

Capability Framework

| v1 May 2025

benevolent SOCIETY



Our Values



Integrity



Respect



Collaboration



Effectiveness



Optimism





What is a Capability Framework?

A Capability Framework defines the knowledge, skills, behaviours, and attributes that individuals need to perform effectively in their roles. It provides a shared language and clear expectations across all levels of the organisation, supporting consistent performance, development, and leadership.


This framework guides how we recruit, develop, recognise, and grow our people. It helps individuals understand what success looks like at every level, and enables leaders to align performance with our values, strategic priorities, and the evolving needs of the communities we serve.





How the Framework Will Be Used

This framework is designed to be used in everyday practice — as a guide for personal development, team conversations, and leadership support. It can help you reflect on your strengths, plan your growth, or clarify expectations in your current role or a future one. Leaders and teams will also use it to support recruitment, development planning, and recognising great work. It's here to create a shared understanding of what good looks like — and how we grow together.



Capabilities

Capability

Description

Client First



We walk alongside clients, honouring their rights, preferences, and choices. We deliver services in ways that empower clients to live life their way. Our work is grounded in respect, cultural safety, quality standards, and a commitment to human rights and dignity.

Working Together



We collaborate across teams and communities to build trust, shared purpose, and collective impact. We break down silos, embrace diverse perspectives, and foster partnerships that strengthen outcomes for all.

Showing Up



We show up with integrity, self-awareness, and care. We take ownership of our growth, wellbeing, and contribution. We engage in feedback, learning, and inclusion to help shape a positive, values-led culture that supports each other and our organisational purpose.

Shaping What's Next



We embrace change with optimism and curiosity. We use evidence, insight, and innovation to improve services and systems. We listen, learn, and lead with courage to shape a more just and sustainable future.



Framework Levels



Individual Contributor



Individual Contributors play an essential role in delivering high-quality, person-centred support. They work directly with clients or behind the scenes in administrative or operational roles to enable safe and consistent service delivery. These team members work independently or under supervision to complete day-to-day or week-to-week tasks. Their reliability and values-aligned behaviours contribute meaningfully to positive outcomes for the people and communities we serve.

Team Specialist



Team Specialists bring technical, professional, or practice-specific expertise to their roles. They may work independently on complex tasks or contribute specialist knowledge to improve services, systems, and outcomes. Some also lead small teams or projects. Their work typically spans across monthly or quarterly timeframes and contributes to improvement and innovation within defined areas of practice.

Operational & People Leader



People & Operational Leaders lead teams or service areas to deliver consistent, high-quality outcomes aligned with organisational values. They provide supervision, coaching, and support to team members while also managing day-to-day operations, workflow, and performance. These leaders oversee planning and delivery across a six- to twelve-month horizon, balancing people leadership with accountability for operational effectiveness, resource management, and service improvement.

Strategic Leader



Strategic Leaders influence system-wide improvements, working across services, portfolios, or business areas. They contribute subject matter expertise or lead large teams to drive progress toward organisational priorities. Their focus spans one to three years, with responsibility for strategic planning, performance uplift, transformation initiatives, and embedding a strong culture. They shape the future of services and ensure alignment across teams, systems, and strategy.

Executive Leader



Executive Leaders define the strategic direction of the organisation. They ensure alignment with our organisational purpose and future strategic direction, guiding large-scale decisions, partnerships, and investments. They lead with integrity and trust, aligning systems, culture, and strategy to deliver sustainable outcomes and lasting community benefit.

Level Indicators




Level	Type of Position	Sphere of Influence	Conceptual Thinking	Scope / Timeframe
Individual Contributor	Client facing, task-based, support or service roles	Primarily self and direct client impact	Executes known procedures, policies, and standards. Seeks guidance when needed.	Day-to-day to weekly
Team Specialist	<ul style="list-style-type: none"> Specialist (Acts as a lead for small teams or collaborative projects) Project lead 	Functional team, small group, or discipline-specific	Applies and adapts expertise to resolve known or evolving problems. Contributes to continuous improvement.	Weekly to quarterly
People & Operational Leader	<ul style="list-style-type: none"> Operational Manager Leader of teams Deputy Manager 	Team or service level, direct and indirect influence	Leads and operationalises team plans. Balances competing priorities and drives execution aligned with strategic goals.	Quarterly to annual
Strategic Leader	<ul style="list-style-type: none"> Senior leader Strategic subject matter expert 	Cross-functional, program, region, portfolio and division level	Influences and aligns cross-team priorities. Embeds strategy, manages complexity, and leads improvement at scale.	1–3 years
Executive Leader	<ul style="list-style-type: none"> Executive Director-level leader 	Whole-of-organisation and sector	Sets strategic direction, governs risk, and champions transformation, innovation, and sustainability across systems and the sector.	3+ years





Individual Contributor



Capability	#	Capability Indicator	Performing	Advanced Performance
Client First 	1.1	Client-Centered Service	Delivers services that are responsive to individual client needs, preferences, and goals.	<ul style="list-style-type: none"> Anticipates client needs and adapts communication or service delivery to provide a more responsive and personalised experience, while staying within scope of role. Champions dignity and rights in everyday practice, role modelling respect and cultural sensitivity, and supporting others to embed respectful interactions with clients. Proactively identifies opportunities to improve safety, efficiency, or service outcomes and shares ideas constructively with the team or leader.
	1.2	Upholds Rights, Respect & Dignity	Treats all clients with respect, care, and cultural sensitivity, upholding their human rights and supporting their right to be informed, make decisions, and live with dignity.	
	1.3	Trusted Relationships	Builds trust through genuine relationships, effective communication, and an understanding of what matters to each client. Maintains clear and respectful professional boundaries to support safe and ethical service delivery.	
	1.4	Risk Awareness & Accountability	Works within clearly defined role boundaries. Identifies and escalates routine risks. Follows required standards, policies, and procedures to keep clients and colleagues safe. Maintains professional boundaries and takes action when safeguarding concerns arise.	
	1.5	Service Impact Awareness	Understands how actions and decisions impact clients, colleagues, and service outcomes. Manages time effectively to meet responsibilities and works within the scope of their role.	
Working Together 	2.1	Team Collaboration	Works collaboratively with colleagues to achieve shared goals, support each other, and deliver quality outcomes.	<ul style="list-style-type: none"> Actively seeks feedback from team members to improve personal performance and encourages others to share insights. Demonstrates a positive attitude during team interactions, offering support and encouragement, even in challenging moments. Takes responsibility for own actions and consistently shows accountability for meeting team expectations.
	2.2	Respect & Inclusion	Acknowledges different perspectives and experiences. Treats others with respect and contributes to an inclusive, culturally safe team environment where everyone feels valued and safe to participate. Actively identifies and reports any concerns about racism or exclusion.	
	2.3	Conflict Resolution & Accountability	Takes ownership of actions, resolves misunderstandings respectfully, and escalates when necessary.	
	2.4	Relationship Building	Builds strong, trusting relationships within the team and across the organisation by being reliable, supportive, and respectful.	
	2.5	Stakeholder Engagement	Positively interacts with internal and external stakeholders as part of daily work. Communicates respectfully, shares relevant information, and supports collaboration to achieve shared goals.	
Showing Up 	3.1	Growth and Development	Completes mandatory training and applies new learning in daily work. Shows curiosity and openness to personal growth.	<ul style="list-style-type: none"> Consistently goes beyond role requirements by helping teammates, sharing knowledge, and supporting onboarding or training of new staff. Proactively seeks learning, feedback, and development opportunities, applying new skills quickly and with curiosity. Actively contributes to a positive, inclusive team culture through participation in wellbeing, values, or team-based activities.
	3.2	Feedback & Self Awareness	Accepts feedback constructively and reflects on personal performance. Participates in organisational listening activities (e.g. surveys, team discussions)	
	3.3	Performance & Accountability	Understands role responsibilities and meets expectations. Shows up reliably and participates in team check-ins and performance conversations.	
	3.4	Wellbeing, Safety & Diversity & Inclusion (D&I)	Follows wellbeing, safety, and diversity policies. Treats others with care, respect, and cultural inclusion. Participates in wellbeing, safety, and D&I initiatives, and speaks up when safety, inclusion, or respect are at risk.	
	3.5	Culture and Engagement	Demonstrates behaviours that reflect organisational values. Participates in team activities and recognises the efforts of others. Contributes to a respectful and connected team culture	
	3.6	Leadership	Demonstrates reliability and initiative, contributing positively to the team and leading by example in everyday actions.	
Shaping What's Next 	4.1	Growth & Change Mindset	Demonstrates openness to change, embraces learning, and shows willingness to try new ways of working through a growth mindset.	<ul style="list-style-type: none"> Proactively seeks new ways to improve their work and shares ideas with others. Brings curiosity and energy to improvement efforts, encouraging peers to do the same. Champions change and initiatives with colleagues and clients
	4.2	Innovation & Improvement	Contributes ideas, challenges the status quo, and actively participates in improvement initiatives and projects.	
	4.3	Evidence-Based Thinking & Data-Driven Decisions	Applies and supports the use of theoretical knowledge, data, and best practices to guide actions and decision-making.	
	4.4	Knowledge Sharing	Shares knowledge and listens to others' perspectives to co-create better solutions and services.	
	4.5	Sustainability & Impact	Uses resources responsibly and follows sustainable practices in daily work. Understands how actions affect others and the broader organisation.	
	4.6	Enterprise thinking & Leadership	Understands how their role contributes to team goals and organisational purpose. Seeks clarity on how their work fits into the bigger picture.	