



AUSTRALIA

Our Vision

Wherever there is hardship or injustice
Salvos will live, love fight alongside others
to transform Australia one life at a time
with the love of Jesus.

Our Mission

The Salvation Army is a Christian movement dedicated
to sharing the love of Jesus by: Caring for people,
Creating faith pathways, Building healthy communities,
Working for justice.

Our Values

Recognising that God is already at work in the world, we value:
Integrity, Compassion, Respect, Diversity, Collaboration. We
commit ourselves in prayer and practice to this land of Australia
and its people, seeking reconciliation, unity and equity.

National Capabilities: Influencing, Leadership, Ministry, Culture

WHOLE OF ORGANISATION: INFLUENCING, LEADERSHIP & CULTURE BEHAVIOURS					MINISTRY CAPABILITIES
FOCUS ON SELF	FOCUS ON OTHERS	FOCUS ON TEAM	FOCUS ON SERVICE	FOCUS ON THE ORGANISATION	
The capabilities required to manage oneself	The capabilities required to manage relationships with others without an immediate structural context	The capabilities required to work with people within a functional or structured context	The capabilities required to deliver outcomes for our internal and external service users	The capabilities required to create, align to and integrate organisational objectives	Demonstrate Spiritual Maturity <i>(Nurture a healthy inner life that guides choices and actions)</i> <ul style="list-style-type: none"> • Nurtures own spirituality • Practices spiritual discernment • Applies faith principles and values authentically
Manage Self <i>(Show self-awareness, motivation and a commitment to learning)</i>	Communicate Effectively <i>(Conveying and collecting information and opinions, one-on-one or in groups)</i>	Lead Performance <i>(Be constructively engaging, motivational and empowering to make things happen through others)</i>	Focus on People We Serve <i>(Provide quality services to end users in line with TSA standards and objectives)</i>	Align with TSA's Strategic Direction <i>(Understand and commit to the strategic direction of TSA and contribute to long term organisational and local planning)</i>	Live With Vocational Purpose <i>(Partnering with Christ in the work of the Kingdom of God)</i> <ul style="list-style-type: none"> • Calling (Vocation) and Covenant • Holistic mission • Integrates Salvationist theology into life and ministry
Act Ethically and With Integrity <i>(Act in line with TSA mission, values, codes of conduct and industry standards)</i>	Manage Relationships <i>(Build healthy and constructive relationships with internal and external stakeholders)</i>	Develop Capability <i>(Be focused on developing capability and potential in self and others)</i>	Plan for Service Delivery <i>(Plan and organise efficient and effective service delivery)</i>	Think Analytically and Solve Problems <i>(Analyse and assess the broader context to develop organisationally appropriate and practical solutions)</i>	
Show Respect <i>(Value diversity and inclusiveness and work effectively with differences)</i>	Influence Others <i>(Have an impact through influencing and negotiating with understanding, compassion and empathy)</i>	Manage Change and Reform <i>(Support, champion and implement change and assist others to engage with change)</i>	Make Sound Decisions <i>(Make informed sound decisions that align with strategy and meet organisational objectives)</i>	Apply Business Understanding <i>(Utilise sound business and organisational principles)</i>	
Display Resilience <i>(Constructively deal with and recover from challenges and obstacles)</i>	Work Collaboratively <i>(Collaborate with others and value their contribution)</i>	Lead Safety and Wellbeing <i>(Actively contribute to a safe workplace)</i>	Demonstrate Accountability <i>(Demonstrate stewardship for actions, commitments and resources with a focus on efficient and effective service outcomes)</i>	Innovate and Continuously Improve <i>(Strive for creativity and innovation to bring about improvements to policies, programs, services and practices)</i>	Leading Faith Communities <i>(Inspires and nurtures others in their Christian faith)</i> <ul style="list-style-type: none"> • Provides Christian leadership • Creates an environment for community worship and spiritual growth • Provides effective pastoral care • Promotes a culture of disciple making

CAPABILITY	ANCHOR	BEHAVIOURAL DESCRIPTORS
DEMONSTRATE SPIRITUAL MATURITY <i>(Nurture a healthy inner life that guides choices and actions)</i>	<i>Nurtures own spirituality</i>	Nurtures and reflects on own spiritual journey Pursues a deepening relationship with God expressed in active discipleship Recognises and uses spiritual gifts and abilities Practises spiritual disciplines Demonstrates commitment to personal and spiritual learning and development Demonstrates appropriate self-care Engages in spiritual direction/supervision
	<i>Practices spiritual discernment</i>	Lives a prayerful life Uses Scripture, reason, tradition and experience to discern God’s wisdom for action Lives as a reflective practitioner
	<i>Applies faith principles and values authentically</i>	Displays a humble and compassionate awareness of divine mystery Displays trust in God’s goodness and faithfulness in both ordinary and stressful circumstances Actions are motivated and guided by the gospel imperative to courageous love Appropriately displays love and compassion for others
LIVE WITH VOCATIONAL PURPOSE <i>(Partnering with Christ in the work of the Kingdom of God)</i>	<i>Calling(Vocation) and covenant</i>	Affirms God’s call to ministry Partners with God in the work of reconciling the world Practises ministry in alignment with relevant TSA guidelines and expectations
	<i>Holistic mission</i>	Values the human dignity of every person Responds to the physical, emotional and spiritual needs of people Carries out the mission of God by sharing the love of Jesus, service and social action Facilitates the integration of corps and social programs where appropriate Envisions, enacts and evaluates new and innovative possibilities for mission
	<i>Integrates Salvationist</i>	Displays a growing desire to learn from, interpret and apply Scripture

CAPABILITY	ANCHOR	BEHAVIOURAL DESCRIPTORS
	<i>theology into life and ministry</i>	<p>Demonstrates understanding of the theoretical knowledge and theological underpinnings for ministry</p> <p>Applies theological insight to reflections on own life and ministry</p> <p>Critiques the environment from a Kingdom of God perspective, considering changing contexts and trends</p>
LEADING FAITH COMMUNITIES <i>(Inspires and nurtures others in their Christian faith)</i>	<i>Provides Christian leadership</i>	<p>Leads others with humility, courage, respect, wisdom and love</p> <p>Inspires others through Christ-like behaviours and attitudes</p> <p>Provides vision and hope for a better world</p> <p>Provides authentic feedback or counsel to others with grace and truthfulness</p> <p>Seeks reconciliation with others with grace, forgiveness and truthfulness</p>
	<i>Creates an environment for community worship and spiritual growth</i>	<p>Plans and leads creative expressions of worship appropriate to the context</p> <p>Researches and adapts biblical and specialist content for contemporary settings</p> <p>Effectively communicates the gospel</p> <p>Effectively leads ceremonies such as weddings, funerals, enrolments and dedications</p> <p>Presents publicly in a positive and engaging manner</p>
	<i>Nurtures others in their Christian life</i>	<p>Empowers the use of spiritual gifts and abilities in others</p> <p>Alert to and respectful of the spiritual beliefs and practices of others</p> <p>Leads others in seeking God's wisdom</p> <p>Challenges and supports others to set and achieve their personal and spiritual goals</p>
	<i>Provides effective pastoral care</i>	<p>Appropriately cares for people across a broad range of life's circumstances and seasons</p> <p>Provides pastoral care in the face of grief, loss and critical incidents</p> <p>Refers for specialist care appropriately</p> <p>Develops and activates pastoral capacity in others</p> <p>Establishes or facilitates pastoral care systems</p>
	<i>Promotes a culture of disciple making</i>	<p>Teaches others to understand the values of the Kingdom of God</p> <p>Provides an intentional focus on developing Christ-like character in others</p> <p>Develops others to grow disciples</p>



AUSTRALIA

Influencing & Leadership Capability Levels: Behavioural Definitions

	Level 1	Level 2	Level 3	Level 4	Level 5
	These five levels reflect a progressive and cumulative increase in complexity and skill; supported by a set of statements illustrating the type of behaviours expected at each level for each specified capability.				
Descriptor	Directed; requiring supervision	Works well without, or with limited, supervision; works with more complex activities	Works independently, supports or manages others through formal or informal channels	Implements, leads and monitors concepts, policies, processes and culture	Creates and drives strategic, organisation-wide concepts, policies, processes and culture
Relevant adjectives	Is aware, understands, knows, respects, recognises, engages, acts, contributes, responds, asks, uses, utilises	Applies, provides, demonstrates, offers, reflects on, resolves, identifies, actively/proactively	Manages, supports, encourages, directs, coaches, communicates, works with, supervises	Advocates, models, monitors, leads, implements, evaluates, fosters, promotes, reviews, oversees, engenders	Defines, creates, champions, drives, shapes, establishes, initiates, culture, systems, designs, sponsors

National Capability Framework (FOCUS ON SELF)

CAPABILITY	LEVELS OF CAPABILITY EXPRESSION					
	ANCHOR	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
FOCUS ON SELF <i>(The capabilities required to manage oneself)</i>						
MANAGE SELF <i>(Show self-awareness, motivation and a commitment to learning)</i>	<i>Demonstrates self-awareness</i>	Presents a demeanour that is appropriate to work setting and role	Regulates own behaviour and responds appropriately in all circumstances	Recognises impact of own behaviour and emotions on others and adjusts accordingly	Maintains a high level of personal initiative and motivation and acts in a decisive way	Role models a personal image and demeanour that promotes credibility and is appropriate to work setting and role Manages personal responses to challenging, ambiguous and complex issues calmly and logically Models initiative and decisiveness
	<i>Demonstrates motivation</i>	Shows personal motivation and commitment to completing work activities effectively	Shows active commitment to achieving work and training goals Maintains own motivation when tasks become difficult	Shows commitment to achieving challenging and complex goals Demonstrates a high level of personal motivation	Inspires others by setting and achieving stretch goals Maintains a high level of personal initiative and motivation	Fosters and champions a culture of stretch goal setting and achievement Acts as a role model for others of initiative and motivation
	<i>Responds to feedback</i>	Receives and responds to constructive advice	Recognises own limitations and actively seeks feedback from others to learn and grow	Seeks and responds positively to constructive feedback and guidance Actively seeks to acquire new skills and develop strengths	Translates challenging feedback into an opportunity to improve Actively seeks, reflects and acts on feedback and challenging experiences	Actively encourages and develops healthy self-awareness in others via reflective and contextual feedback Actively seeks, reflects and integrates feedback to enhance own performance and behaviour as a role model to others
ACT ETHICALLY AND WITH INTEGRITY <i>(Act in line with TSA mission, values, codes of conduct and industry standards)</i>	<i>Demonstrates integrity</i>	Is reliable and trustworthy Recognises and speaks out against misconduct, unethical and inappropriate behaviour, including conflicts of interest	Supports a culture of integrity and professionalism	Demonstrates professionalism to support a culture of integrity within the Department, Division, Corps, Team/Unit Acts to prevent misconduct, illegal and inappropriate behaviour	Promotes a culture of integrity and professionalism within TSA and in external dealings Acts on reported breaches of rules and policies	Drives a culture of integrity and professionalism across TSA and in dealings with external agencies and partners Understands and applies the highest standards of probity Creates and promotes a climate in which staff feel able to report apparent breaches of rules and policies and acts promptly and visibly in response to such reports
	<i>Aligns to Vision, Mission, Values and principles</i>	Acts consistent with TSA vision, mission and values Respects TSA's Christian identity and activities	Represents the organisation in an honest, ethical and professional way	Sets an example for others to follow and identify and explain ethical issues Represents TSA in an honest, ethical and professional way and encourage others to do so	Models the highest standards of ethical behaviour and reinforce them in others Monitors ethical practices, standards and systems and reinforce their use Represents TSA in an honest, ethical and professional way and set an example for others to follow	Champions and acts as an advocate for the highest standards of ethical and professional behaviour
	<i>Aligns to standards and principles</i>	Reflects expected standards of behaviour and/or codes of conduct or practice	Helps others to understand their obligations to reflect expected standards of behaviour and codes of conduct	Enables others to understand the legislation and policy framework within which they operate	Facilitate and monitor a relevant understanding of the legislation and policy framework	Defines, communicates and evaluates ethical practices, standards, systems and frameworks and reinforces their use

CAPABILITY	LEVELS OF CAPABILITY EXPRESSION					
	ANCHOR	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
FOCUS ON SELF <i>(The capabilities required to manage oneself)</i>						
SHOW RESPECT <i>(Value diversity and inclusiveness and work effectively with differences)</i>	<i>Respects others</i>	Recognises and respects the rights and beliefs of others in a non-judgemental way	Recognises and respects differences in culture, style and viewpoint Responds in culturally appropriate ways	Recognises and adapts to individual differences and perspectives in culture, style and viewpoint	Fosters a workplace culture of respect by implementing and monitoring fair and inclusive practices Recognises and respects the value of individual differences to support broader organisational strategies	Creates and drives a culture where all staff respect and value different beliefs, experiences and backgrounds Develops and promotes integrated workplace policies and principles that enshrine respect for others across the organisation Champions the business and workplace benefits generated by respecting differences in culture, style and viewpoint
	<i>Utilises diversity</i>	Seeks input from others to better understand diverse perspectives and needs	Acknowledges and is responsive to diversity of experiences, perspectives, values and beliefs	Positively utilises diversity as a strength in line with TSA values Promotes inclusive and culturally appropriate practices	Encourages and leverages diverse views and perspectives to develop new strategies, policies and approaches Actively promotes a workplace culture that values fair and inclusive work practices and diversity principles Implement methods and systems to enable individuals to participate to their fullest ability	Uses diversity to foster inclusiveness, innovation, drive change and leverage outcomes Creates and drives a culture where diversity is demonstrably valued by all Define and establish workplace systems, policies and practices that allow individuals to participate to their fullest ability
	<i>Handles conflict</i>	Seeks when challenged to understand and work with the perspectives of others	Minimises and resolves tensions in the workplace	Actively and calmly works to solve problems and resolve conflicts	Implements processes for the management of conflict and disputes, aligned to TSA protocols, and takes action on escalated issues	Establishes systems and protocols for management of conflicts and disputes and takes action on escalated issues Challenges and confronts difficult situations that have serious implications for TSA
DISPLAY RESILIENCE <i>(Constructively deal with and recover from challenges and obstacles)</i>	<i>Deals with challenges and obstacles</i>	Remains open to new ideas and approaches	Offers opinions and works through challenges constructively Does not give up when faced with obstacles	Is flexible, adaptable and maintains appropriate self-care Constructively raises and works through issues and challenges and seeks alternative solutions	Provides frank and honest advice in the face of contrary views Welcomes new challenges and persists in raising and working through challenging and difficult issues	Creates a climate which encourages and supports openness, persistence and genuine debate around critical issues Raises critical issues and makes tough decisions while remaining open to valid suggestions for change
	<i>Manages personal stress</i>	Keeps control of own emotions and remains calm in the face of challenging situations Displays an optimistic approach to work			Remains calm and constructive in highly pressured and unpredictable situations	Remains calm, focused and maintains perspective when faced with change, crisis and difficulty and acts as a stabilising influence

National Capability Framework (FOCUS ON OTHERS)

CAPABILITY	LEVELS OF CAPABILITY EXPRESSION					
	ANCHOR	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
FOCUS ON OTHERS <i>(The capabilities required to manage relationships with others without an immediate structural context)</i>						
COMMUNICATE EFFECTIVELY <i>(Conveying and collecting information and opinions, one-on-one or in groups)</i>	<i>Effectively communicates non verbally</i>	Allows others time to speak Listens to others when they are speaking and asks appropriate, respectful questions Is aware of own non-verbal cues	Clarifies own understanding Monitors own and others’ non-verbal cues and adapts where necessary	Encourages others to contribute inputs Uses non-verbal skills to create opportunities for others to be heard Anticipates and addresses key areas of interest for the audience and adapts style accordingly	Implements processes for effective communication within and outside area of responsibility	Establishes a framework for effective communication between individuals, teams, levels, units and functions Uses highly developed listening and other non-verbal skills
	<i>Effectively communicates verbally</i>	Appropriately requests and provides information verbally Speaks at the right pace and volume for varied audiences	Focuses on key points and speak in ‘Plain English’, avoiding or explaining jargon that is used Clearly explains and presents ideas and arguments	Tailors communication to the audience Clearly explains complex concepts and arguments to create shared understanding with individuals and groups Creates opportunities for others to contribute to discussion and debate	Presents with credibility, engage varied audiences and tests levels of understanding	Speaks in a highly articulate manner Uses highly developed verbal communication skills States the facts and explains implications for the organisation and key stakeholders Promotes the organisation’s position with authority and credibility across the organisation, cross-sector and in key forums
	<i>Effectively communicates in writing</i>	Writes in a way that is logical and easy to follow Explains things clearly	Requests and provides information in well written formats Prepares written material that is well structured and easy to follow by the intended audience Communicates routine technical and specialist information clearly	Causes understanding in others by developing logical and well-reasoned arguments Writes fluently in a range of styles and formats	Translates technical and complex information concisely for diverse audiences	Articulates complex concepts, compelling arguments and rationales to all levels and types of audiences
MANAGE RELATIONSHIPS <i>(Build healthy and constructive relationships with internal and external stakeholders)</i>	<i>Develops relationships</i>	Connects positively with colleagues and partners within and outside TSA	Develops networks and cooperates with colleagues and partners within and outside TSA	Builds connections with colleagues and partners within and outside TSA Fosters cooperation across workgroups Builds and uses interagency and community connections and partnerships	Maintains effective relationships with senior/executive internal and external stakeholders, including service providers, government and other agencies Successfully engages with government and other agencies to achieve strategic and complex outcomes	Creates and sustains dynamic, strategic and productive relationships and partnerships that inform strategic decision making Operates in political environments and key networks to promote organisational interests
	<i>Develops partnerships</i>	Works proactively as required with TSA colleagues and partners within and outside TSA	Supports effective partnerships of Corps/Social Programs and other Departments/Mission Enterprises as applicable	Works intentionally towards effective partnerships with other workgroups as applicable	Drives strategies for effective partnerships within/between TSA workgroups as applicable	Develops strategies for effective partnerships between TSA Corps/Social Programs Develops strategies for effective partnerships within/between workgroups as applicable

CAPABILITY	LEVELS OF CAPABILITY EXPRESSION					
	ANCHOR	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
FOCUS ON OTHERS <i>(The capabilities required to manage relationships with others without an immediate structural context)</i>						
INFLUENCE OTHERS <i>(Having an impact through influencing and negotiating with understanding, compassion and empathy)</i>	<i>Influences</i>	Utilises facts to support claims	Utilises facts, knowledge and experience to support recommendations Respectfully provides own point of view and works to understand the perspectives of others	Uses appropriate interpersonal styles and methods to assert own ideas, give and receive constructive feedback and gain the agreement or acceptance of others Influences others with a fair and considered approach and sound arguments based on facts, knowledge and experience	Uses multiple strategies to give and receive constructive feedback, influence the thinking and behaviour of others and gain their support and commitment Identifies key stakeholders and gains their support in advance Influences others with a fair, considered and sound approach and presents persuasive, counter-arguments to develop and motivate people and influence mindsets or behaviour	Explores positions, alternatives and objections to reach optimal outcomes that gain the acceptance of parties with divergent goals Takes a persuasive stand on difficult, high-impact issues Uses sound arguments, strong evidence and expert opinion to influence key decisions, create commitment, develop and motivate people and change mindsets and behaviour
	<i>Negotiates</i>	Intentionally listens to understand different points of view Contributes to find solutions and resolve differences with other staff or parties	Identifies others’ concerns and expectations Works towards solution-focused and mutually satisfactory outcomes Identifies and resolves issues in discussion with other staff and stakeholders	Negotiates from an informed and credible position Encourages others to talk, share and debate ideas to achieve agreement Recognises and explains the need for compromise	Works towards mutually beneficial win/win outcomes Establishes a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise	Represents the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions Engages in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy Defines and communicates the organisation’s position and bargaining strategy
	<i>Resolves differences</i>	Intentionally listens to understand different points of view Displays appropriate compassion and empathy Responds to conflict without worsening the situation and refers to a supervisor where appropriate	Responds constructively to conflict and disagreements with appropriate levels of compassion and empathy Keeps discussion focused on the key issues Adopts a ‘solution-focused’ approach to dealing with conflict Is ready to put aside personal differences for the wider benefit	Pre-empts and minimises conflict Demonstrates compassion, empathy, sensitivity and understanding in resolving conflicts and differences Manages challenging relations with internal and external stakeholders	Leads with compassion, empathy, sensitivity and understanding in resolving acute and complex conflicts Pre-empts and minimises conflict within the organisation and with external stakeholders	Identifies contentious issues, direct discussion and debate, and steers parties towards an effective resolution Role models compassion and empathy Pre-empts and avoids conflict across organisations and with senior internal and external stakeholders
WORK COLLABORATIVELY <i>(Collaborate with others and value their contribution)</i>	<i>Develops a culture of collaboration</i>	Works as a supportive and cooperative team member, shares information and acknowledges the contribution and support of others	Supports others in challenging situations and acknowledges outcomes that were achieved by effective collaboration	Models and promotes teamwork and encourages a culture of recognising the value of collaboration Builds culture of consultation and works proactively to overcome barriers to collaboration	Acknowledges collaborative efforts that lead to successful outcomes Builds cooperation and overcomes barriers to information sharing, communication and collaboration across workgroups	Publicly acknowledges and celebrates the successful outcomes of collaboration Identifies and overcomes barriers to collaboration with internal and/or external stakeholders by role modelling contextually appropriate behaviour
	<i>Cooperates for joint outcomes</i>	Engages and contributes to team activities including discussion	Proactively contributes to a positive team spirit Engages with others to share information and solve issues and problems jointly	Fosters productive working relationships and team well-being Encourages and cooperates with others to achieve common goals	Engenders wellbeing, synergy and a spirit of collaboration across teams Facilitates opportunities to engage and collaborate with external stakeholders to develop joint solutions	Engenders organisational wellbeing, synergy and a spirit of collaboration Seeks out and facilitates opportunities to engage and collaborate with stakeholders to develop organisational and whole of sector solutions

National Capability Framework (FOCUS ON TEAM)

CAPABILITY	LEVELS OF CAPABILITY EXPRESSION					
	ANCHOR	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
FOCUS ON TEAM <i>(The capabilities required to work with people within a functional or structured context)</i>						
LEAD PERFORMANCE <i>(Be constructively engaging, motivational and empowering to make things happen through others)</i>	<i>Clarifies expectations</i>	Clarifies work required, expected behaviours and outputs	Clearly communicates roles and responsibilities to others in the team	Defines and clearly communicates roles and responsibilities to empower team to achieve outcomes	Refines and reviews roles and responsibilities over time to achieve better outcomes Implements strategies for managing specialist functions	Identifies and removes potential barriers or hurdles to ongoing and long term achievement of outcomes Establishes systems to enable all staff to identify direct connections between their effort and organisational outcomes
	<i>Supervises / manages performance</i>	Effectively engages in supervision	Recognises performance matters that need to be addressed and constructively works towards resolution Assists others for continual development and success	Recognises good performance Addresses underperformance Adapts leadership style to individual needs Coaches others for continual development and success	Fosters and monitors a culture of affirmation for good performance Models appropriate actions to address ongoing under performance	Celebrates organisational successes in high performance Establishes and supports systems and structures to enable effective supervision and performance management
	<i>Empowers others</i>	Is engaged and motivated to contribute to the team at their highest capacity	Proactively engages with the team to encourage and enable others to achieve results	Empowers team to achieve results Actively supports leadership and career progression strategies that encourage and promote gender equity	Empowers, motivates and inspires others to achieve or exceed performance expectations Advocates opportunities for leadership and career progression regardless of gender	Empowers managers by investing them with the authority and latitude to accomplish tasks and lead and manage others Creates and drives a culture where men and women have access to equal power, resources and opportunities Champions gender equity best practice for integration in business and people policies and processes
DEVELOP CAPABILITY <i>(Be focused on developing capability and potential in self and others)</i>	<i>Identifies needs</i>	Seeks and is open to feedback on own capability and competence	Maintains awareness of own and colleagues' skills, strengths and gaps Contributes to identifying team training and development needs	Develops team plans that take into account team capability, strengths and opportunities for development	Balances individual and organisational capability needs Implements development frameworks to align workforce capability with the organisation's current and future priorities and objectives	Establishes and sponsors professional development frameworks Champions a culture of high people performance and drives development of organisational capability
	<i>Engages in learning (for self or others)</i>	Engages in opportunities to learn	Seeks opportunities for ongoing development	Develops others through regular constructive feedback, coaching, mentoring and delegation	Encourages and contributes to development of existing and emerging leaders Implements and promotes succession planning	Establishes and supports organisational succession planning systems and processes

CAPABILITY	LEVELS OF CAPABILITY EXPRESSION					
	ANCHOR	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
FOCUS ON TEAM <i>(The capabilities required to work with people within a functional or structured context)</i>						
DEVELOP CAPABILITY <i>(Continued)</i>	<i>Supports a culture of learning</i>	Identify appropriate learning opportunities with team members	Contribute to developing team capability and recognising potential in people	Encourages and supports participation in induction, training, personal and professional development Expects, equips and resources people to unleash their potential	Prioritises and leads people development to support a learning and development culture	Models and encourages a culture of continuous learning and leadership, which values high levels of constructive feedback and exposure to new experiences Champions equitable and appropriate access to development opportunities
MANAGE CHANGE AND REFORM <i>(Support, champion and implement change and assist others to engage with change)</i>	<i>Establishes the need for change</i>	Asks questions and sources information to better understand the need for and nature of change Is open to change and alternatives	Voices concerns and provides feedback in a constructive way	Positively communicates the nature of and reasons for change	Clarifies purpose and benefits of change and provides leadership and coaching in times of uncertainty	Builds staff support and commitment to announced change(s) and plans
	<i>Implements change</i>	Actively supports change	Supports others in managing change and uncertainty Accommodates changing priorities and responds flexibly to uncertainty and ambiguity	Actively applies change within a team, recognising and responding to the various impacts	Designs and implements responsive change management strategies and evaluates results	Effectively leads organisational/transformational change Holds self and others accountable for implementing change in accordance with established policies and practices Prepares for long term organisational change, with a focus on the wider environmental, social and political contexts
	<i>Minimises barriers to change and maximises success</i>	Recognises barriers to change	Gathers information to address barriers to change Assists others to succeed in change	Applies proactive strategies to address barriers and assist teams to cope with change and uncertainty Coaches others for continual success during change Celebrates early successes and reinforces change	Considers change management approaches to and implications of projects and initiatives as standard practice	Establishes and supports effective change management policies and practices
LEAD SAFETY AND WELLBEING <i>(Actively contribute to a safe workplace)</i>	<i>Contributes to safe work practices</i>	Performs all duties in a safe manner, ensuring the safety and well-being of self and others	Identifies and follows safe work practices	Communicates and manages WHS expectations and responsibilities Achieves measurable WHS objectives and targets Consistently communicates with people about safety and wellbeing Provides support for stressful or critical incidents	Commits to, engages in and implements TSA principles of safety leadership	Sponsors, models and drives WHS leadership principles, responsibilities and accountabilities Establishes the WHS Management System, aligned to WHS legislation, Regulation and Codes of Practice
	<i>Monitors safe work practices</i>	Understands and adheres to Work Health and Safety policies and procedures	Takes action to address hazards, near misses and incidents	Applies and monitors WHS management system procedures	Oversees and implements measureable WHS objectives and targets and reviews outcomes	Defines organisational WHS performance and sponsors strategies to optimise performance

CAPABILITY	LEVELS OF CAPABILITY EXPRESSION					
	ANCHOR	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
FOCUS ON TEAM <i>(The capabilities required to work with people within a functional or structured context)</i>						
LEAD SAFETY AND WELLBEING <i>(Continued)</i>	<i>Improves WHS and addresses risks to safe work practices</i>	Escalates issues when these are identified	Participates in and contributes to WHS consultation	Takes a systematic risk management approach to safeguard health and safety for area of responsibility and takes action(s) to improve	Leads reviews of actions to continually improve WHS Reviews WHS performance and identifies WHS key risk areas for area of responsibility, taking a systematic risk management approach to safeguard health and safety of self and others	Sets standards and exercises due diligence to safeguard work health and safety and address risks

National Capability Framework (FOCUS ON SERVICE)

CAPABILITY	LEVELS OF CAPABILITY EXPRESSION					
	ANCHOR	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
FOCUS ON SERVICE <i>(The capabilities required to deliver outcomes for our internal and external service users)</i>						
FOCUS ON PEOPLE WE SERVE <i>(Provide quality services to end users in line with TSA standards and objectives)</i>	<i>Adopts a service-oriented attitude to all</i>	Develops a positive relationship with people based on empathy, respect, generosity and fairness	Is mindful of the impact of own role on those TSA serves in the community	Respects TSA's social justice identity and activities Applies policies for the protection of confidentiality of people	Fosters a culture of excellence in service delivery	Creates a culture which prioritises generous service across TSA
	<i>Delivers a holistic service</i>	Works responsibly within the limits of own role and capabilities Recognises that people have physical, spiritual and emotional needs	Provides service appropriately and responsively to the needs of people Recognises the need for referral and takes appropriate action Advocates and negotiates effectively for people	Identifies people's needs and appropriate methods for engagement Committed to and acts for the holistic care of internal and external people Oversees service delivery and cooperates across work/functional areas to improve outcomes for people Actively supports others through provision of pastoral support and encouragement Proactively provide advocacy as a core part of the support for people	Maintains high level of awareness of issues affecting people Oversee that relevant services are made available to people Develops and activates pastoral capacity in others Establishes and facilitates pastoral care systems Advocates and negotiates for people issues within social, political and/or other internal/external environments as appropriate	Drives mission-led responsiveness to people needs as central to the strategic planning process Establishes or facilitates pastoral care systems Advocates and negotiates for people issues at the highest levels within the social, political and other arenas as appropriate
	<i>Provides quality service</i>	Keeps people informed of progress and seeks feedback in service provision	Confirms satisfaction with services and addresses or escalates complaints	Focuses team on best practice outcomes for people Acts to correct areas of deficient service	Establishes targets for services	Ensuring that management systems and processes appropriately optimise service user outcomes
PLAN FOR SERVICE DELIVERY <i>(Plan and organise efficient and effective service delivery)</i>	<i>Develops plans</i>	Plans and coordinates allocated activities Contributes to the development of team work plans and goal setting Understands team service delivery objectives and how own work relates to achieving these	Understands individual role and team/unit service delivery objectives and aligns activities accordingly Initiates and develops goals and plans and uses feedback to inform future planning Considers the implications of immediate and longer term organisational issues and how these might impact on the achievement of service delivery goals	Initiates, prioritises, consults on and develops individual and team/unit service delivery goals, strategies and plans Anticipates and assesses the impact of change on team/unit service objectives and initiates appropriate responses Reviews current service/business plans and activities for support and consistency with organisational service delivery initiatives	Understands the links between the business unit, organisation and whole-of-sector service delivery parameters and requirements Monitors service/business plan goals for clarity, appropriateness and inclusion of contingency provisions Undertakes planning to transition the organisation through service improvement initiatives and evaluates progress and outcome to inform future planning Anticipates and assesses the impact of changes, such as sector trends, policy and economic conditions on service objectives and initiates appropriate responses	Establishes broad organisational service delivery objectives as the focus for all planning activities Establishes effective governance frameworks and guidance mechanisms to enable high quality strategic, corporate, business and operational service focused planning Considers emerging trends, identifies long-term opportunities and aligns TSA requirements with desired whole-of-sector outcomes
	<i>Monitors, evaluates and adjusts plans</i>	Re-prioritises own work activities on a regular basis to achieve set service delivery goals	Responds proactively to changing circumstances and adjusts plans and schedules when necessary Accommodates and responds with initiative to changing service priorities and operating environments	Monitors progress against aims and goals of the team/unit when prioritising own and others' work Evaluates achievements and adjusts future service plans accordingly	Monitors progress of key initiatives in line with business unit, organisation and whole-of-sector service delivery parameters and requirements Evaluates the implications of a wide range of complex service delivery issues and shifts priorities when necessary	Establishes systems to consistently develop plans that are able to be implemented, monitored, evaluated and adjusted Sets overall performance standards for service delivery across TSA and monitors and adjusts as required

CAPABILITY	LEVELS OF CAPABILITY EXPRESSION					
	ANCHOR	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
FOCUS ON SERVICE <i>(The capabilities required to deliver outcomes for our internal and external service users)</i>						
MAKE SOUND DECISIONS <i>(Make informed sound decisions that align with strategy and meet organisational objectives)</i>	<i>Considers strategic outcomes</i>	Actively seeks to understand and align with organisational strategy	Gives appropriate rationale for adopted solutions in line with organisational strategy	Makes decisions that are focused on achieving organisational strategy and outcomes	Creates opportunities to enhance the achievement of organisational objectives Evaluating the output of others across functional areas to oversee achievement of organisational outcomes	Initiates, communicates and leads high level priorities for the organisation to achieve
	<i>Considers options and impacts</i>	Recognises the impact of decisions and acts accordingly Provide feedback on the impact of decisions	Discerns the immediate implications of decisions	Recognises the impact of feelings and facts in decision making Discerns the impact of decisions within and outside of own team/department	Uses an agreed systematic approach to assess competing views and priorities and draw accurate conclusions that recognise and manage contextual issues Discerns the far reaching implications of decisions	Establishes systems, processes and policies for considering the impact of decisions Considers wide ranging and complex information to identify organisational impact of decisions and formulates effective responses to critical policy and service delivery issues Monitors effectiveness of governance arrangements in decision making
	<i>Makes decisions</i>	Contributes to discussion that informs problem solving and decision making	Actively seeks out input from others and shares own ideas to achieve best outcomes Makes sound, timely decisions leading to effective service delivery	Makes decisions in the face of diverse opinions or complex/crisis situations Uses valid, reliable and sufficient information to make decisions Makes decisions that are consistent with values, policies and procedures	Draws on and analyses key internal and external drivers/indicators when making decisions to achieve optimal outcomes	Makes high impact decisions lacking precedent Is prepared to mandate decisions, and manage the consequences associated with difficult organisational challenges
DEMONSTRATE ACCOUNTABILITY <i>(Demonstrate stewardship for actions, commitments and resources with a focus on efficient and effective service outcomes)</i>	<i>Demonstrates accountability</i>	Takes responsibility and is accountable for own actions in line with TSA policies and procedures Completes tasks within requirements	Demonstrates accountability aligned to internal and external requirements	Assures compliance with internal and external requirements Holds others accountable for upholding decisions Sets a clear path/goals for self and team, delegates appropriately and monitors outcomes	Effectively manages complex operational activities with competing priorities and requirements Monitors the execution of accountabilities in line with requirements	Directs the development of effective systems for the establishment and measurement of accountabilities and evaluates ongoing effectiveness Creates an environment of accountability aligned to TSA vision, mission and values
	<i>Manages finances and physical resources</i>	Shows care and respect in the efficient use of TSA funds, property, equipment and resources	Uses funds responsibly Uses operational knowledge to contribute to financial and resourcing decisions Identifies and reports risks to financial and physical resources	Makes sound financial and resourcing decisions, exercises delegations appropriately and monitors outcomes Supervises care, maintenance and replacement of resources Takes proactive steps to record, manage and monitor risks	Promotes the role of sound financial management and its relevance to TSA effectiveness Evaluates outcomes for the sustainable management and use of TSA resources Responds to audit outcomes and oversees the addressing of areas of non-compliance Promotes effective risk management practices Implements and reinforces the highest standards of probity	Establishes financial and resource-related governance, legislative and regulatory frameworks for consistent and effective application across TSA Anticipates operational and capital needs and identifies the most appropriate financing and funding strategies to meet them Actively pursues risk minimisation strategies, plans and outcomes for TSA Role models meeting the highest standards of probity

CAPABILITY	LEVELS OF CAPABILITY EXPRESSION					
	ANCHOR	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
FOCUS ON SERVICE <i>(The capabilities required to deliver outcomes for our internal and external service users)</i>						
DEMONSTRATE ACCOUNTABILITY <i>(Continued)</i>	<i>Manages workplace information</i>	Captures and shares relevant information Understands and utilises information, communication and document control policies and systems, and security protocols	Supports and acts in compliance with the records, information and knowledge management requirements of TSA	Applies processes and systems for capturing relevant workplace knowledge	Monitors the capturing, sharing and retention of work-related knowledge in line with organisational policies Promotes and monitors appropriate records, information and knowledge management systems protocols, and policies	Establishes systems and policies for capturing, monitoring, sharing and retaining work-related knowledge across TSA

National Capability Framework (FOCUS ON THE ORGANISATION)

CAPABILITY	LEVELS OF CAPABILITY EXPRESSION					
	ANCHOR	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
FOCUS ON THE ORGANISATION <i>(The capabilities required to create, align to and integrate organisational objectives)</i>						
ALIGN WITH TSA’S STRATEGIC DIRECTION <i>(Understand and commit to the strategic direction of TSA and contribute to long term organisational and local planning)</i>	<i>Demonstrates strategic understanding</i>	Seeks to understand and align to TSA’s strategic direction and focus	Utilises understanding of TSA strategic direction and focus	<p>Encourages a sense of strategic and operational purpose within the team</p> <p>Enables others to understand the strategic direction of TSA and explains the reasons behind decisions</p>	<p>Promotes a sense of purpose and enables others to understand the links between TSA strategy and operational goals and objectives</p> <p>Cultivates and uses a variety of formal and informal sources to keep informed of changing social, political, industry or functional context, identify underlying issues/trends and apply insights</p>	<p>Generates enthusiasm and commitment to strategic direction and cascades understanding throughout TSA</p> <p>Champions the TSA vision and strategy and communicates the way forward</p> <p>Sources strategic information from local, interstate and overseas networks to build awareness of emerging internal and external issues and their impact on the long-term strategic goals of the organisation</p>
	<i>Aligns with organisational strategy</i>	Engages in activities to build team’s alignment to strategic objectives	Supports the achievement of team goals that align with strategic objectives	<p>Aligns activities to TSA objectives</p> <p>Translates broad goals into operational needs and explains linkages for the team</p> <p>Connects with others outside of direct team/department for information and expertise to support own activities and objectives and achieve alignment</p>	<p>Builds a shared sense of strategic direction, clarifies priorities and goals and inspires others to achieve them</p> <p>Drives strategy and big picture focus within own area of responsibility</p>	<p>Defines TSA directions and sets priorities and business plans with reference to key internal and external indicators</p> <p>Creates a culture of confidence and trust in the future direction through transparent and evidence-based decision making</p> <p>Recognises and responds to the strengths, opportunities, limitations of and threats to TSA’s climate and culture</p>
THINK ANALYTICALLY AND SOLVE PROBLEMS <i>(Analyse and assess the broader context to develop organisationally appropriate and practical solutions)</i>	<i>Researches and analyses</i>	<p>Finds and checks information needed to complete own work tasks</p> <p>Identifies and informs supervisor of issues that may impact on completion of tasks</p>	<p>Researches and analyses information and makes recommendations based on relevant evidence</p> <p>Identifies issues that may hinder completion of tasks and finds appropriate solutions</p>	<p>Researches and reviews arguments, opinions and interrelationships before making judgements</p> <p>Sources valid, reliable and sufficient information to make sound decisions</p>	<p>Undertakes objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</p> <p>Implements systems and processes that underpin high quality research and analysis</p>	<p>Engages in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy and service delivery issues</p> <p>Draws on and analyses key internal and external drivers/indicators when making decisions to achieve optimal outcomes</p>
	<i>Identifies solutions</i>	<p>Escalates more complex issues and problems when these are identified</p> <p>Shares ideas about ways to improve work tasks and solve problems</p>	<p>Willingly seeks out input from others and shares own ideas to achieve best outcomes</p> <p>Identifies ways to improve systems or processes which are used by the team/unit/department</p>	<p>Anticipates, identifies and addresses issues and potential problems and select the most effective solutions from a range of options</p> <p>Identifies and shares business process improvements to enhance effectiveness</p>	<p>Systematically analyses and competing views and priorities, works through issues, weighs up alternatives and identifies the most effective solutions</p> <p>Takes account of the wider business context when considering options to resolve issues</p> <p>Explores a range of possibilities and creative alternatives to contribute to systems, process and business improvements</p>	<p>Identifies and evaluates organisation-wide implications when considering proposed solutions to issues</p> <p>Encourages and utilises lateral thinking and develops solutions that have long standing, organisation-wide impact</p> <p>Establishes effective governance systems to guarantee quality analysis, research and reform</p>

CAPABILITY	LEVELS OF CAPABILITY EXPRESSION					
	ANCHOR	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
FOCUS ON THE ORGANISATION <i>(The capabilities required to create, align to and integrate organisational objectives)</i>						
APPLY BUSINESS UNDERSTANDING <i>(Utilise sound business and organisational principles)</i>	<i>Utilises business acumen</i>	Understands business practices to achieve work tasks effectively	Works with a good understanding of business practices	Equips team members to apply sound business practices and principles	Implements business systems and practices to achieve business goals and encourage improved performance and outcomes	Establishes business systems and practice to meet organisational objectives and maximise overall performance
	<i>Demonstrates organisational awareness</i>	Demonstrates awareness of the services delivered by TSA and the stakeholders who access them	Understands the contribution of operational actions to TSA's performance as an organisation	<p>Translates the strategic vision into achievable actions that align with TSA's direction and services and enhance organisational performance</p> <p>Challenges existing approaches and practices and makes strategic suggestions for improvement</p>	<p>Maintains a clear sense of TSA's strategic direction and services within a national and international context</p> <p>Constructively challenges organisational norms and presents alternatives</p> <p>Develops new offerings, services or practices that give TSA a competitive edge</p>	<p>Creates and drives TSA's strategic direction and service delivery offerings and sets KPIs</p> <p>Defines operational parameters to meet organisational objectives and maximise overall performance and effectiveness</p> <p>Generates and capitalises on innovative solutions to achieve contemporary best practice and maintain TSA's reputation and standing</p>
	<i>Networks strategically</i>	<p>Identifies current or past contacts that can provide work related information or assistance</p> <p>Fosters two-way trust in dealing with contacts</p>	<p>Actively nurtures both formal and informal contacts to facilitate the progress of work by proactively sharing information, best practices, respective interests and areas of expertise</p> <p>Shares knowledge about and encourages others to keep up-to-date with the Organisation's rules, structures, networks, systems and environment</p>	<p>Evaluates current network for effectiveness and relevance to achieving strategic objectives within own area</p> <p>Identifies and creates opportunities to initiate new connections that will facilitate the achievement of organisational goals within own area</p>	<p>Actively and continuously expands own network to meet strategic goals</p> <p>Identifies and creates opportunities to initiate new partnerships that will facilitate the achievement of strategic and organisational goals</p>	<p>Manages relationships among key stakeholders, partners and other agencies and entities to create long-range opportunities</p> <p>Utilises established network of relationships to seek information of strategic importance and to seek a position of influence in key forums</p>
INNOVATE AND CONTINUOUSLY IMPROVE <i>(Strive for creativity and innovation to bring about improvements to policies, programs, services and practices)</i>	<i>Identifies the need for innovation and improvement</i>	Contributes to discussions and reviews on work practices and offers ideas for improvement	<p>Reflects on and contributes to evidence based practice</p> <p>Actively participates in reviews of policies, programs, practices and services</p>	<p>Shares learnings to inform future improvements</p> <p>Consults with stakeholders to assist development of clear and workable models, programs, policies and procedures</p> <p>Provides expert input to influence industry or sector development</p>	<p>Establishes innovative and effective models for service delivery</p> <p>Provides leadership in innovation and best practice that establishes TSA as a leader in the sector</p>	<p>Understands emerging internal and external issues and innovations and their impact on the long-term strategy of the organisation</p> <p>Creates innovative solutions that have long standing, organisation-wide impact</p>
	<i>Contributes to culture of innovation</i>	Shares ideas about ways to improve work tasks and solve problems	<p>Generates options and ideas and finds ways to work better and smarter</p> <p>Identifies opportunities for improvement in response to stakeholder feedback</p>	<p>Questions the status quo</p> <p>Demonstrates reflective, evidence-based practice and innovative thinking</p>	Fosters a culture of learning, innovation and continuous improvement	Establishes and promotes a culture which encourages initiative and innovation and emphasises the value of continuous improvement
	<i>Implements improvements and innovations</i>	Adopts improvements and innovations	Actively contributes to improvements and innovations	Identifies improvement and innovation priorities	<p>Envisions and evaluates new and innovative possibilities and actions those with significant benefits</p> <p>Implements and evaluates improvement priorities to inform activities and provides high level consultation and advice to influence strategy</p>	Initiates evidence based organisational-level improvement activities



AUSTRALIA

Competency: Definition & Application

The range of technical and professional skills, knowledge and experiences that are distinct from but complement the behavioural Capability Framework.

COMPETENCY GROUP *	APPLICATION
Administration & Finance	<i>Manage administrative and financial reporting and tasks</i>
Community Services	<i>Including Casework, Welfare and other support services</i>
HR Management	<i>Recruit, on-board, manage and support people</i>
Marketing	<i>Technology, analytics, design, reporting</i>
Negotiation	<i>Apply negotiation techniques for win-win outcomes</i>
Nursing **	<i>Professional practice, provision/coordination of care, collaborative therapeutic practice</i>
Officers engaged in Mission Expressions	<i>Ministry; Manage a Corps or Program or Service</i>
Operational Planning	<i>Develop, implement and monitor operational plans</i>
Organisational Knowledge	<i>Develop and use strong organisational knowledge</i>
Project Management	<i>Apply project management methodology to achieve outcomes</i>
Risk & Compliance Management	<i>Identify and manage compliance and other risks</i>
Technology	<i>Understand and use available technologies</i>
Work, Health & Safety	<i>Manage administrative and reporting tasks</i>

* Not an exhaustive list

** Refer: National competency standards for the registered nurse