The Family Centre Capability Framework

Introduction

The Framework describes the broad capabilities required by people that work at The Family Centre. The Capability Framework provides employees and managers with a common language for the knowledge, skills and attributes that are critical for role in our organisation.

The Family Centre Values, Practice Principle and Cultural Elements are also integral to the way we work and the attributes required to deliver progressive, measurable and sustainable social change.

The Family Centre Values

Creativity
Working in flexible & diverse ways. Making a difference differently. Adapt & thrive.

Social Justice
Working for a just & equitable society. Promoting participation, contribution & belonging. Acknowledging human dignity & rights.

Learning
Creating opportunities for reflection & leadership. Exploring ways to improve. Being resourceful.

Respect
Responding without judgement. Embracing diversity. Acknowledging dignity & rights.

Collaboration
Co-designing solutions. Commitment to working together. Creating change through strong relationships.

Integrity
Maintaining relationships based on trust. Taking responsibility for our actions. Honesty & genuineness

Practice Principles

Wellbeing of Children & Young People

We prioritise the rights, needs and wellbeing of children and young people.

Ecological Approach

We consider the interaction of the personal, social, cultural, economic and policy contexts that impact on individuals and families.

Evidence & Experience

Our practice is evidence-informed and inclusive of the wisdom of both the people we work with and our team. We carefully measure our performance to improve practice.

Relationships

We build and maintain respectful, trusting and caring relationships.

Participation & Contribution

We create opportunities for individuals and families to be actively involved in decisions that affect their lives. We encourage people to participate in community life and to contribute to the wellbeing of others.

Collective Impact

We use a structured and inclusive approach that brings the community together to focus on a common agenda to address complex social problems.

Strengths & Solutions

Our work encourages people and communities to build on their strengths and focus on solutions.

Reflections

We reflect on our practice to improve the quality and impact of our work.

Generic streams

The Capability Framework is structured into **nine key streams** described below:

Table 1 Generic Streams

Stream	This stream covers (descriptor)
Community and inter-agency relations	community engagement, sectoral awareness and working collaboratively with other community sector organisations in formal and informal partnerships.
Professionalism	the skills associated with professional conduct, such as self-management, ethical behaviour, taking responsibility, problem-solving and initiative.
Communication	all forms of communication, such as advocacy, negotiation, written and verbal communication, and interpersonal style.
Leadership and teamwork	leadership and issues associated with working together, such as dealing with difference, conflict, shared goals and team morale.
Resources, assets and sustainability	the effective use of financial resources, assets and equipment as well as building the organisation's assets and sustainability.
Service delivery	working with clients and members: it includes service delivery models, working with different types of clients/members, maintaining awareness of client issues and ensuring client dignity and confidentiality.
Program management and policy development	the management of programs, campaigns, projects and contracts as well as policy development and implementation to guide work practices.
Change and responsiveness	change management, and responding to new and emerging trends through skill acquisition, the use of new technology and creative and innovative work practices.
Governance and compliance	systems and processes to implement the strategic plan and the management of quality, risk, OHS and legislative compliance.

Capability Framework levels

As there are many job titles and levels of responsibilities used throughout the Family Centre, these have been broadly categorised into four levels for the Capability Framework. Generally, people working at the higher levels (levels 3-4) have a greater degree of autonomy and decision making and take responsibility for the work outcomes of others.

The four levels are described in the table below.

Table 2 Capability Framework Levels

Level	Example Role	Description	Example
Level 1	Practitioner	People 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 targets or outputs.	Community worker, information officer, personal care attendant, community arts assistant, customer service officer.
Level 2	Advanced practitioner	People working at this level have well developed skills; they may take limited responsibility for the work of others.	Volunteer coordinator, education officer, social worker, psychologist, case manager, drug and alcohol counsellor.
Level 3	Manager and lead practitioner	People working at this level take a leadership role; they may supervise the work of others and/or provide leadership through their technical or specialist skills.	Team leader, business manager, manager community relations, manager clinical services, manager community arts.
Level 4	CEO and Executive	People at this level will guide and steer the organisation and take responsibility for a range of programs and services.	Chief Executive Officer, Regional Manager, Area Manager, Director of Client Services, member of senior management group.

Capability framework levels are not the same as the SCHCADS award levels. The table below explains which capability framework levels the SCHCADS award levels align with:

SCHADS Award Level	Capability framework level
1 & 2	1
3 & 4	2
5 & 6	3
7 & 8	4

Capability Framework Comparative View

1. Community and inter-agency relations

Necessary skills in community engagement, sectoral awareness and working collaboratively with other community sector organisations in formal and informal partnerships capabilities.

	Level 1	Level 2	Level 3	Level 4
Networks and stakeholders	**1.1.1** Utilises own community networks to achieve established outcomes	**1.2.1** Researches community's needs and concerns and provides community development/ education	**1.3.1** Reviews and manages services in response to changing needs of relevant groups in the community	**1.4.1** Creates and sustains dynamic, strategic and productive relationships with key stakeholders
Community	**1.1.2** Contributes to staff forums and meetings about key community issues	**1.2.2** Participates effectively in networks and community meetings to advance organisational objectives	**1.3.2** Represents the organisation and promotes awareness of key issues in community networks	**1.4.2** Advances organisational objectives and champions important issues with key stakeholders
Partnerships and collaboration	**1.1.3** Works collaboratively with other organisations in formal and informal partnerships to achieve client/member outcomes	**1.2.3** Works collaboratively with other organisations in formal and informal partnerships to achieve client/member outcomes	**1.3.3** Develops models and protocols for working in formal and informal partnerships with other CSOs to achieve client/member outcomes	**1.4.3** Negotiates and builds fruitful formal and informal partnerships to achieve strategic objectives and improve client and member outcomes
Knowledge of community	**1.1.4** Maintains basic awareness of current community issues and knowledge of relevant organisations	**1.2.4** Maintains detailed understanding of current community issues and knowledge of relevant organisations	**1.3.4** Demonstrates high-level understanding of the sector and the work of other relevant organisations	**1.4.4** Maintains high level awareness of sector and current issues that affect clients and members
Social justice	**1.1.5** Demonstrates commitment to social justice and social inclusion	**1.2.5** Demonstrates commitment to social justice and social inclusion	**1.3.5** Demonstrates commitment to social justice and social inclusion	**1.4.5** Demonstrates commitment to social justice and social inclusion and the development of a strong community sector

2. Professionalism

Necessary skills associated with professional conduct, such as self-management, ethical behaviour, taking responsibility, problem-solving and initiative.

	Level 1	Level 2	Level 3	Level 4
Time management	**2.1.1** Demonstrates punctuality and meets agreed schedules and timelines	**2.2.1** Manages time and uses tools effectively to assist with planning and organising	**2.3.1** Prioritises work; delegates appropriately demonstrating an understanding of organisational, team and individual priorities and capacities; and ensures that key requirements are met	**2.4.1** Designs own approaches for excellent performance and structures time and tasks to achieve prioritised outcomes
Ethics	**2.1.2** Observes Code of Conduct, behaves ethically and seeks assistance with ethical dilemmas	**2.2.2** Observes professional boundaries and standards and assists others with ethical dilemmas	**2.3.2** Sees that reward system is aligned with organisational values and that behavioural expectations/Code of Conduct are communicated	**2.4.2** Models organisational values and preferred behaviours and promotes Code of Conduct
Taking responsibility	**2.1.3** Takes responsibility for work outcomes and enacts authority as defined in role statement	**2.2.3** Takes responsibility for work outcomes and assists others to understand role and responsibilities	**2.3.3** Delegates to develop staff and accepts responsibility for actions of staff and teams under authority	**2.4.3** Accepts responsibility for organisation's positive and negative outcomes
Problem solving	**2.1.4** Demonstrates common sense, and uses established strategies to solve routine problems	**2.2.4** Assists with resolution of clients'/members' and colleagues' problems	**2.3.4** Implements systems to address adverse events and problems and assists teams to take proactive approaches to problem solving	**2.4.4** Sees emerging problems for the organisation and takes proactive steps to ensure that risks are managed
Initiative and enterprise	**2.1.5** Contributes to ideas for improved ways of working	**2.2.5** Demonstrates initiative and enterprise and supports others to work more effectively	**2.3.5** Encourages teams to show initiative and looks for ways to work more dynamically	**2.4.5** Envisions new and innovative possibilities and actions those with significant organisational benefit

3. Communication

Necessary skills in all forms of communication, such as advocacy, negotiation, written and verbal communication, and interpersonal style.

	Level 1	Level 2	Level 3	Level 4
Advocacy	**3.1.1** Actively listens to colleagues and clients and passes on relevant information accurately and appropriately	**3.2.1** Advocates for clients/members to advance their interests	**3.3.1** Articulates clear and persuasive messages about key issues when advocating or negotiating for clients/members and on behalf of the organisation	**3.4.1** Expresses confident and cogent public messages when advocating and negotiating for clients/members and organisational issues
Written communication	**3.1.2** Provides accurate written information using forms, log books and templates appropriate to the task	**3.2.2** Writes accurate, clear and informative reports and communications that meet the needs of their intended audience	**3.3.2** Writes winning tenders, and accurate reports and documents that meet audience need	**3.4.2** Writes succinct and lucid reports and documents for Board, funding bodies and key stakeholders
Verbal communication	**3.1.3** Speaks politely and explains issues and information clearly to clients/members and colleagues	**3.2.3** Articulates clear and respectful messages and information to clients/members and colleagues	**3.3.3** Provides informed, meaningful and relevant messages when communicating with staff and clients/members	**3.4.3** Provides considered responses and clear messages to inspire trust and confidence of others
Public speaking	**3.1.4** Participates actively in staff meetings and shares information to improve work environment and outcomes	**3.2.4** Uses relevant facts to express clear and logical arguments and opinions in meetings and other forums	**3.3.4** Makes convincing presentations, using a range of media, to communicate key issues	**3.4.4** Adapts presentations to engage different audiences and obtain their support
Interpersonal skills	**3.1.5** Demonstrates active listening and asks appropriate questions when dealing with clients/members and colleagues	**3.2.5** Demonstrates appropriate interpersonal skills, active listening, empathy, social awareness and emotional intelligence in verbal communications	**3.3.5** Models self awareness, self management and social awareness in communications, problem solving and conflict resolution	**3.4.5** Motivates others through personal interactions and mentors development of emerging leaders

4. Leadership and teamwork

Necessary skills in leadership and issues associated with working together, such as dealing with difference, conflict, shared goals and team morale.

	Level 1	Level 2	Level 3	Level 4
United vision	**4.1.1** Maintains enthusiasm and understands own role in achieving organisational mission	**4.2.1** Generates ideas for innovation and enhanced working practices to achieve organisational mission	**4.3.1** Celebrates and rewards the achievement of outcomes that contribute to organisation's mission	**4.4.1** Champions vision and mission and maintains a focus on the big picture
Strategic focus	**4.1.2** Follows work plan and prioritises key tasks	**4.2.2** Contributes to team plans and relates teamwork to strategic objectives	**4.3.2** Develops team plans with clear targets and goals linked to strategic plan	**4.4.2** Establishes systems to support and evaluate strategic plan
Team dynamics	**4.1.3** Openly shares information, participates and contributes to team discussions	**4.2.3** Offers constructive feedback and provides balanced and informed perspectives at team meetings	**4.3.3** Manages team dynamics, supports productive working relationships and work-life balance	**4.4.3** Engenders organisational synergy and a spirit of collaboration
Conflict management	**4.1.4** Considers the views of others and aims for group cohesion	**4.2.4** Recognises differences of opinion and works toward the resolution of team conflict	**4.3.4** Develops systems and protocols for management of conflict and disputes and is actively involved in problem solving and conflict resolution	**4.4.4** Operates in political environments and key networks and negotiates for win-win outcomes
Diversity/different styles	**4.1.5** Values diversity in team and supports colleagues	**4.2.5** Builds team spirit and supports team members' development	**4.3.5** Selects diverse team members with strong and appropriate skill bases suited to task and supports team building	**4.4.5** Develops and models own leadership style

5. Resources, assets and sustainability

Necessary skills in the effective use of financial resources, assets and equipment as well as building the organisation's assets and sustainability.

	Level 1	Level 2	Level 3	Level 4
Revenue Raising	**5.1.1** Supports fundraising work	**5.2.1** Undertakes public relations and fundraising activities	**5.3.1** Prepares funding applications and writes winning tenders	**5.4.1** Negotiates for resources with government, philanthropic agencies or other sources of revenue and invests responsibly
Financial management	**5.1.2** Assists with maintenance of financial records and works efficiently to meet established budgets	**5.2.2** Assists with budget reviews and works to established budgets	**5.3.2** Prepares program and complex project budgets, and reviews financial performance	**5.4.2** Oversees organisational budget and key program budgets, reviews financial performance and ensures availability of adequate resources
Procurement	**5.1.3** Makes low cost purchases and achieves value for money	**5.2.3** Researches market and attains value for money when making purchases or contracting work	**5.3.3** Establishes purchasing and probity protocols	**5.4.3** Reviews major purchases and ensures value for money is achieved
Equipment and assets	**5.1.4** Takes care when using and maintaining equipment and aids	**5.2.4** Researches and recommends purchase of equipment and aids to provide efficient and effective service delivery	**5.3.4** Manages assets, allocates resources and purchases high cost equipment to support service delivery	**5.4.4** Builds organisation's asset base to support service delivery
Sustainability	**5.1.5** Uses resources appropriately and supports organisation's sustainability protocols	**5.2.5** Aims for sustainability in purchasing decisions	**5.3.5** Identifies and manages financial risks and develops protocols for sustainable purchasing	**5.4.5** Ensures financial and organisational sustainability through a range of strategies including competitive and collaborative approaches

6. Service delivery

Necessary skills in working with clients and members: it includes service delivery models, working with different types of clients/members, maintaining awareness of client issues and ensuring client dignity and confidentiality.

	Level 1	Level 2	Level 3	Level 4
Reflective practice	**6.1.1** Applies organisational practice models, procedures and relevant legislation when working with clients/members	**6.2.1** Demonstrates reflective and evidence based practice	**6.3.1** Disseminates, promotes and develops reflective and evidenced based practice models	**6.4.1** Supports managers to establish innovative and effective models for service delivery
Knowledge of client/member issues	**6.1.2** Maintains awareness of client/member needs	**6.2.2** Builds knowledge of client/member issues and requirements to improve practice	**6.3.2** Demonstrates detailed knowledge of client/member issues and builds research links	**6.4.2** Maintains high level awareness of client/member issues as impacted by political, economic, social and technological change
Client/member outcomes	**6.1.3** Supports clients/members to achieve their goals or aspirations through provision of quality service	**6.2.3** Provides clients/members with high quality service and appropriate referrals	**6.3.3** Provides clinical leadership and focuses team on client/member outcomes	**6.4.3** Fosters a culture of excellence in service delivery
Diversity	**6.1.4** Demonstrates sensitivity and respect for diversity and differences in clients/members	**6.2.4** Demonstrates cultural sensitivity and adjusts personal style in response to client/member differences	**6.3.4** Supports teams to value and work effectively with client/member diversity	**6.4.4** Champions respect for diversity and importance of culturally appropriate behaviours
Client confidentiality and dignity	**6.1.5** Respects client/member confidentiality	**6.2.5** Respects client/member confidentiality	**6.3.5** Creates systems and policies for protection of client/member confidentiality	**6.4.5** Fosters a culture of respect for clients'/members' dignity

7. Program management and policy development

Necessary skills in the management of programs, campaigns, projects and contracts as well as policy development and implementation to guide work practices

	Level 1	Level 2	Level 3	Level 4
Policy development and implementation	**7.1.1** Maintains awareness of policies and applies procedures to daily work activities	**7.2.1** Participates in the review and development of policy and utilises policies and procedures to guide work practices	**7.3.1** Researches options and consults with stakeholders to develop clear and workable policies and procedures that align with organisational mission	**7.4.1** Establishes policy framework to support Board strategy and decision-making, and fosters staff support for policy implementation
Program development	**7.1.2** Performs own role and responsibilities efficiently to contribute to program and project outcomes	**7.2.2** Contributes to program objectives, develops and implements simple project plans	**7.3.2** Manages programs and complex projects to work to timelines and budget and achieve goals and objectives; and envisions and designs new programs	**7.4.2** Establishes targets for program areas and encourages strong results; and supports the development of new programs
Achieving results	**7.1.3** Supports program and project team members to achieve defined outcomes	**7.2.3** Ensures clarity of understanding of required work, fulfils program and project responsibilities, and achieves performance targets	**7.3.3** Clarifies roles and responsibilities of program staff and project teams and achieves necessary support from stakeholders	**7.4.3** Supports program managers and conducts campaigns to assist program activities
Contract management	**7.1.4** Records relevant data for contract administration	**7.2.4** Maintains awareness of contracts relating to own position and ensures that work fulfils contractual obligations	**7.3.4** Monitors contracts and checks that contractual obligations of both parties are met	**7.4.4** Negotiates and establishes contracts, and maintains relationships with key stakeholders
Complaints handling and continuous improvements	**7.1.5** Records complaints and assists with reviewing feedback on program outcomes	**7.2.5** Utilises feedback from complaints to improve programs and reviews own performance	**7.3.5** Establishes complaints handling procedures and methods for responding to critical incidents	**7.4.5** Encourages continuous improvement and establishment of systems for feedback and review

8. Change and responsiveness

Necessary skills in change management,and responding to new and emerging trends through skill acquisition, the use of new technology and creative and innovative work practices.

	Level 1	Level 2	Level 3	Level 4
Change management	**8.1.1** Maintains a positive approach to change and adapts to new or different ways of working	**8.2.1** Supports change management and assists others to adapt and adjust to change	**8.3.1** Implements change management processes and monitors progress	**8.4.1** Keeps informed of changing political, economic, social and technological context and designs responsive change management strategies
Multi-skilling	**8.1.2** Takes advantage of opportunities for learning and growing skills	**8.2.2** Works collaboratively with people from different disciplines and shares skills and knowledge	**8.3.2** Designs jobs and teams with an emphasis on multi-skilling and opportunities for shared learning	**8.4.2** Encourages multi-skilling, flexibility and learning from others
Creativity and innovation	**8.1.3** Identifies opportunities to do things better, develops ideas with others and assists with the implementation of routine changes	**8.2.3** Generates and shares ideas and encourages others to reflect on activities and develop ideas for innovation and improvement	**8.3.3** Establishes ways to capture, communicate and share innovative ideas and practices	**8.4.3** Encourages creativity and innovation in the workplace
Technology	**8.1.4** Uses technology and software applications effectively in accordance with task requirements	**8.2.4** Supports the use of new technology and develops skills to master new technologies	**8.3.4** Researches and implements new technologies to strengthen the organisation and improve business practices	**8.4.4** Promotes the use of new technologies to enhance business practices
Learning and development	**8.1.5** Prepares own development plan in consultation with supervisors	**8.2.5** Maintains awareness of own skills and skill needs, actively works to address skills gaps and assists others to identify training needs	**8.3.5** Establishes systems and processes for reviewing skills and professional development	**8.4.5** Fosters a culture of life-long learning

9. Governance and compliance

Necessary skills in systems and processes to implement the strategic plan and the management of quality, risk, OHS and legislative compliance.

	Level 1	Level 2	Level 3	Level 4
Strategy	**9.1.1** Achieves targets in work plans and understands links with strategic goals	**9.2.1** Contributes to team work plans and ensures that own work outcomes are achieved	**9.3.1** Develops and implements work plans and targets to support implementation of strategic plan	**9.4.1** Establishes and reviews systems to support Board's strategic plan and achieve organisational goals
Quality	**9.1.2** Ensures that own work meets the organisations' quality requirements	**9.2.2** Contributes to enhancement of quality practices and ensures that own work meets quality requirements	**9.3.2** Manages implementation of quality systems and ensures that quality outcomes are achieved	**9.4.2** Establishes and reviews quality systems and organisational standards
Risk management	**9.1.3** Ensures that risks are identified and reported in own work context	**9.2.3** Contributes to identification and control of risks and hazards and takes advantages of emerging opportunities	**9.3.3** Manages risk and encourages staff to take advantage of opportunities	**9.4.3** Establishes and reviews risk management framework
OHS	**9.1.4** Ensures safety of self and others in work environment	**9.2.4** Contributes to identification of OHS risks and hazards, and ensures safety in own work context	**9.3.4** Manages work practices for health and wellbeing of staff and compliance with OHS legislation	**9.4.4** Establishes and reviews OHS systems to address organisational requirements
Legislation and compliance	**9.1.5** Is aware of relevant legislation and licensing requirements and ensures compliance in work practices	**9.2.5** Is aware of relevant legislation and licensing requirements and ensures compliance in work practices	**9.3.5** Manages work practices to comply with relevant legislation and licensing requirements	**9.4.5** Establishes systems to ensure legislative and licensing compliance