

Victorian Public Service Capability Framework

What is the VPS Capability Framework?

The VPS Capability Framework defines the capabilities (knowledge, skills and behaviours) the Victorian Public Service requires to achieve our objectives now and into the future.

How is the VPS Capability Framework used?

The Capability Framework can be used in different ways – for example, recruitment staff may use it to assist in developing position descriptions and interview questions whereas a manager might use it to support the onboarding of an employee or to assess where their team requires development. The Capability Framework can also be used as a career development tool to help employees move across the VPS.

What is the difference between the Capability Framework and the Value Range Descriptors in the VPS Enterprise Agreement?

The Capability Framework describes the capabilities required for performance in a role and articulates proficiency levels for each capability. The VPS Enterprise Agreement Job Descriptors details the job size and responsibilities of a role. In a position description the Capability Framework informs the Key Selection Criteria and the Value Range Descriptors informs the position accountabilities.

How does the framework align with the VPS Values?

The VPS values of Integrity, Human Rights, Leadership, Respect, Impartiality, Responsiveness and Accountability are described in the Public Administration Act 2004 and underpin the VPS Capability Framework. The values are reflected in the language used in the proficiency descriptors, the behaviours expected when demonstrating the VPS capabilities and the underlying purpose of the Framework to achieve our objectives now and into the future.

How was the framework developed?

The VPS Capability Framework has been co-designed by a working group representing all eight VPS departments, the Victorian Public Sector Commission, the Jobs and Skills Exchange (JSE), One VPS and the HCM initiative, and includes 30 common capabilities required in VPS level roles. Each capability has four levels of proficiency (Foundational, Applied, Accomplished, Leading).

The Capability Framework

	Personal attributes	Meaningful outcomes	Enabling delivery	Authentic relationships	People leadership
	<p>Which support effective application of five capability domains</p> <ul style="list-style-type: none"> resilience flexibility and adaptability self-awareness outcomes thinking working collaboratively promote inclusion 	<p>Capabilities enabling identification and definition of meaningful outcomes</p> <ul style="list-style-type: none"> strategic planning partnering and co creation innovation and continuous improvement systems thinking policy design and development future focus 	<p>Capabilities enabling development and delivery of effective solutions</p> <ul style="list-style-type: none"> critical thinking and problem solving project delivery data literacy digital and technology literacy business and commercial acumen political and organisational context 	<p>Capabilities enabling building strong external relationships</p> <ul style="list-style-type: none"> influence and persuasion interpersonal skills managing difficult conversations communicate with impact stakeholder engagement customer focus 	<p>Capabilities enabling effective leadership of the public sector workforce</p> <ul style="list-style-type: none"> managing people develop capability team management lead and navigate change resource mobilisation knowledge management and business continuity

The framework is underpinned by Victorian public sector values



NB: This framework must be read in conjunction with the VPS Enterprise Agreement.

Personal Attributes

Supports effective application of five capability domains

Capability	Capability Definition	Foundational	Applied	Accomplished	Leading
Resilience	Maintain a positive attitude and consistently deliver quality work in the face of challenging situations	Is open to new ideas and approaches. Offers own opinions, asks questions makes suggestions; Does not give up easily; Maintains discipline in keeping to work planned or assigned.	Gives frank and honest feedback/advice. Listens when ideas are challenged, seeks to understand the nature of criticism and respond constructively; Displays confidence and conviction when communicating an opinion	Keeps self and others calm when under pressure; Is decisive and charts course of actions enabling teams to resolve a challenging situation	Creates a climate which encourages and supports openness, persistence and genuine debate around critical issues. Provides sound explanation and argument for agreed positions
Flexibility and adaptability	Adjust approach in line with changing priorities, is open to acquiring and developing skills and knowledge, adapt to new ways of working or organise work to deliver results	Considers the merits of new ideas and approaches. Is willing to develop and apply new skills	Accept changed priorities without undue discomfort. Responds quickly to changes. Comfortable working in collaboration with teams outside of own organisation	Adapts systems and processes quickly to changed priorities and situations	Works to find new ways to deliver outcomes; Recognises the merits of different options and acts accordingly; Has courage to alter strategies in situations when there are clear indications of existing strategy may not deliver the best outcome; where significant amount of effort or investment has been put in. Builds commitment of others to adopt new strategies to deliver against outcomes
Outcomes Thinking	Think and work in different ways to create better public value for Victorians; Establish ways to clearly and effectively measure the impact of government activity	Articulates how work, policies and services fit into organisation's objectives; Accepts responsibility for own actions; shows commitment to completing work activities effectively	Works with sense of purpose within the team and enables others to understand the strategic direction of the branch and organisation; Creates a sense of purpose within the team by establishing links between work and impact to the community	Establishes mechanisms to monitor impact of work on the community; Ensures team/ organisation's operating and delivery model is designed in ways that creates a positive impact on community	Is up to date with needs of community and formulates strategies that are aligned to community needs; Removes barriers that prevents achievement of outcomes for the community
Working collaboratively	Builds trust and rapport with others; Sets common goals through a high degree of empathy; Display willingness to share control and responsibility with peers the service, external partners, and community) in the delivery of work and outcomes	Cooperates and works well with others in pursuit of team goals; Share information and acknowledge others' efforts; Step in to help others where required	Build a supportive and cooperative team environment; Engages other teams to share information in order to understand or respond to issues; Support others in challenging situations	Guides others to create a culture of collaboration; Identifies, and works to overcome, barriers to knowledge or information sharing; Identifies opportunities to work with other teams to deliver outcomes	Build a culture of collaboration across the organisation; Looks for and facilitates opportunities to collaborate with external stakeholders; Identifies and overcomes barriers to communication with internal and external stakeholders
Promote inclusion	Embrace diversity, draw on insights into the community's beliefs, needs, and values to inform required actions	Is respectful, seeks to understand needs, beliefs, ability and values of people from diverse backgrounds; Understands the importance of diversity in successful service delivery to the community.	Pays attention to words, expression and body language; Recognises behaviours that promote a culture of inclusion. Hold self and team accountable towards being inclusive to individuals from diverse backgrounds. Takes corrective actions when behaviours displayed do not promote an inclusive work place	Establishes a workforce that is diverse and takes advantage of relevant knowledge and skills; Creates opportunities to improve knowledge of teams in the area of diversity and inclusion.	Creates a culture that supports and respects the individuality of others and recognises the benefits of diverse ideas and approaches; Communicates well with, relates to and sees issues from the perspective of people from a diverse range of cultures and backgrounds
Self awareness	Has conscious understanding of the impacts of own behaviours, emotions, and thought processes; takes action to improve personal effectiveness	Recognises own emotional responses to a range of people or events, and the impact these can have on others; Recognises that problems or challenges are a normal part of working and actions can be taken to manage them	Understands how emotional responses can be expressed in work situations and the impact they may have on self or others; Able to assess personal strengths and weakness using feedback from other team members	Coaches others to improve level of self awareness. Leverages emotional intelligence to create a safe space for sensitive conversations which leads to increased level of people engagement	Builds strong commitment of others towards continued personal development. Establishes mechanisms that enable communication of honest and constructive feedback at all levels

Note: Proficiency levels above are cumulative. E.g. Behaviours displayed at 'Accomplished' level includes behaviours outlined in 'Foundational' and 'Applied' levels



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Meaningful Outcomes

Capabilities enabling identification and definition of meaningful outcomes

Capability	Capability Definition	Foundational	Applied	Accomplished	Leading
Strategic Planning	Consider the needs of the stakeholders, organisation, national and global developments to articulate actions that addresses immediate and future needs of the community	Supports the strategic planning process in own work area and seeks information about how their work relates to broader organisational strategy; Understands concepts relating to strategic planning	Ensures that day to day planning and work processes are in line with team/organisation strategy; Identifies and develops own and team objectives linking strategies to actions to achieve these; Guides others in strategic planning process.	Coaches others and engages key stakeholders in strategic planning process. Thinks at the whole of system level and undertakes internal and external scanning, considering wide-ranging possibilities in developing a vision for the future; Translates strategic direction into team and individual plans and daily activities for self and others	Guides others through the strategic planning process, creating a shared vision for the future. Has a comprehensive understanding of external and internal issues that influence the strategic direction of the organisation. Ensures that overall strategic plan cascades to operational and team planning processes and performance plans; Provides subject matter expertise and building capability of others
Partnering and Co-creation	Build effective partnerships with the client/customer/community throughout problem-solving process to gain critical insights and develop effective solutions	Understands the importance of partnering with the customer or community in developing successful strategies, programs or products; Supports the design process by explaining what needs to be done and ensuring people have the necessary information to engage in the process and work effectively; Understands stages of co-design	Identifies and partners with users/stakeholders/experts to ensure active collaboration in the design process to understand user needs, obtain ideas, insights and input. Work with stakeholders/users to build prototypes and coordinate testing to validate the strategy, program or product.. Ensures decisions are made within agreed timeframes	Builds and maintains partnerships to achieve objectives; Coaches others on the co-creation process and builds team commitment to co-creation by demonstrating personal commitment; Builds trust in partnerships through timely and quality delivery of outcomes; Facilitates discussion and navigates differences of opinion to reach decisions.	Champions the importance of partnership through co-creation approaches; Brings people together to share resources, tools and case studies to build capability and confidence around co-design; Takes the lead in complex and high profile VPS wide co-create activities; Identifies potential issues and setbacks and is aware of the broader political, organisational and demographic landscape that may influence co-design, sharing expertise with others.
Innovation and Continuous Improvement	Synthesise ideas and concepts across diverse disciplines to develop new and different ways of thinking, working or delivering solutions; Strives to improve efficiency, effectiveness, and quality of work	Contributes ideas toward improving the effectiveness of own work area; Understands and delivers against standards of quality and effectiveness applicable to own area of work; Maintains quality in the face of time pressure	Seeks opportunities for continuous improvement and ways to innovate; Offers suggestions and ideas, encourages others to do the same; Leverage on existing continuous improvement systems and procedures to improve outcomes, quality and efficiency of work; Creates space for learning and innovation by seeking for input and feedback from others	Uses understanding of clients or stakeholders' context to design and implement systems for continuous improvement within team or organisation; Reviews and analyses internal and external information to improve effectiveness and quality of work; Creates team environments where innovation and creativity are fostered and rewarded	Drives a culture of quality by design where quality practices are embedded in the service and solution delivery process; Shares expertise and relevant information to support continuous improvement and innovation; Establishes metrics that evaluate quality and effectiveness of work delivered; Models and encourages new and different approaches, ways of working and solutions that will deliver outcomes beyond client or stakeholder expectations
Systems Thinking	Consider the wider context, break complex topics or situations into smaller parts to gain better insights and inform actions required	Understands and can identify how own work is part of a system that connects to and interacts with other processes, people and structures; Understands systems thinking concepts and the role that systems thinking can play in solving complex problems and apply in own area of work.	Assesses situations and identifies the best systems tools for analysing, understanding the system and addressing problems; Can apply system archetypes to identify common dynamics that appear in different situations; Identifies and understands the impact of particular courses of action on other parts of the organisation or more broadly	Diagnoses trends, obstacles and opportunities in the internal and external environment that connect to own work and teams work; Coaches others in using systems thinking to solve problems and create solutions; Understands the linkages between systems and communities to inform policy; Conceptualises and defines the systems working within the organisation	Formulates potential courses of action to achieve objectives based on an in-depth understanding of the business environment and its systems; Champions system thinking across the organisation and VPS more broadly acting as a thought leader in this area; Establishes an integrated perspective of the organisation's systems and identifies the leverage points where intervention will add value
Policy Design and Development	Draw on data, evidence and insights to inform policy (or solutions in general) development; design services to meet client and community needs; Articulate the value of solution(s) proposed, resources required to gain support required	Understands the purpose of policies; Uses operational policies to guide their work; Seeks information to improve knowledge and application of policies; Contributes to and provides a support role in business case development	Interprets and applies policies relevant to own work; Drafts policies and business cases using research skills and in consultation with relevant stakeholders; Determines relevant data and evidence gathering approach; Conducts critical analysis on data and evidences collected	Formulates and communicates public policy options and recommendations; Develops a clear narrative for the policies and business cases including clear problem definition and objectives; Considers impact of policy to strategic plans, community needs, complementing programs and policies across the service	Keeps up to date with a broad range of contemporary issues; Develops complex and far reaching business case proposals. Builds trusting relationships with Senior Leaders across the VPS to engender support for proposals. Provides thought leadership to others on area of expertise
Future Focus	Adopts a national and global perspective, considers opportunities, risks, leading practices and technological advancements to enrich the quality of policies and services developed	Understands how work aligns to team and organisational objectives and future direction of the VPS; Considers wider organisational objectives when making decisions and undertaking work; Actively engages with new technologies relating to own work area	Develops objectives that link to broader team and organisational objectives; Takes into account future aims and goals of the team and organisation in prioritising own and others' work. Integrates relevant technologies into own ways of working and supports others in this. Proactively stays up to date with best practice and leading developments relating to expertise and area of work.	Understands the broader context when reviewing an issue or problem and supports others to do so. Is future oriented in analysis, thought and action; Actively seeks out new technology to enhance team systems, processes and service delivery. Undertakes planning to ensure the organisation is future ready through managing change	Communicates a clear and compelling vision for the future to the organisation that is meaningful to others. Works across different agencies, levels of government and the private and not-for-profit sectors to gain insight and information around future trends impacting the VPS; Articulates and drives implementation of strategies that align with organisational vision and purpose

Note: Proficiency levels above are cumulative. E.g. Behaviours displayed at 'Accomplished' level includes behaviours outlined in 'Foundational' and 'Applied' levels

Enabling Delivery

Capabilities enabling development and delivery of effective solutions

Capability	Capability Definition	Foundational	Applied	Accomplished	Leading
Critical Thinking and Problem Solving	Objectively analyse and evaluate available data, points of view, needs of stakeholders and potential solutions before recommending relevant actions or decisions	Seeks resolution of problems through policy or process guidelines; Otherwise seeks guidance by providing information and ideas relevant towards resolution of problem. Understands concepts enabling improvements in critical thinking and problem solving	Resolves issues through deep understanding or interpretation of existing guidelines. Where guidelines are not available, analyses ideas available and takes action through self, or in consultation with others to resolve problems. If required, determine additional information needed to make informed decisions. Applies critical thinking and problem solving concepts in the right context	Takes into account wider business context within business unit when considering options to resolve issues. Identifies recurring problems and prevents future recurrence by integrating solutions into work process. Delivers tangible business outcomes as a result of critically evaluating problems from multiple perspectives and delivering effective solutions.	Considers a broad range of topics (beyond immediate area of work), works across government and at senior levels to develop and deliver sustainable solutions.
Project Delivery	Define work activities required to deliver against outcomes intended in line with agreed timeframes, resources and ways of working	Executes work tasks against plan; where plans are not defined, prioritises tasks in line with the urgency and impact of tasks; Utilises approved task management tools; Maintains accurate project records;	Defines tasks to be delivered to meet agreed outcomes; Coordinates and guides others in the execution of work activities; Monitors progress of tasks against plans and takes corrective action when required	Translates strategies into programs or projects that enables achievement of outcomes require; Defines governance e.g. success measures, roles and responsibilities, progress monitoring) required to manage risks and maximise probability of success	Is regarded as a thought leader in project management; Considers historical, political and broader context to inform project direction and mitigate risk; Engage key stakeholders at senior levels; Balances the needs of clients, team, and the organisation;
Data Literacy	Utilise diverse data sources to improve the speed and quality of service delivery and decision-making processes	Can derive meaningful insights from data; Able to understand the organisation's common data language; Has a basic understanding of data sources and quality of data; Understands basic data concepts such as dimensions, measures, correlation, median, mean, and ratio	Considers data sources, collection and structure impacts in the delivery of data analysis. Generates descriptive statistics and relevant data visualisation leading to decisions under the guidance from subject matter experts. Ability to utilise advanced excel formulas, pivot tables and generation of data charts is required	Considers data volume, variety, velocity, and veracity to establish data collection (e.g. data parameters, data structure) and analysis (e.g. analysis equations, data visualisation) approach; Derives value from data sets to enable immediate and/or future decision making (predictive). May have expertise in formulation basic data models or algorithms	Has formal credentials and/or qualifications related to data science, mathematics, actuary, statistic or related fields. Is regarded as a thought leader, and may be involved in building organisational capability in data literacy. Has deep expertise in formulating complex data models or algorithms using advanced statistical techniques
Digital and Technological Literacy	Integrate digital and technological developments in the design and delivery of relevant policies, programs and services	Performs a range of tasks through digital tools e.g. Microsoft suite of application of Outlook, Excel, Powerpoint, Word, and Skype; Has broad understanding of megatrends in the digital and technology space e.g. Internet of Things, Robotic Process Automation, Machine Learning, Cybersecurity	Guides other in operating digital and technology tools relevant to area of work. Understands the impact of internal IT landscape to daily operations; Has broad understanding on implementation activities related to the introduction and ongoing maintenance of new digital and technology tools	Integrates improved capabilities into service delivery processes. Assumes the role of solution architect or project manager where there's a balanced focus between technology focus and strategy focus.	Typically an enterprise architect or technical architect; As an enterprise architect: drives coherence in IT strategy within or across departments to align IT capabilities against business outcomes; As a technical architect: possesses deep expertise in a specialised area, modifies and/or sets up a product in line with specifications defined.
Business and Commercial Acumen	Consider the principles, practices and standards associated corporate services e.g. Finance, Procurement, IT and HR), and commercial value in business operations	Understands impact of back office policies and processes to immediate work unit; Identifies potential gaps or conflicting process and policies	Understands associated costs of operations and seek efficient ways of operating. Where external vendors are involved, ensure good understanding on engagement terms and hold parties involved accountable in delivering against agreement	Defines and maximises value add and/or return of investment in business cases, contract terms, or service delivery agreements. Uses broad understanding of procurement and finance concepts to inform expenditure decisions and manage risks	Drives a culture of value add and/or return of investment. Considers economic indicators to inform strategic direction and manage organisational risk. Drive efficiencies in back office functions to better support the business
Political and Organisational Context	Understand the relationship between political dynamics, regulatory or legislative requirements and diverse stakeholder perspectives to ensure service need solutions are fit for purpose	Recognise the formal structure or hierarchy of an organisational and its policies and procedures	Understands issues and pressures to which the organisation has to respond; Understands the reasons behind the organisational climate and culture	Uses formal and informal influencing relationships and decision making processes; Ensure solutions or actions adhere to values, ethics, responsibilities, legal obligations and limits that apply to an organisation; Considers priorities and interests of various groups and key individuals	Uses strategic relationships and knowledge to predict and prepare for the impact of events on the organisation; Understands the impact of external events and changing stakeholder needs on the organisation and government; Drives a values-based organisation by holding self and organisation accountable in adhering to public sector values

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Authentic Relationships

Capabilities enabling building strong external relationships

Capability	Capability Definition	Foundational	Applied	Accomplished	Leading
Influence and Persuasion	Adapt the content style and message or tone of communications to suit the audience to gain agreement to proposals and idea using an effective written and verbal communication skills	Understands the pros/cons of a different approaches; Uses direct logical persuasion in a discussion or presentation by using concrete examples, facts and figures to support their argument	Consistently adapts the content, style, message or tone of a presentation to suit the audience and plans how to tackle objections; Applies own ideas by linking them to others' values, needs and goals	Gains agreement to proposals and ideas; Build behind the scenes support for ideas to ensure buy-in and ownership; Uses chains of indirect influence to achieve outcomes; Involves experts or other third parties to strengthen case	Develops long-term and multi-phased plans to influence others; Implements complex strategies to build buy-in from key internal and external clients/stakeholders; Effectively negotiates with clients/stakeholders to achieve desired outcomes
Interpersonal Skills	Recognise and regulate one's emotions; understands interests and emotions of others achieve best outcomes possible in an authentic manner	Polite, professional and considerate in dealing with others; Aware of people's moods and temperament; Expresses own views in a constructive and diplomatic way; Reflects on how own emotions impact on others	Sees things from another's point of view and confirms understanding; Understand motivations, needs and wants of stakeholders and their impact on service delivery; Tailor communications according to audience and/or audience preference	Detects the underlying concerns, interests or emotions that lie behind what is being said and done; Presents as genuine and sincere when dealing with others; Projects an objective view of another's positions; Uses understanding of individuals to get the best outcomes for the person and organisation	Builds relationships at senior levels; Acts a convenor between teams and departments to build collaboration
Managing Difficult Conversations	Work with others to manage differences in opinions, interests, and communication issues to reach agreement	Considers other's points of view; Understands that there are different ways of interpreting words and actions; Constructively communicates concerns and issues	Listens to, and acknowledges that the concerns of others have been heard; Clarifies problems; Seeks options to resolve conflict	Seeks and evaluates options to resolve problems; Negotiates agreed actions to deal with problems; Coaches others in negotiation	Facilitates discussions and/or decision making on major and complex issues; Manages conflict to achieve a timely and pragmatic resolution
Communicate with Impact	Use various communication media to convey information, ideas, and insights in ways that maximises understanding of key messages; Posses good written and verbal communication skills	Organises information in a logical sequence; Includes content appropriate to the purpose and audience	Prepares and delivers logical sequential and succinct presentations; Uses clear and concise language; Uses media appropriate to the audience and presents information to develop the understanding of the topic	Makes a positive impression on others and comes across with credibility; Communicates orally in a manner that is clear fluent and holds the listeners' attention; Able to deal with difficult and sensitive topics and questions	Identifies key messages and information required for decision-making; Provides high level advice on influencing and the needs of target audiences; Provides advice on the content and style appropriate to the audience
Stakeholder Management	Identify stakeholders impacted by decisions, takes steps to keep interested parties engaged while managing expectations on outcomes	Responds to clients' needs; Keeps the client or stakeholder up to date with issues and developments; Promptly follows through on inquiries, requests and complaints; Takes responsibility for correcting problems promptly	Takes steps to add value for the client or stakeholder; Links people with other areas as appropriate; Monitors client and stakeholder satisfaction; Constructively deals with stakeholder issues	Identifies issues in common for one or more clients or stakeholders and uses them to build mutually beneficial partnerships; Identifies and responds to stakeholder's underlying needs; Uses understanding of the stakeholder's organisational context to ensure outcomes are achieved	Identifies and manages a range of complex and often competing needs; Facilitates innovative solutions to resolve stakeholder issues
Customer Focus	Understand customer need, apply skills, knowledge and experience to deliver high impact services that address those needs	Understand customer requirements and how work addresses customer needs; Identify opportunities to improve services; Committed to delivering high quality outcomes for clients	Monitors customer satisfaction to gain critical insights; Looks for continuous improvement opportunities and ways to innovate;	Identifies and responds to customer requirements; Use understanding of the customers' context to tailor services and ensure outcomes are delivered; Effectively manages risks to service delivery	Assess effectiveness of service delivery against leading services; Challenges others to deliver service excellence; Looks for long term benefits to the client

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People Leadership

Capabilities enabling effective leadership of the public sector workforce

Capability	Capability Definition	Foundational	Applied	Accomplished	Leading
Managing People	Builds an organisational culture in line with public sector values; Respects the dignity and rights of others; Inspires commitment of others towards goals and vision of the organisation; Drives a positive organisational culture; Promotes and maintains the wellbeing and motivation of others;	Understands own performance goals and how they are linked to broader operational needs; Supports others to achieve goals; Demonstrates empathy and contributes to the wellbeing and motivation of team; Understands and acts in accordance to public sector values, ethics, and codes of conduct	Communicates role expectations and purpose; recognises deviation from values, performance standards and provides timely and constructive feedback; Understands individual needs to optimise employee engagement	Holds self and team accountable to public sector values and agreed performance standards; Supports achievement of outcomes by anticipating and resolving issues; Establishes and implement actions to increase level of people engagement; Creates opportunities for recognising performance	Role models ethical leadership through decision making and interactions with people; Creates an organisational culture that enables others to perform at their best and achieve outcomes the organisation; Champions people engagement as an organisational priority; Provides thought leadership on people management across the service
Develop capability	Improve knowledge, skills, and ability of others to deliver against performance expectations and outcomes for the community	Shares knowledge to support team capability development; Identifies and improves on own areas of capability for development; Provides constructive feedback	Actively seeks to improve others' skills and talents by providing knowledge, constructive feedback, coaching and learning opportunities; Consistently develops team capability; Recognise and develop potential in others	Develops and applies frameworks to develop capability at organisation level; Clearly defines role expectations, monitors performance, provides timely and constructive feedback and facilitates employee development; Empowers others by providing them with the authority and latitude to accomplish tasks; Creates learning opportunities and appropriately delegates responsibilities to further the development of others	Provides thought leadership and high level advice around capability development at VPS level; Has knowledge of external factors relating to capability development such as demographic trends, skills shortages and future workforce requirements; Appropriately delegates responsibilities to further the development of others; Fosters talent and builds capability of others across the organisation
Team Management	Define work activities, team structure and individual roles to optimise business outcomes	Understands work activities, team structure and individual roles within team; Aligns own work with team plans and organisational values and goals; Understands the principles of good people management	Aligns work activities with operational plans and organisational values and goals through effective people management and role modelling. Allocates tasks in line with roles defined	Ensures staff are productively deployed through effective workforce planning practices. Translates organisational strategy into workforce requirements (e.g. roles, team structures, capabilities). Takes actions to optimise workforce effectiveness.	Aligns community needs, service delivery model, talent availability against workforce strategy and architecture. Champions the need for strategic workforce planning by integrating workforce planning into business planning processes
Lead and navigate change	Articulate changes required, support individuals to successfully adopt change and achieve organisational goals	Supports change initiatives by understanding rationale for change, shares information, corrects wrong perceptions or information, and seeks clarification where there are ambiguities.	Coordinates change initiatives, providing clear guidance through coaching and supporting others in adopting change. Identifies barriers to change and works with others to develop and implement relevant change strategies	Implement structured change management initiatives at an organisational level; Clarify purpose and benefits of change to staff and provide leadership in times of uncertainty.	Identifies long-term organisational change required with a focus on the wider political, social and environmental context; Champions an organisational culture that actively seeks opportunities to improve and where staff engage with and are committed to change; Anticipates, plans for and addresses cultural barriers to change at the organisational or VPS wide level
Knowledge management and business continuity	Establish mechanisms to record and share knowledge and experience for business continuity and knowledge management	Understands the importance of knowledge management; Applies principles in day to day practices	Implements and support others to apply knowledge management and business continuity practices in day to day work	Knowledge management and business continuity is integrated into risk management planning for all projects; Knowledge management is included in the learning and development opportunities available to all team members	Embed knowledge management as an integral part of the organisation's business; Knowledge management risks are actively managed across portfolio of responsibilities; Business continuity risks and identified and managed across all programs and projects
Resource mobilisation	Understand the availability of all resources and optimise their use to deliver the best possible outcomes for stakeholders	Understands resources required to deliver work required, monitors against availability of resources and takes actions (as an individual) to optimise resources available	Monitors resources utilisation within guidelines; where required, acquire additional resources within defined parameters, take corrective actions when resource utilisation practices deviate from guidelines established	Establish resource requirements, utilisation guidelines, and integrate resource optimisation practices into daily operations. Where possible, reduce duplications in resource utilisation within and across different teams. Delivers value or return of investment (ROI) required	Seeks resources required, aligns resource allocation against priorities, and communicates rationale in behind resource related decisions to the stakeholders impacted. Establishes value or ROI required

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