mistakes. • Encourages teamwork by setting team goals and measuring progress towards them. • Stimulates discussion of differing points of view and generates a commitment and sense of purpose from team members. • Celebrates success with all team members; ensures that the team owns the team results. |
| <p>Cultivates Productive Working Relationships</p> <ul style="list-style-type: none"> • Develops and nurtures connections • Communicates with courage and care | <ul style="list-style-type: none"> • Builds collaborative working relationships across relevant sectors to support client outcomes. • Builds networks to increase community awareness and support for a service. • Develops and maintains constructive working relationships with other team leaders in their service area, exchanges information and facilitates integrations at a service system level. • Models and promotes listening, dialogue and constructive challenge within the team. • Builds a climate of trust and openness in the team where people are valued for saying what they really think and believe. • Consistently communicates progress and organisational information to the team. • Clearly and succinctly puts forward a point of view backed by convincing argument. |
| <p>Delivers Quality Outcomes</p> <ul style="list-style-type: none"> • Achieves client focused results • Adapts to, supports and manages change | <ul style="list-style-type: none"> • Is aware of client needs and adapts service to consistently meet the needs of all clients. • Supports the team in maintaining a client focus. • Advocates and negotiates around the needs of particular client groups within Berry Street and relevant service and community sectors. • Works with managers to initiate change, build ownership and accept change. • Identifies impediments to change and assists in the development of strategies to overcome. • Responds in a positive and flexible manner to uncertainty. • Leads and supports local change initiatives and provides feedback. |
| <p>Thinks Clearly</p> <ul style="list-style-type: none"> • Harnesses information and exploits opportunities • Solves problems • Obtains perspective through reflection, theory | <ul style="list-style-type: none"> • Investigates information from diverse sources and exploring new ideas and different viewpoints. • Identifies opportunities for future development of programs and services within Berry Street. • Critically questions information and uses insights gained to fully understand a situation. |

| Capability and Elements | Capability Indicators for the Band |
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| and experience | <ul style="list-style-type: none"> • Pulls together interrelationships and trends to resolve problems and deliver solutions for the team. • Facilitates teams to discuss a diversity of opinions and find creative solutions. • Ensures relevant theories and perspectives are reflected in documentation provided to the team • Maintains and develops opportunities for staff to use reflective practice. • Creates a safe environment for mistakes to be owned and learned from. |
| Manages Self <ul style="list-style-type: none"> • Controls and manages own emotions and behaviour • Develops healthy protective behaviours | <ul style="list-style-type: none"> • Applies consistency and evenness in action and response across the team. • Provides supervision using a model of reflective practice so that an individual can understand the impact they have on others. • Critically analyses own performance and seeks feedback from others. • Assists others to remain positive and act in a calm manner. • Allocates tasks in a way that assists to manage workload. • Highlights during supervision any concerns regarding healthy protective behaviors. • Establishes boundaries not just with clients but with other staff. • Seeks opportunities to allow the team to laugh and enjoy each other in a respectful way. |
| Band E | |
| Demonstrates Leadership <ul style="list-style-type: none"> • Inspires understanding of purpose and direction • Builds individual and organisational capability • Promotes teamwork | <ul style="list-style-type: none"> • Upholds a clear sense of purpose and outcomes for their program/region. • Engages others in translating strategy into operational goals for the program/region. • Acts quickly to provide focus and priorities for individuals and teams in the face of uncertainty or shifting demands. • Ensures accountability by dealing with performance issues in a formal sense when required. • Creates an environment where people are encouraged to take ownership of their own development and experience growth. • Sets up 'stretch' opportunities for self and others that are outside current experience. • Acknowledges achievements • Builds effective teams of different disciplines at a local level. • Connects the work of all teams in a program to demonstrate how they contribute to the overall success of the program/region. • Establishes processes and systems to enable sharing and building of knowledge between |

| Capability and Elements | Capability Indicators for the Band |
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| <p>Cultivates Productive Working Relationships</p> <ul style="list-style-type: none"> • Develops and nurtures connections • Communicates with courage and care | <p>teams in a program/region.</p> <ul style="list-style-type: none"> • Maintains engagement with partners and continues to deepen strategic external relationships once established. • Builds collaborative relationships with wide range of professionals, agencies, government departments within their program/region or area of expertise. • Identifies opportunities and facilitates partnering between programs/regions to deliver the best outcomes for the client. • Models and promotes listening, dialogue and constructive challenge across teams. • Discusses, represents and negotiates a wide range of complex and sensitive issues relevant to their program/region. • Facilitates the discussion of difficult issues between individuals and groups. |
| <p>Delivers Quality Outcomes</p> <ul style="list-style-type: none"> • Achieves client focused results • Adapts to, supports and manages change | <ul style="list-style-type: none"> • Initiates and listens to feedback from clients and adapts organisation/program strategy to meet needs. • Stays in touch with client needs, identifies trends and service gaps; uses this understanding to enhance and extend Berry Street services. • Contributes to sector/wider industry forums to enhance client outcomes. • Effectively advocates and negotiates in the best interests of the client and organisation. • Develops strategies to overcome resistance to changes that are required to meet organisational objectives. • Initiates and drives programmatic change to value-add and contribute to Berry Street objectives. |
| <p>Thinks Clearly</p> <ul style="list-style-type: none"> • Harnesses information and exploits opportunities • Solves problems • Obtains perspective through reflection, theory and experience | <ul style="list-style-type: none"> • Probes information and identifies any critical gaps. • Extrapolates program opportunities in to business cases and proposals. • Looks for recent developments that may impact on own program area and finds out about best practice approaches and communicates these to the staff. • Interprets complex information, establishes the parameters of issues and develops frameworks to identify solutions for a program/region. • Anticipates trends and potential issues in a program/region and takes appropriate action. • Balances consultation and collaboration with timely decision making. • Evaluates programmatic risk within Berry Street. • Models and promotes a culture where people are encouraged to learn from mistakes and reflect on their practice. • Assesses practice implications for newly emerging theories and perspectives. • Identifies patterns within the program or client group that assist us to better understand and respond to situations. |
| <p>Manages Self</p> | <ul style="list-style-type: none"> • Moderates conflicts within the program or cross programmatically. |

| Capability and Elements | Capability Indicators for the Band |
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| <ul style="list-style-type: none"> • Controls and manages own emotions and behaviour • Develops healthy protective behaviours | <ul style="list-style-type: none"> • Acts on negative feedback to improve performance. • Applies consistency and evenness in action and response across the program. • Assesses the overall team for signs of stress, dysfunction or other problems, seeking support to create interventions as required. |
| Band F | |
| <p>Demonstrates Leadership</p> <ul style="list-style-type: none"> • Inspires understanding of purpose and direction • Builds individual and organisational capability • Promotes teamwork | <ul style="list-style-type: none"> • Champions a compelling vision and strategic direction for Berry Street and the sector • Contributes to the development of Berry Street Vision, Values and strategies. • Inspires others. • Creates an environment where learning and development is viewed as integral to the future success of Berry Street. • Instills ideas of self development and continuous learning as key drivers of organisational success. • Invests in developing capability throughout the sector by sharing Berry Street’s learning and experience • Creates a climate throughout the organisation that encourages teamwork and cooperation to flourish. • Emphasises the contribution of teams at all levels of the organisation. • Uses symbols and stories to promote the concept of a single organisation. • Initiates processes to ensure there are no barriers across different functions in different parts or the organisation. • Builds effective teams of different disciplines, across regions and with different organisations. |
| <p>Cultivates Productive Working Relationships</p> <ul style="list-style-type: none"> • Develops and nurtures connections • Communicates with courage and care | <ul style="list-style-type: none"> • Develops and maintains high level relationships with senior government, community and agency stakeholders to progress the achievement of Berry Street goals. • Is aware and exploits opportunities for Berry Street to expand its connections in order to develop and strengthen resources in the community. • Identifies opportunities for partnerships with other agencies to enhance program and policy integration and consistency across Berry Street. • Models and creates a culture of listening, dialogue and constructive challenge. • Presents complex issues with clarity, credibility and impact in widely varied forums. • Demonstrates an understanding of the influencing process, through lobbying and using third parties as levers for influence. |

| Capability and Elements | Capability Indicators for the Band |
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| | <ul style="list-style-type: none"> • Uses networks to publicly promote the Vision, Values and programs of Berry Street in the community. |
| <p>Delivers Quality Outcomes</p> <ul style="list-style-type: none"> • Achieves client focused results • Adapts to, supports and manages change | <ul style="list-style-type: none"> • Keeps abreast of trends and developments in the sector and uses information to plan and improve ways of meeting client needs. • Uses high level advocacy and negotiation skills to address systemic issues affecting client outcomes. • Drives the change agenda, defines high-level objectives and ensures translation into practical implementation strategies. • Coordinates projects across multiple agencies. Recognises the constant nature of change and maintains flexibility. • Secures stakeholder commitment to change and maintains open communication channels during the change process for large projects where there are multiple programs, regions or external players. |
| <p>Thinks Clearly</p> <ul style="list-style-type: none"> • Harnesses information and exploits opportunities • Solves problems • Obtains perspective through reflection, theory and experience | <ul style="list-style-type: none"> • Is alert to, and develops, future oriented opportunities that might transform the organisation. • Focuses energy of the organisation on opportunities that fit with Berry Street’s strategic directions and provide the greatest return on investment. • Extrapolates organisational opportunities in to business cases and proposals. • Analyses complex information to anticipate trends and issues; balances short term and long term business objectives for Berry Street. • Synthesises information that can be conflicting or ambiguous to create workable frameworks and systems across Berry Street. • Evaluates risk for Berry Street in making decisions for regions and entire organisation. • Identifies patterns within the sector or broader community that assist us to better understand and respond to needs. • Conveys organizational learnings to the staff group, assisting to translate the implications for each program. |
| <p>Manages Self</p> <ul style="list-style-type: none"> • Controls and manages own emotions and behaviour • Develops healthy protective behaviours | <ul style="list-style-type: none"> • Understands how to manage personal influence and characteristics within the leadership role. • Moderates difficult negotiations and conflict to achieve the best outcomes • Creates a culture where self care is an expectation, supporting staff to look after themselves and each other. • Assists the organization to process setbacks and to take on new challenges or learning as a result. |