



## **Workforce Development & Capability Framework**

### **A Guide and Practical tool**

#### **Introduction**

The aim of this tool is to provide a consistent and sustainable approach to workforce development and learning for all of us, regardless of the role or level you are working at within NPY Women's Council.

It provides the opportunity and the platform to all learn from each other and lift each other up with our knowledge, skills and experience.

This is the Ngapartji Ngapartji way.

This part of the Workforce Development and Capability Framework will help individuals and teams apply the framework to their specific context.

It's a guide and practical tool that aims to describe the broad capabilities required by people working in NPYWC.

It provides current and future employees and managers, with a common language for the knowledge, skills and personal attributes that are critical for our organisation, teams and individual roles.

Furthermore, its purpose is to:

- Identify the skills that NPYWC needs now and into the future.
- Help improve and assist recruitment and retention for NPYWC.
- Identify specific technical capabilities for individual positions.
- Help to clarify what might be required in professional development and learning for both the individual and team.
- Promote better career pathways and recognition for NPYWC employees.

The Framework is based on one developed in Victoria (Department of Health & Human Services December, 2017), and has been adapted for use by NPYWC.

## How will the framework be used?

The Workforce Development and Capability Framework can be used in a number of ways, and is designed to be flexible whilst providing a consistent approach to a range of people processes:

As an **employee**, it can help:

- Understand the capabilities needed to work at your current level.
- Identify opportunities for professional development.
- Identify any gaps in skills, knowledge and behaviours that need working on.
- Provide a guide for career planning discussions.
- Provide evidence of Recognition of Prior Learning (RPL) when applying for entry into courses.

As a **Supervisor**, it can help:

- Identify your staff capabilities.
- Identify your own management capabilities.
- Develop selection criteria when filling positions.
- Identify staff development needs during staff performance discussions.
- Support individual career and professional development planning.
- Form the basis of discussions with external training providers about the organisation's training requirements.

As a **Leadership group**, it can help:

- Align staff capability to the strategic business needs of the organisation.
- Assist with a range of human resource functions including job design, recruitment and selection, performance management and development, and career planning.
- Collaborate with other organisations in the region and elsewhere that have a strategic interest in aligning with the capability and workforce development approach of NPYWC.

The Workforce Development and Capability Framework can also be used by anyone who is interested in working for NPY Women's Council in the future to help them identify their own capabilities in relation to those that the organisation requires.

## Core Capabilities

The word 'capability' simply means 'the ability to do something' so when working with this framework it is good to keep in mind that the core capabilities outlined in the tables below are applicable to all employees regardless of role, level or team. They are the knowledge and skills that are critical for everyone to have at NPY Women's Council.

## Technical Capabilities

These are the specific skills you need for your role. Your role will require specific or technical knowledge and skills in most cases. These combined with the core capabilities should give you a really good platform to be successful in your role, or let you know what areas of learning you need to focus on.

## Personal Attributes

All of the above capabilities need to align to our values and guiding principles here at NPY Women's Council. Our values encompass everything that we do, how we work and how we behave.

This table sets out the personal attributes that we feel suit the ethos and context of NPY Women's Council.

| Personal Attributes     | Description   |
|-------------------------|---|
| Creative and Innovative | <ul style="list-style-type: none"><li>▪ Reflects on practice to improve knowledge and skills</li><li>▪ Generates options and ideas for discussion</li><li>▪ Is open to alternative ideas and ways of looking at the world</li></ul>                                       |
| Determined              | <ul style="list-style-type: none"><li>▪ Undertakes work thoughtfully and carefully</li><li>▪ Deals with obstacles and impediments</li><li>▪ Works with resolve</li></ul>  |
| Optimistic              | <ul style="list-style-type: none"><li>▪ Confident in abilities</li><li>▪ Works with enthusiasm and kindness</li><li>▪ Remains calm and focused when faced with difficulty</li></ul>   |
| Self-Disciplined        | <ul style="list-style-type: none"><li>▪ Manages own time effectively</li><li>▪ Avoids distraction and diversions but remains adaptable</li><li>▪ Is willing to keep learning and working well with others</li></ul>   |
| Analytical              | <ul style="list-style-type: none"><li>▪ Listens carefully to arguments and opinions before making judgement</li><li>▪ Presents clear and logical arguments and presents these with respect and kindness</li><li>▪ Seeks the right process to work toward change</li></ul> |

| Personal Attributes     | Description  |
|-------------------------|--|
| Flexible                | <ul style="list-style-type: none"> <li>▪ Adapts to changing circumstances in the workplace</li> <li>▪ Prioritises work and addresses what is most important</li> <li>▪ Takes advantage of opportunities</li> </ul>   |
| Resilient               | <ul style="list-style-type: none"> <li>▪ Recovers from setbacks using these experiences to increase self-awareness</li> <li>▪ Searches for ways to overcome and learn from obstacles and impediments</li> <li>▪ Reflects and learns from experience and identifies areas for self-development</li> </ul> |
| Client / member focused | <ul style="list-style-type: none"> <li>▪ Values opinions and beliefs of clients / members</li> <li>▪ Is focused on process as well as outcomes for clients and members</li> <li>▪ Follows through with commitments</li> </ul>  |
| Culturally respectful   | <ul style="list-style-type: none"> <li>▪ Respects difference in all its forms</li> <li>▪ Adapts communication style to suit different circumstances</li> <li>▪ Values diversity as a strength</li> <li>▪ Is aware of own biases and beliefs and how these may impact on others</li> </ul>                |
| Honest                  | <ul style="list-style-type: none"> <li>▪ Is credible and truthful</li> <li>▪ Is reliable and trustworthy</li> <li>▪ Acknowledges and learns from mistakes</li> </ul>   |
| Inclusive               | <ul style="list-style-type: none"> <li>▪ Recognises the rights of others</li> <li>▪ Is committed to social justice and social inclusion</li> <li>▪ Makes equitable decisions</li> </ul>  |
| Ethical                 | <ul style="list-style-type: none"> <li>▪ Is aware of potential biases and conflicts</li> <li>▪ Has integrity</li> <li>▪ Respects expected standards of behaviour, Code of Conduct, and guiding principles</li> </ul>   |
| Collaborative           | <ul style="list-style-type: none"> <li>▪ Works happily with others to achieve common goals</li> <li>▪ Engenders a spirit of teamwork</li> <li>▪ Inspires trust</li> <li>▪ Seeks solutions that are conciliatory and inclusive</li> </ul>   |
| Compassionate           | <ul style="list-style-type: none"> <li>▪ Willing to support others to attain their goals</li> <li>▪ Listens deeply and respects others circumstances as unique to them</li> <li>▪ Is kind and caring of others confronted with adversity</li> </ul>  |

## Capability Framework Streams

The framework is divided into **nine key streams**.

Each stream represents a broad area within the community development sector that is important to have knowledge, skills and experience in.

They are:

1. Community and inter-agency relationships
2. Professionalism
3. Communication
4. Leadership and teamwork
5. Resources, assets and sustainability
6. Service delivery
7. Program management and policy development
8. Learning and development
9. Governance and compliance

Under each of these streams are a number of Core Capabilities and their descriptions and these will be the guide for you to begin working on a range of people processes we mentioned earlier.

## Capability Framework Levels

There are many job positions and levels of responsibilities within NPY Women's Council. This Capability Framework broadly categorises these into four levels. People working at the higher levels (levels 3-4) have a greater degree of autonomy and decision making and take more responsibility for the work outcomes of others.

Each Capability Framework level lists all the capabilities across the nine streams required for a person to perform at a particular level<sup>1</sup>. These are the core capabilities for each level. In addition, each role will have capabilities that are *specific to that role*.

Importantly, not everyone will possess all of these core capabilities. Instead, this framework acts as a guide to ensure each staff member has the opportunity to develop those capabilities they do not yet possess. Some may also be deemed non-essential for a particular role. These determinations are made by Supervisors and Managers in conjunction with the People and Workplace Services Manager.

Level 1 includes a sub-category of trainee. Trainees will not have the same level of responsibility and expectation in relation to the core capabilities as others in the same level.

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<sup>1</sup> The levels equate to degrees of responsibility, and do not necessarily align with the levels of pay in the NYWC salary scale.

This sub-category exists to ensure a pathway to employment for Anangu, and is particularly suited to younger people interested in work experience and structured learning.

Again, the core capabilities required for entry to a trainee position will be determined by the relevant Manager in conjunction with the People and Workplace Services team.

| <b>Level</b> | <b>Generic Term</b>   | <b>NPYWC Roles</b>  |
|--------------|---|---|
| Level 1      | Community Development and Business Support Workers          | Cultural Advisors (Ngangkari), Anangu Support Workers, Case Managers / Workers, Youth Development Officers, Project Officers, Administrative and technical support staff. |
|              | Trainee   | Anangu Support Workers  |
| Level 2      | Advanced Community Development and Business Support Workers | Team Leaders, Supervisors, Coordinators, Senior Project Officer, Senior Cultural Advisors (Ngangkari)   |
| Level 3      | Management  | Managers, Program Managers  |
| Level 4      | Executive   | CEO and Deputy CEO  |

## Level 1 – Community Development and Business Support Workers

**People:** Employees working at this level do not supervise the work of others; they work under the direction of others and apply their skills to meet established outcomes.

**NPYWC Roles:** Cultural Advisors (Ngangkari), Anangu Support Workers, Case Managers / Workers, Youth Development Officers, Project Officers, Administrative and technical support staff.

### Key Streams

|  |                        |                      |                                |   |                         |  |                                 |                                    |
|--|------------------------|----------------------|--------------------------------|---|-------------------------|--|---------------------------------|------------------------------------|
| <b>Community and Interagency Relations</b> | <b>Professionalism</b> | <b>Communication</b> | <b>Leadership and Teamwork</b> | <b>Resources, Assets and Sustainability</b> | <b>Service Delivery</b> | <b>Program Management and Policy Development</b> | <b>Learning and Development</b> | <b>Governance &amp; Compliance</b> |
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### Core Capabilities

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| <b>Cultural engagement</b><br>Follows acknowledged protocols in respect of cultural forms of engagement, and can identify how to access these protocols | <b>Skills and knowledge</b><br>Applies well developed technical skills appropriate to the position | <b>Inclusiveness</b><br>Act on the understanding, that an inclusive workplace respects that some people feel shy or are quiet when it comes to aspects of work, particularly if it is relatively unfamiliar to them | <b>Cross cultural understanding</b><br>Engages in open communication in the workplace to help understand, resolve and work with cultural misunderstandings in a positive way | <b>Our people, our resources</b><br>Demonstrates respect and kind-heartedness for each other | <b>Access and communication</b><br>Ensures clients can access support in their preferred language (staff member may be a language-speaker) and that misunderstandings arising from language differences are dealt with swiftly and sensitively | <b>Knowledge sharing</b><br>Shares knowledge about own culture and other areas of expertise with colleagues to enhance service delivery | <b>Both ways learning</b><br>Engages in mutual learning, checking on the cultural safety of the service recipient and members | <b>Culturally reflective</b><br>Is aware of cultural differences that exist in relation to how personal and professional boundaries and understood and negotiated, and reflects on these differences in supervision and via peer support |
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| <p><b>Community engagement</b></p> <p>Acknowledges that community members may have experienced various levels of trauma (including intergenerational) and adopts trauma-informed approaches to their community work (e.g. narrative approaches that acknowledges community and individual strengths)</p> | <p><b>Relationships and trauma</b></p> <p>Understands the importance of trusting relationships for trauma survivors, and at all times contributes to ensuring NPYWC provides positive and predictable relationships and organisational responses to clients and members</p> | <p><b>Compassion for trauma survivors</b></p> <p>Demonstrates compassion for trauma survivors (including understanding different coping mechanisms and the variety of ways they may manifest) and adapts communication accordingly</p> | <p><b>Trauma aware</b></p> <p>Acknowledges that clients / members / staff are the experts on their own experiences in relation to trauma, and supports opportunities for providing peer support where possible</p> | <p><b>People as assets</b></p> <p>Awareness of the possible impacts of trauma (direct and vicarious) and understands how to respond to a range of 'trauma behaviours' to ensure safe and sustainable workplace for clients and colleagues</p> | <p><b>Organisational purpose</b></p> <p>Supports clients and members in connecting with and strengthening their cultural identity (e.g. providing support to attend law and culture meetings and other ceremonies, using resources in language, encouraging forms of creative practice and expression for connecting with and sharing stories)</p> | <p><b>Integrated trauma-responsive practices</b></p> <p>As supported by organisational protocols, ensures that practice - with client and member trauma survivors - incorporates opportunities for activities that involve low sensory stimulation, soothing repetitive movement and connection to nature, for example art practice, bush picnics, meditations in language</p> | <p><b>Personal values and awareness</b></p> <p>Understands own cultural identity/s in relations to personal values, motivations and actions, and is aware that everyone has a different set of cultural influences, both past and current</p> | <p><b>Trauma informed</b></p> <p>Supports clients / members and colleagues who have experienced trauma, as much as possible, to stay with their 'window of tolerance' in relation to their physical and emotional safety</p> |
| <p><b>Networks and Stakeholders</b></p> <p>Works in partnership with stakeholders and demonstrates ability to network to achieve agreed outcomes</p>   | <p><b>Time Management</b></p> <p>Meets agreed schedules and timelines, is punctual as necessary, and adopts flexible work practices in negotiation with supervisor.</p>   | <p><b>Advocacy</b></p> <p>Listens to clients / community members and passes on relevant information accurately and appropriately</p>   | <p><b>Shared Vision</b></p> <p>Is positive, maintains enthusiasm and understands how own role contributes to achieving organisational vision and objectives</p>  | <p><b>Revenue Raising</b></p> <p>Supports team / organisational efforts to secure funding for programs</p>  | <p><b>Knowledge of NPY Communities</b></p> <p>Maintains awareness of member and community needs and issues (as appropriate for each program area)</p>  | <p><b>Policy Development and Implementation</b></p> <p>Maintains awareness of organisational policies and applies procedures to work activities</p>  | <p><b>Adaptability</b></p> <p>Demonstrates adaptability in relation to different ways of working, and a willingness to learn from colleagues</p>  | <p><b>Strategy</b></p> <p>Meets requirements of work team's operational plan and understands how their work contributes to the achievement of organisational objectives</p>  |



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| <p><b>Community</b></p> <p>Participates in staff meetings and forums about key community issues</p>   | <p><b>Ethics</b></p> <p>Recognises and reflects on situations when professional and personal values are challenged by client and community contexts, and seeks support to navigate these personal and professional conflicts</p> | <p><b>Written Communication</b></p> <p>Provides accurate written information as and when required by relevant program area</p>                | <p><b>Strategic Focus</b></p> <p>Follows work plan and prioritises key tasks</p>  | <p><b>Financial Management</b></p> <p>Works efficiently within established program budget</p>    | <p><b>Reflective Practice</b></p> <p>Applies organisational guidelines, practice models and legislation when working with clients and community</p>   | <p><b>Program Development</b></p> <p>Contributes to program and project outcomes</p>                         | <p><b>Multi-skilling</b></p> <p>Reflects on own work practice to identify and opportunities for learning and skill development</p>  | <p><b>Quality</b></p> <p>Ensures work practices comply with quality standards</p>  |
| <p><b>Partnerships and Collaboration</b></p> <p>Works with other organisations in formal and informal partnerships to achieve mutually agreed outcomes at both individual client and local community levels</p> | <p><b>Taking Responsibility</b></p> <p>Understands role and takes responsibility for work actions and outcomes</p>   | <p><b>Verbal Communication</b></p> <p>Speaks calmly to clients and community members ensuring access to information in preferred language</p> | <p><b>Team Dynamics</b></p> <p>Peacefully and calmly contributes to team discussions, problem solving and decision making</p>               | <p><b>Procurement</b></p> <p>Adheres closely to purchasing guidelines, and maintains records</p> | <p><b>Client / Community Outcomes</b></p> <p>Ensures service delivery processes yield the right outcome for service recipients according to each person's values, preferences and lifestyle</p> | <p><b>United</b></p> <p>Works respectfully in accordance with NPYWC core values and mission</p>              | <p><b>Creativity and Innovation</b></p> <p>Identifies ways to do things better, develops ideas with others and assists with the implementation of changes to routine work practices</p> | <p><b>Risk Management</b></p> <p>Ensures that risks are identified and reported, and contributes to the development of risk management actions</p> |
| <p><b>Collaboration</b></p> <p>Promotes collaborative practice to ensure best outcomes (considering language, cultural</p>  | <p><b>Problem Solving</b></p> <p>Listens respectfully, solves routine problems and works through complex issues with others, always striving to</p>  | <p><b>Public Speaking</b></p> <p>Participates in meetings and forums and shares information appropriately</p>                                 | <p><b>Relationships and learning</b></p> <p>Maintains positive interpersonal relationships with colleagues to promote the best possible</p> | <p><b>Equipment and Assets</b></p> <p>Respects and takes care of equipment and assets</p>        | <p><b>Culturally adaptive</b></p> <p>Ensures clients / members have the opportunity to describe the ways in which they feel culturally safe</p>   | <p><b>Contract Management</b></p> <p>Collects and records data related to program agreements as required</p> | <p><b>Technology</b></p> <p>Uses technology and software applications effectively as required in individual program areas and for</p>   | <p><b>WHS</b></p> <p>Ensures work practices support staff wellbeing, personal safety and the safety of others</p>                                  |

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| understanding and acceptance, strength of relationships, and the best use of resources)   | be conciliatory   |   | environment for mutual learning and trust   |   | and adapt practice accordingly  |  | particular job role  |  |
| <b>Social Justice</b><br>Demonstrates understanding, respect and commitment to every person's right to make decisions about matters affecting their own life and encourages every individual to participate | <b>Initiative</b><br>Contributes to ideas about how to improve work practices | <b>Interpersonal Skills</b><br>Understands own cultural identity and appropriately shares personal information to create a sense of equity and trust whilst also respecting the need to negotiate and hold personal and professional boundaries | <b>Workforce Diversity</b><br>Respects diversity in NPYWC and supports colleagues | <b>Sustainability</b><br>Uses resources appropriately and minimises waste | <b>Confidentiality and Dignity</b><br>Respects client and member confidentiality and rights | <b>Complaints Handling and Continuous Improvement</b><br>Records complaints and assists with reviewing client and community feedback on program outcomes | <b>Learning and Development</b><br>Prepares own development plan in consultation with supervisor | <b>Legislation &amp; Compliance</b><br>Ensures work practices comply with relevant legislative and / or licensing requirements (as documented in the policies and procedures relevant to the program area) |

## Level 2 – Advanced Community Development and Business Support Workers

**People:** Employees working at this level have high level and well developed skills and may supervise the work of others; they may work under the direction of managers and apply their skills to meet established outcomes.

**NPYWC Roles:** Team Leaders, Supervisors, Coordinators, Senior Project Officers, Senior Cultural Advisors (Ngangkari, Project Managers).

### Key Streams

|  |                        |                      |                                |   |                         |  |                                 |                                    |
|--|------------------------|----------------------|--------------------------------|---|-------------------------|--|---------------------------------|------------------------------------|
| <b>Community and Interagency Relations</b> | <b>Professionalism</b> | <b>Communication</b> | <b>Leadership and Teamwork</b> | <b>Resources, Assets and Sustainability</b> | <b>Service Delivery</b> | <b>Program Management and Policy Development</b> | <b>Learning and Development</b> | <b>Governance &amp; Compliance</b> |
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### Core Capabilities

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| <b>Culturally-informed</b><br>Takes advice from cultural knowledge-holders to contribute to developing and supporting protocols that integrate locally accepted forms of engagement in the business of NPYWC | <b>Quality supervision</b><br>Demonstrates understanding and application of strengths-based and reflective approaches to staff supervision | <b>Reflective practice</b><br>Values different types of knowledge and perspectives in the workplace and encourages critical reflection and inclusiveness in discussions | <b>Culture of learning</b><br>Promotes and models a workplace culture that supports a range of learning modes and opportunities for critical reflection | <b>People as assets</b><br>Encourages negotiation of maintenance of professional and personal boundaries and routinely uses supervision and peer support to develop and maintain these (in self and others) | <b>Trauma-informed</b><br>Ensure work practices with clients, members and / or staff who may be affected by trauma, wherever possible, offers options for exercising choice and control as appropriate to their work and / or the services offered to them | <b>Workplace culture</b><br>Facilitates a workplace culture that encourages staff to slow down (both their pace and their expectations) to suit the core business of a complex, cross cultural environment where there is significant trauma content | <b>Staff development</b><br>Demonstrates ability to develop individual learning plans with each staff member to reflect organisational priorities as reflected in (this) capability framework | <b>Managing vicarious trauma</b><br>Emotional and physical safety of staff who have experienced trauma is ensured by exposing them to potentially stressful work situations only within their 'window of tolerance' |
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| <p><b>Networks and Stakeholders</b></p> <p>Keeps up to date with community needs and concerns and provides community members / clients with information and advice</p>    | <p><b>Time Management</b></p> <p>Manages time and uses tools effectively to assist with planning and organising even when faced with changing priorities</p> | <p><b>Advocacy</b></p> <p>Speaks up for and negotiates for clients and members in ways which advance the collective agency of Anangu women</p> | <p><b>Shared Vision</b></p> <p>Generates ideas and suggestions to enhance work practices and achieve organisational objective</p>  | <p><b>Revenue Raising</b></p> <p>Supports efforts to ensure financial sustainability of NPYWC programs</p> | <p><b>Knowledge of NPY Communities</b></p> <p>Demonstrates / builds knowledge of relevant communities to improve practice for self and colleagues</p>  | <p><b>Policy Development and Implementation</b></p> <p>Participates in the review and development of policy and uses procedures to guide work practice</p> | <p><b>Workplace Culture</b></p> <p>Encourages a workplace culture where staff feel safe to discuss mistakes and to be supported to reflect on their practice</p> | <p><b>Strategy</b></p> <p>Contributes to operational plans and ensures own work outcomes are achieved</p>   |
| <p><b>Community</b></p> <p>Investigates and understands community / client needs and contributes to community development through engagement, promotion and education</p> | <p><b>Ethics</b></p> <p>Observes professional boundaries and standards and assists others to deal with conflicts of interest</p>                             | <p><b>Written Communication</b></p> <p>Prepares and / or contributes to accurate documentation and reports that meet audience needs</p>        | <p><b>Strategic Focus</b></p> <p>Contributes to work plans which incorporate clear targets and goals linked to the organisation's program plans and strategic objectives</p> | <p><b>Financial Management</b></p> <p>Assists with budget reviews and works to established targets</p>     | <p><b>Reflective Practice</b></p> <p>Recognises when cultural or professional advice or support is required from a colleague, seeks this routinely by knowing when to defer to those with a different knowledge base, regarding the ability to seek support and clarification as a strength in self and others</p> | <p><b>Program Development</b></p> <p>Contributes to program development and implements project plans</p>   | <p><b>Multi-skilling</b></p> <p>Collaborates with others from different professions and work areas to share skills and knowledge</p>                             | <p><b>Quality</b></p> <p>Contributes to enhancement of quality practice and ensures that own work complies with accreditation / quality standards</p> |

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| <p><b>Partnerships and Collaboration</b></p> <p>Works collaboratively with other organisations in formal and informal partnerships to achieve mutually agreed client / community outcomes</p> | <p><b>Taking Responsibility</b></p> <p>Takes responsibility for work outcomes and helps others to understand their roles and responsibilities</p>                          | <p><b>Verbal Communication</b></p> <p>Communicates clear, respectful and consistent messages to clients and community members and other staff</p>   | <p><b>Team Dynamics</b></p> <p>Engages in discussions and problem-solving in a way that enhances mutual learning and exchange particularly when cross-cultural misunderstandings may occur</p> | <p><b>Procurement</b></p> <p>Observes purchasing guidelines, delegations policy and assists others to keep records</p>                          | <p><b>Client / Community Outcomes</b></p> <p>Provides clients / community members with high quality service and referrals / connections with appropriate services</p>                             | <p><b>Achieving Results</b></p> <p>Understands roles and responsibilities, fulfils work requirements and achieves program / performance targets</p>                                   | <p><b>Creativity and Innovation</b></p> <p>Participates in forums and processes to capture, communicate and share innovative ideas and practices</p>                               | <p><b>Risk Management</b></p> <p>Identifies risks in work practice and implements procedures to minimise / eliminate negative outcomes and improve practice</p>             |
| <p><b>Community and Sector Knowledge</b></p> <p>Has detailed understanding of NPY communities and relevant organisations in the region</p>  | <p><b>Problem Solving</b></p> <p>Listens carefully, seeking resolution of clients' and colleagues' problems respectfully and thoughtfully</p>                              | <p><b>Public Speaking</b></p> <p>Uses clear and contextually informed information to communicate key organisational and community messages to external audiences</p>  | <p><b>Conflict Management</b></p> <p>Recognises differences of opinions and works towards the resolution of conflict between team members</p>  | <p><b>Equipment and Assets</b></p> <p>Investigates and recommends purchase of equipment to support efficient and effective service delivery</p> | <p><b>Client / Community Diversity</b></p> <p>Models working effectively with client / community diversity and supports others to learn cultural safety in practice</p>                           | <p><b>Contract Management</b></p> <p>Maintains awareness of and ensures work meets contractual program requirements</p>   | <p><b>Technology</b></p> <p>Supports the use of new technology and takes the opportunity to build new skills</p>   | <p><b>WHS</b></p> <p>Assists each staff member to develop, action and regularly review their individual self-care strategies and ensure compliance with WHS legislation</p> |
| <p><b>Social Justice</b></p> <p>Demonstrates understanding, respect and commitment to social justice, self-determination, community control and social inclusion principles and practice</p>  | <p><b>Workplace culture</b></p> <p>Promotes workplace culture that acknowledges that cultural safety is a continual personal journey involving reflection and learning</p> | <p><b>Interpersonal Skills</b></p> <p>Provides non-judgemental practical and emotional support to colleagues in acknowledgement and respect of the issues always present for staff working in cross-cultural contexts</p> | <p><b>Workforce Diversity</b></p> <p>Builds a positive, culturally supportive team environment and facilitates the development of team members</p>   | <p><b>Sustainability</b></p> <p>Aims for sustainability in purchasing decisions</p>   | <p><b>Reflective practice</b></p> <p>Create opportunities for staff peer reflection to ensure Anangu' knowledge of language, culture, history, land and family is integrated in practice with</p> | <p><b>Complaints Handling and Continuous Improvement</b></p> <p>Complies with complaints handling procedures and demonstrates culturally respectful methods for handling critical</p> | <p><b>Learning and Development</b></p> <p>Maintains awareness of knowledge, understanding and skills needed to perform role, works to address skill gaps and assists others to</p> | <p><b>Legislation &amp; Compliance</b></p> <p>Manages own and others' work practices to comply with relevant legislation and program requirements</p>                       |

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|  |  |  |  |  | the knowledge of professional disciplines and to foster mutual learning | incidents. Uses client, community and stakeholder feedback to improve programs and own performance | identify their training needs |  |
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## Level 3 – Managers

**People:** Employees working at this level form part of the organisation leadership team, manage programs and supervise the work of others and / or provide leadership through their technical or specialist skills.

**NPYWC Roles:** Program and Corporate Service Managers.

### Key Streams

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| <b>Community and Interagency Relations</b> | <b>Professionalism</b> | <b>Communication</b> | <b>Leadership and Teamwork</b> | <b>Resources, Assets and Sustainability</b> | <b>Service Delivery</b> | <b>Program Management and Policy Development</b> | <b>Learning and Development</b> | <b>Governance &amp; Compliance</b> |
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### Core Capabilities

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| <b>Networks and Stakeholders</b><br>Reviews and manages services in response to the changing needs of NPY clients and communities | <b>Time Management</b><br>Prioritises work; delegates appropriately demonstrating an understanding of the competing demands of community aspirations, organisational, team, individual and stakeholder priorities, and ensures key requirements are met | <b>Advocacy</b><br>Articulates clear, assertive and persuasive messages about key issues when advocating or negotiating for clients / community and on behalf of the organisation | <b>Shared Vision</b><br>Ensures staff have a clear understanding of the organisation's vision and celebrates the achievement of outcomes that contribute to the organisation's purpose | <b>Revenue Raising</b><br>Prepares funding applications and writes winning tenders / submissions that promote the work of the organisation | <b>Knowledge of NPY Communities</b><br>Demonstrates detailed knowledge of client / community and sector issues and develops and implements strategies and systems for consultation and receiving feedback | <b>Policy Development and Implementation</b><br>Consults with stakeholders and contributes to the development of research based organisational policies and procedures which align with organisational values and purpose | <b>Cultural Diversity</b><br>Allows and supports appropriate cultural expression to foster a culturally safe and diverse workplace | <b>Strategy</b><br>Develops and implements operational plans to support implementation of the organisation's strategic plan |
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| <p><b>Community</b></p> <p>Represents the organisation and promotes awareness of key issues to NPY communities, stakeholder networks and the relevant sector as a whole</p>   | <p><b>Ethics</b></p> <p>Adheres to professional boundaries and supports others to understand and apply standards of practice which are aligned to organisational values and code of conduct</p> | <p><b>Written Communication</b></p> <p>Prepares accurate documents including tenders, submissions, case notes and reports that meet audience needs</p> | <p><b>Strategic Focus</b></p> <p>Develops team and staff work plans which incorporate clear targets and goals linked to organisational strategic and operational plans</p> | <p><b>Financial Management</b></p> <p>Prepares program and / or project budgets, and reviews financial performance</p>   | <p><b>Culturally-integrated practice</b></p> <p>Can support non-Anangu staff to develop practice knowledge about when, and how, it is appropriate to relinquish control to Anangu colleagues when their own professional understandings of situations are conflicted, and vice versa</p> | <p><b>Program Development</b></p> <p>Manages programs and / or complex projects and achieves goals and objectives, and identifies, designs and advocates for new culturally appropriate and responsive programs</p> | <p><b>Multi-skilling</b></p> <p>Develops appropriate roles and teams with an emphasis on multi-skilling and opportunities for both ways learning</p> | <p><b>Quality</b></p> <p>Manages implementation of quality systems and ensures that quality outcomes are achieved</p> |
| <p><b>Partnerships and Collaboration</b></p> <p>Develops models and protocols for working collaboratively in formal and informal partnerships with Aboriginal organisations and services, community sector agencies and government departments to achieve mutually agreed client / community outcomes</p> | <p><b>Taking Responsibility</b></p> <p>Delegates to develop staff and takes responsibility for team actions and outcomes</p>  | <p><b>Verbal Communication</b></p> <p>Develops and communicates clear, respectful and consistent messages to staff, clients and community members</p>  | <p><b>Team Dynamics</b></p> <p>Creates and manages a culturally respectful working environment which supports effective working relationships within and across teams</p>  | <p><b>Procurement</b></p> <p>Acts within organisational delegations, adheres to purchasing policy and procedures and ensures staff are aware of relevant procedures and guidelines</p> | <p><b>Client / Community Outcomes</b></p> <p>Provides program leadership which focuses staff and key stakeholders on holistic, culturally appropriate client / community and system outcomes</p>   | <p><b>Achieving Results</b></p> <p>Clarifies roles and responsibilities of program staff and project teams and obtains the necessary support from stakeholders to achieve results</p>                               | <p><b>Creativity and Innovation</b></p> <p>Establishes ways to capture, communicate and share innovative ideas and practices</p>                     | <p><b>Risk Management</b></p> <p>Manages risk and reports on mitigation strategies and recommends improvements</p>    |



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| <p><b>Community and Sector Knowledge</b></p> <p>Demonstrates high-level of awareness and understanding of the sector and the work of other relevant organisations</p>                        | <p><b>Problem Solving</b></p> <p>Implements organisational policies, procedures and systems to address incidents and assists team members to develop culturally appropriate solutions</p> | <p><b>Public Speaking</b></p> <p>Makes compelling presentations, using a range of media to stakeholders to promote and communicate key organisational and community issues</p>  | <p><b>Conflict Management</b></p> <p>Implements organisational policies and procedures for managing conflict and disputes and is actively involved in problem solving in accordance with NPYWC values</p>   | <p><b>Equipment and Assets</b></p> <p>Manages assets, allocates resources and purchases equipment to support service delivery within delegated authority</p> | <p><b>Client / Community Diversity</b></p> <p>Supports staff to value, respect and work effectively with client / community diversity and to listen deeply when cultural differences are present</p> | <p><b>Contract Management</b></p> <p>Monitors funding / service agreements and ensures contractual obligations are met</p>  | <p><b>Technology</b></p> <p>Researches and implements new technologies to strengthen the organisation and improve operational and corporate practices</p>   | <p><b>WHS</b></p> <p>Manages work practices for staff well-being and compliance with WHS legislation. This includes providing support (such as alternative work arrangements), in instances where workplace priorities may place a staff member in a position of dangerous conflict with family members</p> |
| <p><b>Social Justice</b></p> <p>Demonstrates understanding, respect and commitment to social justice, self-determination, community control and social inclusion principles and practice</p> | <p><b>Initiative</b></p> <p>Encourages staff to take initiative, and supports ways of improving practice and service delivery</p>   | <p><b>Interpersonal Skills</b></p> <p>Models appropriate interpersonal skills, self-awareness, self-management, and community / cultural awareness and cultural safety in communications, problem solving and conflict resolution</p> | <p><b>Workforce Diversity</b></p> <p>Develops a range of staff positions as necessary to make the best possible use of Anangu skills and knowledge and employs staff willing and able to learn from and incorporate Anangu knowledge in their routine practice in the workplace</p> | <p><b>Sustainability</b></p> <p>Identifies and manages financial risks and establishes / adheres to protocols for sustainable purchasing</p>                 | <p><b>Client Confidentiality and Dignity</b></p> <p>Implements policies and procedures which protect client / community member confidentiality, dignity and rights</p>                               | <p><b>Complaints Handling and Continuous Improvement</b></p> <p>Implements complaints handling procedures and culturally respectful methods for handling critical incidents. Uses client, community and stakeholder feedback to advocate for program and organisational</p> | <p><b>Learning and Development</b></p> <p>Establishes systems and processes for reviewing skills, supporting professional development and staff well-being and building organisational capacity</p> | <p><b>Legislation &amp; Compliance</b></p> <p>Manages own and others' work practices to comply with relevant legislative requirements</p>   |

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|  |  |  |  |  |  | improvement in line with registration standards and community expectations |  |  |
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## Level 4 – Executive

**People:** Employees working at this level will guide and steer the strategic objectives of the organisation and have overall responsibility for a range of programs and services.

**NPYWC Roles:** CEO and Deputy CEO.

### Key Streams

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| <b>Community and Interagency Relations</b> | <b>Professionalism</b> | <b>Communication</b> | <b>Leadership and Teamwork</b> | <b>Resources, Assets and Sustainability</b> | <b>Service Delivery</b> | <b>Program Management and Policy Development</b> | <b>Learning and Development</b> | <b>Governance &amp; Compliance</b> |
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### Core Capabilities

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| <b>Networks and Stakeholders</b><br>Initiates strategic and productive relationships with key stakeholders and influences sector plans and responses to community needs and aspirations | <b>Time Management</b><br>Prioritises work across organisational and program areas; delegates appropriately demonstrating an understanding of community aspirations and organisational priorities, and achieves key outcomes | <b>Advocacy</b><br>Confidently expresses consistent and accurate messages when engaged in high level communications / negotiations / advocacy on behalf of clients, the Aboriginal community and on behalf of the organisation | <b>Shared Vision</b><br>Champions the vision and purpose of the organisation with all stakeholders, maintains a focus on the big picture and provides sector leadership | <b>Revenue Raising</b><br>Understands funding and budgetary cycles and is a strong advocate when negotiating for resources with government, philanthropic agencies or other sources of revenue | <b>Knowledge of the Aboriginal Community</b><br>Maintains high level awareness and knowledge of NPY communities, demonstrates understanding of its strengths, and understands the impact of political, social and economic events and priorities on community outcomes | <b>Policy Development and Implementation</b><br>Establishes policy frameworks to support strategic directions and decision making and supports / facilitates staff in policy implementation | <b>Change Management</b><br>Keeps informed of the changing political, economic and social environments and designs responsive change management strategies | <b>Strategy</b><br>Contributes to the development of the strategic plan, establishes and reviews systems to support the agency's planning cycle, ensures accurate reporting / accountability to the Board and achieves organisational goals |
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| <p><b>Community</b></p> <p>Advances and champions community rights and aspirations with key stakeholders</p>   | <p><b>Ethics</b></p> <p>Promotes and models organisational values and the organisation's code of conduct</p>                    | <p><b>Written Communication</b></p> <p>Writes succinct and clear high-level analytical reports and documents for the Board, funding bodies and key stakeholders</p> | <p><b>Strategic Focus</b></p> <p>Establishes and supports systems to develop, implement and evaluate the organisation's strategic plan</p>   | <p><b>Financial Management</b></p> <p>Oversees organisational budget and key program budgets, manages and reviews program financial performance and ensures availability of adequate resources</p> | <p><b>Reflective Practice</b></p> <p>Establishes and supports culturally safe approaches in program management and operations</p>   | <p><b>Program Development</b></p> <p>Ensures programs are integrated and supportive of each other, encourages strong results and supports the development of new programs as needed</p> | <p><b>Multi-skilling</b></p> <p>Identifies staff skill sets, encourages multi-skilling, flexibility and learning from others according to the values of the organisation</p> | <p><b>Quality</b></p> <p>Establishes and continually reviews quality systems and organisational standards</p> |
| <p><b>Partnerships and Collaboration</b></p> <p>Negotiates and builds formal and informal partnerships to achieve strategic objectives and improve mutually agreed client and community outcomes</p> | <p><b>Taking Responsibility</b></p> <p>Accepts responsibility for program and organisational positive and negative outcomes</p> | <p><b>Verbal Communication</b></p> <p>Provides clear messages and considered responses to inspire trust and confidence in stakeholder groups at all levels</p>      | <p><b>Team Dynamics</b></p> <p>Creates an organisational environment which values Anangu culture, supports collaboration and engenders a team spirit where staff are confident to provide input to ideas and decision making</p> | <p><b>Procurement</b></p> <p>Implements purchasing policy and reviews major organisational and program purchases and ensures value for money is achieved</p>                                       | <p><b>Client / Community Outcomes</b></p> <p>Ensures service delivery meets the specific needs of NPY communities; advocates for client rights and focuses on continually increasing the effectiveness of programs and services</p> | <p><b>Achieving Results</b></p> <p>Supports program managers and specialist staff to achieve program outcomes</p>   | <p><b>Creativity and Innovation</b></p> <p>Encourages creativity and innovation in the workplace</p>   | <p><b>Risk Management</b></p> <p>Establishes and reviews the organisation's risk management framework</p>     |
| <p><b>Community and Sector Knowledge</b></p> <p>Continually builds knowledge of the sector and maintains a</p>   | <p><b>Problem Solving</b></p> <p>Identifies emerging challenges for the organisation and pro-actively develops responsive</p>   | <p><b>Public Speaking</b></p> <p>Confidently delivers presentations which are authoritative and accurate and engage different</p>                                   | <p><b>Conflict Management</b></p> <p>Operates in political environments and key networks and negotiates for</p>  | <p><b>Equipment and Assets</b></p> <p>Builds overall organisational and program assets to support organisational</p>   | <p><b>Client / Community Diversity</b></p> <p>Demonstrates understanding and respect of diversity within and across NPY</p>   | <p><b>Contract Management</b></p> <p>Negotiates and establishes contracts, maintains relationships with key</p>   | <p><b>Technology</b></p> <p>Promotes the use of new technologies to improve work practices and organisational performance</p>  | <p><b>WHS</b></p> <p>Establishes and reviews WHS systems to address organisational requirements</p>           |

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| high level of awareness of the key issues which impact Aboriginal communities   | strategies and ensures risks are minimised  | audiences to achieve desired outcomes   | culturally appropriate outcomes that are mutually respectful   | needs and service delivery and monitors utilisation   | and other Aboriginal communities and promotes diversity principles in service development and delivery   | stakeholders and monitors contractual compliance   |   |   |
| <p><b>Social Justice</b></p> <p>Demonstrates understanding, respect and commitment to social justice, self-determination, community control, social inclusion principles and practice, and the development of a strong sector</p> | <p><b>Initiative</b></p> <p>Researches and advocates for innovative, culturally and contextually informed opportunities, actioning those with significant community and organisational benefits</p> | <p><b>Interpersonal Skills</b></p> <p>Informs and engages others through highly effective personal interactions and mentors the development of emerging leaders</p> | <p><b>Workforce Diversity</b></p> <p>Models a leadership style that contributes to building the capability of the workforce and in recruiting and retaining quality, effective staff</p> | <p><b>Sustainability</b></p> <p>Ensures viability and sustainability of the organisation through a range of strategies including competitive and collaborative approaches that build the capacity of the organisation</p> | <p><b>Client Confidentiality and Dignity</b></p> <p>Fosters a culture of respect for client and community by leading and implementing policies and procedures which protect client and community member confidentiality, maintains client dignity and complies with their rights</p> | <p><b>Complaints Handling and Continuous Improvement</b></p> <p>Encourages continuous improvement and the establishment of systems for feedback and review</p> | <p><b>Learning and Development</b></p> <p>Fosters and models a culture of continuous learning and development</p> | <p><b>Legislation &amp; Compliance</b></p> <p>Establishes systems to ensure the organisation's governance framework is operationalised and legislative and accreditation compliance is achieved whilst maintaining the cultural integrity of the organisation</p> |