



# LEGISLATIVE ASSEMBLY

FOR THE AUSTRALIAN CAPITAL TERRITORY

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OFFICE OF THE LEGISLATIVE ASSEMBLY



## CAPABILITY FRAMEWORK

# Context Statement

The Office of the Legislative Assembly's purpose is to assist the Legislative Assembly in fulfilling its responsibilities to the people of the ACT by providing high-quality services, support and advice. The Office's capability framework sets out the key capabilities that staff are expected to demonstrate in order to fulfil this purpose. They are<sup>1</sup>:

- demonstrating professionalism;
- communicating;
- improving outcomes and innovating;
- building effective working relationships and working collaboratively; and
- adopting strategic thinking.

The capabilities<sup>2</sup> in the framework are structured to reflect the Office's workforce requirements in the following four streams:

- *Developing* – applicable to ASO2 to ASO4 classifications – staff in the developing stream are expected to work towards building on baseline capabilities and to have a broad understanding of the organisation's expectations in relation to the framework.
- *Practising* – applicable to ASO5 to ASO6 classifications (including PO1, PO2, ITO2 and TO4) – staff in the practising stream are expected to have a sound understanding of their role and responsibilities, as well as a good understanding of the legislative, regulatory and compliance frameworks, and display values consistent with the organisation's expectations.
- *Accomplishing* – applicable to the SOGC and SPOC classifications – staff in the accomplishing stream are expected to possess a high level of capability. They will be able to demonstrate a thorough and detailed understanding of the role and responsibilities of the Office as well as a thorough knowledge of the legislative, regulatory and compliance frameworks that inform its activities, and the social, political, environmental, institutional and economic contexts in which the Office operates.
- *Leading* – applicable to classifications SOGA and above – staff in the leading stream are expected to possess a high level of capability. They will be able to demonstrate a comprehensive understanding of the role and responsibilities of the Office, as well as the legislative, regulatory and compliance frameworks that inform its activities. Managers should operate with reference to a comprehensive understanding of the social, political, environmental, institutional and economic contexts in which the Office operates, and display the values of the Office.

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<sup>1</sup> These are broadly in line with the Office's strategic plan (2009-2014)

<sup>2</sup> Based on the Australian Public Service Commission Integrated Leadership System supported by the addition of the Office specific capabilities

The Senior Officer Grade B classification could fit into either the accomplishing or leading stream. The Clerk and relevant manager should determine the appropriate capabilities in these situations.

The capabilities and competencies build as staff progress through the four streams. That is, there is an assumption that staff at the ASO5-6 'practising' level will have the capabilities described at the 'developing' level and so on. All staff are expected to display behaviours that are consistent with section 9 of the Public Sector Management Act - 'General obligations of public employees'.

The framework provides a strategic workforce planning tool that will enable the Office to meet the needs of its clients now and in the future. In an increasingly competitive labour market, the framework enables the Office to take advantage of its place as a small public sector agency. The framework gives a consistent message about the capabilities of staff and will guide recruitment and selection, provide a focus for learning and development and act as a basis for performance and career development discussions.

## How to use the framework

The framework outlines the key staffing capabilities required by the organisation to deliver on its objectives, both now and in the future. It sets out an organisational context to guide decisions about job design, recruitment and selection, learning and development, performance management and career management. It is also a valuable tool for workforce planning. The framework is designed to be used at both individual and organisational levels.

## Organisational level

The Clerk and Office managers can use the framework for strategic workforce planning and to guide decision making in relation to:

- recruiting and selecting for a specific period, level or role for a particular capability;
- approaching performance and development discussions with staff;
- developing, funding and implementing learning and development activities for particular capability areas;
- monitoring learning and development funding and activities across the capability areas;
- facilitating career development by promoting common capability areas across sections; and
- designing jobs that enable capability development to occur.

# Individual level

A staff member can use the framework to improve performance in their current role by:

- identifying the capabilities required for their role (in conjunction with a job description);
- clarifying performance expectations (in conjunction with the performance and development agreement);
- developing insights into capability and performance gaps; and
- identifying areas for learning and development.

A staff member can use the framework to aid in career development and mobility by:

- identifying capabilities they possess which are used in other roles in the Office;
- identifying capabilities they do not possess which are used in other roles in the Office;
- identifying learning activities to develop or enhance desired capabilities; and
- applying for transfer or promotion to other roles or areas within or outside the Office by using transferable capabilities.

1. Demonstrating Professionalism	ASO1-4	ASO 5-6 and equivalents	SOG C-B and equivalents	SOG A
	Developing	Practising	Accomplishing	Leading
<b>Exemplifies ethical conduct, personal drive and resilience</b>	<ul style="list-style-type: none"> <li>• Takes time to understand and then adheres to the Office's Code of Conduct and other relevant policies of the organisation</li> <li>• Behaves ethically and is mindful that individuals represent the Office to clients and stakeholders</li> <li>• Stays calm in difficult situations</li> </ul>	<ul style="list-style-type: none"> <li>• Displays high ethical and professional standards and acts with personal and professional integrity</li> <li>• Understands the impact of own actions on team outcomes</li> <li>• Is aware of and acknowledges biases and conflicts of interest</li> <li>• Remains positive and responds to pressure in a calm manner</li> </ul>	<ul style="list-style-type: none"> <li>• Treats people fairly and equitably and is transparent in all dealings</li> <li>• Understands colleagues' and stakeholders' perspectives and contexts</li> <li>• Operates as an effective representative of the Office</li> <li>• Manages pressure so that it does not diminish performance</li> </ul>	<ul style="list-style-type: none"> <li>• Models behaviour and sets the cultural tone of the organisation and upholds its values and behaviours</li> <li>• Adopts a principled approach across all spheres of professional activity</li> <li>• Shows personal courage</li> <li>• Acts as a role model for others by demonstrating an ability to adapt to and cope with challenging situations</li> </ul>
<b>Exercises judgement, discretion, tact</b>	<ul style="list-style-type: none"> <li>• Draws upon personal judgement to support clients and colleagues</li> <li>• Understands what information can or cannot be shared</li> </ul>	<ul style="list-style-type: none"> <li>• Uses a range of options to resolve interpersonal issues</li> <li>• Displays judgement, intelligence and common sense</li> <li>• Understands the sensitivities associated with a parliamentary environment</li> </ul>	<ul style="list-style-type: none"> <li>• Assesses risk and identifies treatment and management strategies to resolve sensitive issues</li> <li>• Undertakes objective, systematic analyses and draws accurate conclusions based on evidence</li> <li>• Recognises links between interconnected issues</li> </ul>	<ul style="list-style-type: none"> <li>• Undertakes objective, critical analyses and distils core issues</li> <li>• Explores options in full</li> <li>• Displays a high level of awareness of the sensitivities associated with a parliamentary environment</li> </ul>
<b>Values and understands parliamentary service</b>	<ul style="list-style-type: none"> <li>• Is aware of protocols for handling Assembly materials and for dealing with members</li> <li>• Understands the roles and functions of parliaments</li> <li>• Takes time to learn about the business of the Assembly and its committees</li> </ul>	<ul style="list-style-type: none"> <li>• Understands the responsibilities and challenges of working in a parliamentary environment</li> <li>• Values specialist expertise and the knowledge and skills of others</li> </ul>	<ul style="list-style-type: none"> <li>• Understands the unique constraints and opportunities associated with the Office's role as a support agency for the legislative branch of government</li> <li>• Contributes own expertise to achieve outcomes for the Office</li> </ul>	<ul style="list-style-type: none"> <li>• Creates an environment where an ethos of parliamentary service is fostered</li> <li>• Uses knowledge of parliamentary service to develop solutions to problems</li> </ul>
<b>Respects colleagues and clients</b>	<ul style="list-style-type: none"> <li>• Understands the Office's policies and individual responsibilities in relation to respect, equity and diversity</li> <li>• Values individual differences and diversity</li> <li>• Treats people fairly and equitably and is transparent in dealings</li> </ul>	<ul style="list-style-type: none"> <li>• Recognises the benefits of diversity and treating people with respect and courtesy</li> <li>• Respects and listens to others with empathy and understanding</li> <li>• Is open, honest and sincere when dealing with others</li> </ul>	<ul style="list-style-type: none"> <li>• Shows real understanding of others' feelings and reactions</li> <li>• Takes personal responsibility for own actions that impact on others</li> <li>• Recognises the different working styles of individuals and tries to see things from different perspectives</li> </ul>	<ul style="list-style-type: none"> <li>• Models respectful behaviour and sets the cultural tone of the organisation</li> <li>• Draws on knowledge and shares with others to develop options for resolving interpersonal issues</li> </ul>

2. Communicating	ASO1-4	ASO 5-6 and equivalents	SOG C-B and equivalents	SOG A
	Developing	Practising	Accomplishing	Leading
<b>Communicates clearly and concisely</b>	<ul style="list-style-type: none"> <li>• Uses written and verbal language that all stakeholders understand</li> <li>• Talks comfortably and confidently to a range of audiences</li> <li>• Contributes to group discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Adopts a professional communication style that demonstrates audience understanding by practising active listening, using jargon appropriately, and explaining complex processes in an easily understood way</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates imagination - ie, captures the audience's attention - and creates a positive image of the Office</li> <li>• Provides and accepts honest and clear feedback that encourages development of colleagues and teams</li> </ul>	<ul style="list-style-type: none"> <li>• Understands nuances in communications</li> <li>• Presents refined, well prepared ideas that anticipate colleague and audience expectations and concerns</li> </ul>
<b>Understands audiences and tailors messages</b>	<ul style="list-style-type: none"> <li>• Is aware of the different information requirements of different audiences</li> <li>• Provides accurate information</li> <li>• Is aware of the sensitivity and confidentiality of certain information</li> <li>• Listens carefully to others and checks to ensure their views have been understood</li> </ul>	<ul style="list-style-type: none"> <li>• Takes time to develop rapport with, and a good understanding of, Office work teams and the functions for which they are responsible</li> <li>• Uses a range of research techniques and information sources as the basis for communicating with colleagues and others</li> </ul>	<ul style="list-style-type: none"> <li>• Uses a variety of communication strategies adapted to audience needs</li> <li>• Seeks out and creates opportunities to listen to those whose input can add value</li> <li>• Maintains an awareness of the political environment and monitors the context in which the Office operates</li> </ul>	<ul style="list-style-type: none"> <li>• Matches the complexity of communication with the sophistication and information needs of the audience</li> <li>• Encourages a genuine contest of ideas and draws disparate views into a coherent position</li> <li>• Anticipates reactions and is prepared to respond</li> <li>• Checks own understanding of others' comments and does not allow misunderstandings to linger</li> </ul>
<b>Negotiates effectively</b>	<ul style="list-style-type: none"> <li>• Is aware of negotiating techniques</li> <li>• Keeps supervisors informed on work progress</li> <li>• Identifies others' expectations and concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Writes, speaks and presents ideas in a confident and persuasive manner</li> <li>• Constructs and presents logical arguments to make a case</li> <li>• Approaches negotiations with a clear understanding of the key issues, desired outcomes, and stakeholders' expectations and concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Negotiates to achieve the best results</li> <li>• Approaches negotiations with a clear understanding of the key issues, having prepared in advance</li> <li>• Encourages the support of key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Negotiates persuasively</li> <li>• Influences individuals and groups inside and outside the Office</li> <li>• Has a detailed understanding of the full range of issues under negotiation</li> <li>• Anticipates and understands alternative positions adopted by third parties</li> </ul>

3. Improving outcomes and innovating	ASO1-4	ASO 5-6 and equivalents	SOG C-B and equivalents	SOG A
	Developing	Practising	Accomplishing	Leading
<b>Uses resources efficiently</b>	<ul style="list-style-type: none"> <li>Is diligent in using resources efficiently</li> <li>Considers different ways of operating to improve service</li> <li>Takes responsibility for completion of work and seeks guidance where required</li> </ul>	<ul style="list-style-type: none"> <li>Knows what resources are available and how to access them to achieve results</li> <li>Understands 'value for money' and 'fit for purpose'</li> <li>Understands priorities</li> <li>Is responsive to changed requirements</li> </ul>	<ul style="list-style-type: none"> <li>Manages resources and identifies and sets priorities</li> <li>Seeks out ways to achieve best value for money in delivering services and functions</li> <li>Remains flexible and responsive to changed requirements</li> </ul>	<ul style="list-style-type: none"> <li>Anticipates and addresses future resourcing challenges</li> <li>Actively monitors overall quality and timeliness of projects and ensures deadlines are met</li> <li>Allocates resources in a manner that delivers results</li> </ul>
<b>Anticipates and responds to challenges</b>	<ul style="list-style-type: none"> <li>Does what is required and shows initiative</li> <li>Identifies where improvements can be made and finds practical solutions to operational problems</li> </ul>	<ul style="list-style-type: none"> <li>Looks beyond own immediate area to find solutions to problems</li> <li>Examines and revises current activities to fit in with the 'big picture'</li> <li>Commits energy and drive to ensure that goals are achieved</li> </ul>	<ul style="list-style-type: none"> <li>Develops creative and innovative solutions to meet customers' needs</li> <li>Understands customers' businesses and/or viewpoints and the forces acting on them in order to provide the right solutions</li> <li>Scans the environment for innovation and best practice</li> </ul>	<ul style="list-style-type: none"> <li>Takes personal responsibility for meeting objectives and progressing work</li> <li>Shows initiative and proactively steps in to do what is required</li> <li>Anticipates and addresses future challenges</li> </ul>
<b>Commits to the development of skills in self and others</b>	<ul style="list-style-type: none"> <li>Incorporates new ways of working</li> <li>Suggests different ways of working to improve service</li> <li>Develops relevant expertise to perform own role</li> <li>Seeks opportunities to develop own expertise and broaden experience</li> </ul>	<ul style="list-style-type: none"> <li>Seeks out development options for self and team.</li> <li>Encourages others to develop beyond their current role</li> <li>Applies new ways of doing business derived from learning and development activities</li> <li>Engages with others to share information and generate ideas</li> </ul>	<ul style="list-style-type: none"> <li>Keeps up to date with parliamentary innovations</li> <li>Provides opportunities for personal and professional development</li> <li>Raises performance issues as they happen and helps to remedy deficiencies</li> <li>Identifies learning opportunities for others and empowers them by delegating tasks</li> <li>Provides constructive feedback</li> </ul>	<ul style="list-style-type: none"> <li>Plans for succession and builds teams with complementary skills</li> <li>Guides, mentors and develops staff</li> <li>Deals effectively with performance issues when they arise</li> <li>Encourages and motivates staff to engage in continuous learning, and empowers them by delegating tasks</li> </ul>
<b>Takes responsibility for solving problems</b>	<ul style="list-style-type: none"> <li>Takes personal responsibility for completing work within agreed timeframes</li> <li>Informs supervisor of issues affecting achievement of assigned tasks</li> <li>Responds in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>Understands the organisational implications of actions and decisions</li> <li>Captures, stores and shares knowledge to improve organisational performance</li> </ul>	<ul style="list-style-type: none"> <li>Allows staff to make decisions relative to their area of responsibility</li> <li>Organises and shares information</li> </ul>	<ul style="list-style-type: none"> <li>Ensures that staff take responsibility through delegating tasks</li> <li>Builds evaluation and assessment into business processes to monitor and measure success</li> <li>Ensures continuous improvement mechanisms are built into delivering functions</li> </ul>

4. Building effective relationships and working collaboratively	ASO1-4	ASO 5-6 and equivalents	SOG C-B and equivalents	SOG A
	Developing	Practising	Accomplishing	Leading
<b>Nurtures internal and external relationships</b>	<ul style="list-style-type: none"> <li>Knows the limits of responsibilities and when to seek help</li> <li>Manages interactions with friendliness, courtesy and efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Builds and sustains positive relationships with team members, stakeholders and clients</li> <li>Gives credit where credit is due</li> <li>Ensures others know what is expected of them and where decisions can or cannot be made</li> </ul>	<ul style="list-style-type: none"> <li>Builds and sustains relationships with key people</li> <li>Proactively offers assistance for mutually beneficial relationships</li> </ul>	<ul style="list-style-type: none"> <li>Builds alliances that improve business outcomes</li> <li>Allocates time for creation, reflection and strategic thinking</li> <li>Develops strategies to overcome individual, team and organisational limitations</li> <li>Builds alliances and gathers support for ideas</li> <li>Engages stakeholders and consults widely</li> </ul>
<b>Facilitates cooperation and partnerships</b>	<ul style="list-style-type: none"> <li>Accepts and applies team 'rules'</li> <li>Uses knowledge to respond speedily and accurately to client service problems</li> </ul>	<ul style="list-style-type: none"> <li>Recognises differing interests of internal and external stakeholders</li> <li>Respects others' priorities, opinions and views</li> </ul>	<ul style="list-style-type: none"> <li>Strengthens relationships with stakeholders</li> <li>Takes a consistent approach when dealing with others</li> <li>Makes connections with operational and corporate processes</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates commitment to the Office and to collaboration with colleagues</li> <li>Develops and fosters effective networks</li> <li>Resolves conflict by using appropriate strategies</li> </ul>
<b>Listens to and understands the needs of others</b>	<ul style="list-style-type: none"> <li>Understands colleagues' and clients' needs</li> <li>Actively participates in teamwork and activities</li> <li>Is responsive to changes in client needs and expectations</li> </ul>	<ul style="list-style-type: none"> <li>Ensures others understand what is expected of them and listens to concerns</li> <li>Involves others and recognises their contributions</li> <li>Consults and shares information</li> </ul>	<ul style="list-style-type: none"> <li>Coaches and mentors staff to work effectively</li> <li>Uses colleagues' knowledge and expertise to work collaboratively and operate as an effective team</li> </ul>	<ul style="list-style-type: none"> <li>Empowers staff to create solutions and to make decisions</li> <li>Brings people together and encourages input from key stakeholders</li> <li>Finds opportunities to share information and ensures others are kept informed of issues</li> </ul>
<b>Harnesses and shares information</b>	<ul style="list-style-type: none"> <li>Thinks about who or what might assist with an issue</li> <li>Suggests different ways of operating and methods of application in other areas</li> <li>Knows where to find relevant information and how to retrieve and present it.</li> </ul>	<ul style="list-style-type: none"> <li>Gathers and investigates information from diverse sources and explores new ideas and different viewpoints</li> <li>Uses colleagues' feedback to develop new methods</li> <li>Makes sound judgements on the credibility, relevance and importance of information</li> </ul>	<ul style="list-style-type: none"> <li>Articulates and shares future plans with stakeholders</li> <li>Gathers and evaluates evidence, identifies critical gaps and explores new ideas</li> <li>Encourages debate and experimentation</li> </ul>	<ul style="list-style-type: none"> <li>Evaluates the weight of evidence and makes considered recommendations and judgements</li> <li>Fosters others' ideas and suggestions to create solutions</li> <li>Looks for recent developments that may impact on the Office and looks for best-practice approaches</li> </ul>

5. Adopting strategic thinking	ASO1-4	ASO 5-6 and equivalents	SOG C-B and equivalents	SOG A
	Developing	Practising	Accomplishing	Leading
<b>Supports shared purpose and contributes to organisational governance</b>	<ul style="list-style-type: none"> <li>Understands the strategic direction of the organisation and opportunities</li> <li>Prioritises daily work in line with strategic business goals</li> <li>Demonstrates awareness of compliance responsibilities</li> <li>Understands how current activities relate to the 'big picture'</li> </ul>	<ul style="list-style-type: none"> <li>Understands legislative and policy requirements</li> <li>Understands the governance requirements of the Office relevant to area of expertise</li> <li>Examines and revises current activities to fit with organisational goals and objectives</li> <li>Understands the organisational implications of actions and decisions and their relationship to strategic direction</li> </ul>	<ul style="list-style-type: none"> <li>Aligns strategic direction to business outcomes</li> <li>Recognises stakeholders and their views, and works to meet their needs</li> <li>Understands and engages with risk</li> <li>Shows awareness of risk management principles</li> </ul>	<ul style="list-style-type: none"> <li>Creates ownership of the Office's Strategic Plan</li> <li>Directs creativity towards organisational deliverables</li> <li>Inspires a sense of direction and purpose</li> <li>Establishes robust governance arrangements in making decisions and delivering functions and services</li> <li>Develops contingency plans</li> </ul>
<b>Thinks creatively and strategically</b>	<ul style="list-style-type: none"> <li>Demonstrates awareness of the implications of an issue for own work</li> <li>Applies new ways of thinking to current role</li> </ul>	<ul style="list-style-type: none"> <li>Understands strengths, weaknesses, opportunities and threats</li> <li>Seeks out new and more effective ways of operating</li> <li>Recognises what works well and builds on it</li> </ul>	<ul style="list-style-type: none"> <li>Keeps up to date with emerging trends</li> <li>Develops strategies that take into account social, political and technical contexts</li> <li>Analyses current methods and devises improved solutions</li> <li>Develops strategies to build individual and team resilience</li> </ul>	<ul style="list-style-type: none"> <li>Shapes strategic posture of the organisation</li> <li>Explores, develops and nurtures strategic alliances</li> <li>Scans the operating environment and provides leadership to address emerging challenges and opportunities</li> <li>Evaluates ongoing strategic priorities and identifies critical success factors</li> </ul>
<b>Adapts to change</b>	<ul style="list-style-type: none"> <li>Is open to suggestions</li> <li>Understands and accepts the importance of change</li> <li>Shares information with others and adapts to a changing environment</li> </ul>	<ul style="list-style-type: none"> <li>Anticipates and plans for change</li> <li>Embraces change and encourages others to support change</li> </ul>	<ul style="list-style-type: none"> <li>Informs colleagues and team and ensures that they understand proposed changes and the need to modify existing behaviours or approaches</li> <li>Establishes plans and time frames for implementation of change</li> </ul>	<ul style="list-style-type: none"> <li>Steers and implements change and assists others to adapt</li> <li>Models behaviours required to adapt to new situations or circumstances</li> <li>Ensures stakeholders are kept informed during times of change</li> </ul>