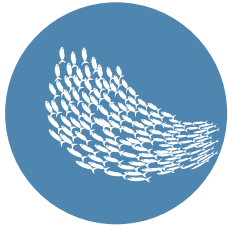


# Lake Macquarie City Council Capability Framework

## ROLE PROFILE: TEAM LEADER



### WORKING TOGETHER

CAPABILITY	LEVEL DESCRIPTOR	BEHAVIOURAL DESCRIPTORS
<p><b>COMMUNICATE AND ENGAGE</b></p> <p>Communicate clearly and respectfully, listen and encourage input from others</p>		<p>Tailors content, pitch and style of communication to the needs and level of understanding of the audience</p> <p>Clearly explains complex concepts and technical information</p> <p>Actively listens and encourages others to provide input</p> <p>Writes fluently and persuasively in a range of formats and styles</p>
<p><b>COMMUNITY AND CUSTOMER FOCUS</b></p> <p>Commit to delivering customer and community focused services in line with strategic objectives</p>		<p>Demonstrates a sound understanding of the interests and needs of customers and the community</p> <p>Takes responsibility for delivering quality customer-focused services</p> <p>Listens to customer and community needs and ensures responsiveness</p> <p>Builds relationships with customers and identifies improvements to services</p> <p>Finds opportunities to work with internal and external stakeholders to implement improvements to customer service</p>
<p><b>WORK COLLABORATIVELY</b></p> <p>Be a respectful, inclusive and reliable team member; collaborate with others and value diversity</p>		<p>Contributes to a culture of respect and understanding in the organisation</p> <p>Creates an atmosphere of trust and mutual respect within the team</p> <p>Builds cooperation and overcomes barriers to sharing across teams</p> <p>Relates well to people at all levels and develops respectful working relationships across the organisation</p> <p>Identifies opportunities to work together with other teams and departments</p> <p>Acts as a resource for other teams in their area of expertise</p>
<p><b>INFLUENCE AND NEGOTIATE</b></p> <p>Persuade and gain commitment from others and resolve issues and conflicts</p>		<p>Builds a network of work contacts and relationships inside and outside the organisation</p> <p>Approaches negotiations in the spirit of maintaining and strengthening relationships</p> <p>Negotiates from an informed and credible position</p> <p>Influences others with a fair and considered approach and sound arguments</p> <p>Encourages others to share and debate ideas</p>



Transactional



Operational



Tactical



Strategic



# SHAPING OUR FUTURE

CAPABILITY	LEVEL DESCRIPTOR	BEHAVIOURAL DESCRIPTORS
<p><b>PLAN AND PRIORITISE</b> Plan and organise work in line with organisational goals and adjust to changing priorities</p>		<p>Provides feedback on and delivers team goals and plans with clear performance measures</p> <p>Considers organisational objectives when setting, delivering and reviewing priorities and projects</p> <p>Monitors progress, makes adjustments and evaluates outcomes to inform future planning</p>
<p><b>THINK AND SOLVE PROBLEMS</b> Think, analyse and consider the broader context to develop practical solutions</p>		<p>Draws on data and information, including past experiences, when dealing with new problems</p> <p>Demonstrates an understanding of how individual issues relate to larger systems</p> <p>Makes appropriate decisions and recommendations based on analysis of data and written reports</p> <p>Uses logic and a variety of problem solving methods to develop practical solutions</p> <p>Anticipates, identifies and addresses risks and issues with solutions</p> <p>Works across teams to resolve common issues or barriers to effectiveness</p>
<p><b>CREATE AND INNOVATE</b> Encourage and suggest new ideas and show commitment to improving services and ways of working</p>		<p>Produces new ideas, approaches or insights</p> <p>Analyses successes and failures to inform improvements</p> <p>Identifies ways industry developments and trends impact on own area</p> <p>Is curious about the future community and region and thinks creatively about opportunities for the organisation</p> <p>Identifies, shares and encourages suggestions for improvement</p> <p>Experiments to develop innovative solutions</p>
<p><b>DELIVER RESULTS</b> Achieve results through efficient use of resources and a commitment to quality outcomes</p>		<p>Contributes to the allocation of responsibilities and resources to achieve team or project goals</p> <p>Takes responsibility for the quality and timeliness of their own work products and those of the team</p> <p>Understands team goals and expectations</p> <p>Shares the broader context for team projects and tasks</p>



Transactional



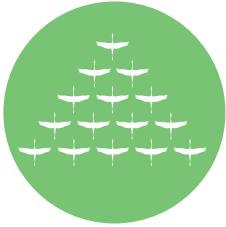
Operational



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Strategic



# LEADING AT ALL LEVELS

CAPABILITY	LEVEL DESCRIPTOR	BEHAVIOURAL DESCRIPTORS
<b>MANAGE SELF</b> Show drive and motivation, an awareness of strengths and areas for improvement, and a commitment to learning		Initiates action on team/unit projects, issues and opportunities Accepts and tackles demanding goals with drive and commitment Seeks opportunities to apply and develop strengths and skills Examines and reflects on own performance Seeks and responds well to feedback and guidance
<b>DISPLAY RESILIENCE AND ADAPTABILITY</b> Express own views, persevere through challenges and be flexible and willing to change		Is flexible, shows initiative and responds quickly to change Accepts changed priorities and decisions and works to make the most of them Gives frank and honest feedback and advice Listens when challenged and seeks to understand feedback before responding Raises and works through challenging issues and seeks alternatives Stays calm and acts constructively under pressure and in difficult situations
<b>ACT WITH INTEGRITY</b> Be honest, ethical and professional; be prepared to speak up for what is right		Acts ethically, honestly and with discretion and encourages others to do so Sets a tone of integrity and professionalism with customers and the team Supports others to uphold professional standards and report inappropriate behaviour Respectfully challenges behaviour that is inconsistent with organisational values, standards or Code of Conduct Consults appropriately when issues arise regarding misconduct, unethical behaviour, fraud and corruption and perceived conflicts of interest
<b>MANAGE AND DEVELOP PEOPLE</b> Engage and motivate staff, develop capability and potential in others		Clearly explains work requirements and roles and responsibilities in the team Gives regular feedback to identify positive behaviour, areas to improve performance and helps others learn and develop Recognises development needs of individuals and identifies suitable learning opportunities Recognises ongoing performance issues and works towards resolving them



Transactional



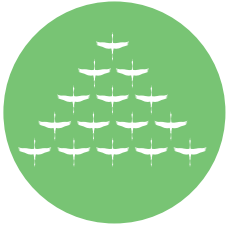
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Strategic



# LEADING AT ALL LEVELS

CAPABILITY	LEVEL DESCRIPTOR	BEHAVIOURAL DESCRIPTORS
<p><b>INSPIRE DIRECTION AND PURPOSE</b></p> <p>Communicate organisation goals, priorities and vision and recognise achievements</p>		<p>Explains the organisation's structure and services and how the team's work relates to these</p> <p>Promotes the organisation's direction and goals and encourages a positive attitude in the team</p> <p>Discusses organisational issues with the team and helps them understand decisions in context</p> <p>Recognises and acknowledges individual and team achievements</p>
<p><b>OPTIMISE WORKFORCE CONTRIBUTION</b></p> <p>Hire and deploy people effectively and apply sound workforce planning principles</p>		<p>Develops team and project plans that make the best use of skills and strengths of team members</p> <p>Plans and monitors resource allocation against team and project plans</p> <p>Identifies solutions to current and potential resource and capability gaps</p> <p>Participates in workforce planning to ensure the availability of capable resources</p>
<p><b>LEAD AND MANAGE CHANGE</b></p> <p>Initiate, support and champion change; assist others to accept and engage with change</p>		<p>Supports change initiatives and helps the team to understand the purpose and benefits</p> <p>Shares information and provides guidance and support through change processes</p> <p>Initiates improvements to work systems, practices and processes in consultation with team members</p> <p>Ensures work procedures support change</p> <p>Identifies potential barriers to change and with support, takes steps to address these</p>



Transactional



Operational



Tactical



Strategic



# GOVERNANCE

CAPABILITY	LEVEL DESCRIPTOR	BEHAVIOURAL DESCRIPTORS
<b>FINANCIAL MANAGEMENT</b> Be responsible with Council funds and apply sustainable finance processes in line with legislation and policy		Uses basic financial terminology appropriately Considers the impact of funding allocations on projects and budgets Manages project finances effectively, including budget, receipting and variances Prepares and evaluates business cases with regard for long-term financial sustainability Applies high standards of financial probity with public money and resources Identifies, monitors and mitigates financial risks
<b>RISK MANAGEMENT</b> Apply risk management principles to optimise decision making		Embeds responsibility for risk management into day-to-day operations Empowers and assists others to identify risks and develop mitigation strategies Understands the level of risk that we can take and willing to make difficult decisions
<b>WORK, HEALTH AND SAFETY</b> Apply workplace, health and safety management principles, identify, assess, control and review risks in line with legislation, policy and procedure		Identify and follow safe work practices, demonstrate safe behaviours and be vigilant about own and others' application of these practices
<b>ASSETS AND TOOLS</b> Use, allocate and maintain work tools appropriately and manage community assets responsibly		Contributes information about Council and community assets for asset registers Prepares accurate asset maintenance and replacement costings in line with Council plans and policies
<b>TECHNOLOGY AND INFORMATION</b> Use technology and information to maximise efficiency and effectiveness		Is aware of asset management risks and actions to manage and mitigate these Selects appropriate technologies for projects and tasks Identifies ways to leverage the value of technology to achieve outcomes Ensures team understands their obligation to use technology appropriately and to comply with records, information and knowledge management requirements



Transactional



Operational



Tactical



Strategic



# TECHNICAL AND PROFESSIONAL LEADERSHIP

CAPABILITY	LEVEL DESCRIPTOR	BEHAVIOURAL DESCRIPTORS
<p><b>PROCUREMENT AND CONTRACT MANAGEMENT</b></p> <p>Understand and apply processes to ensure compliant and effective contract performance</p>		<p>Prepares documentation that clearly sets out business requirements, deliverables and expectations of contractors</p> <p>Delivers open, transparent, competitive and effective tender processes</p> <p>Manages relationships with suppliers and contractors to ensure expectations are clear and business needs are met</p> <p>Takes appropriate actions to manage and mitigate procurement and contract management risks</p>
<p><b>PROJECT MANAGEMENT</b></p> <p>Lead successful projects by applying effective planning, coordination, control and evaluation methods</p>		<p>Clearly defines project deliverables, constraints and outcomes</p> <p>Develops resource plans, project budgets and schedules</p> <p>Assists with risk analysis, resource allocation and planning</p> <p>Provides clear communication on project progress, milestones and impacts to key stakeholders</p> <p>Measures project progress and produces progress reports</p> <p>Contributes to the continuous improvement process by recording project lessons learned</p> <p>Organises and records feedback and drafts recommendations for changing processes</p>
<p><b>TECHNICAL SPECIALISATION</b></p> <p>Apply specialised technical and professional knowledge, skills and judgment to achieve outcomes</p>		<p>Demonstrates good knowledge and acceptance of standards, legislation, policies and procedures relevant to the role</p> <p>Ensures staff are informed of legislation, standards, policies and procedures that apply to their work</p> <p>Keeps up to date on current research and technology in the industry and own professional field</p> <p>Shares specialist, technical knowledge with others through training</p>



Transactional



Operational



Tactical



Strategic



Intermediate