

Capability Framework

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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





People & Operational Leader



Capability	#	Capability Indicator	Performing	Advanced Performance
Client First 	1.1	Client-Centered Service	Guides and supports the team to deliver consistent, high-quality client-centred services. Removes barriers and ensures practices align with client choice and voice.	<ul style="list-style-type: none"> Coaches team members to apply client-centred thinking even in complex or ambiguous situations, building their confidence and competence. Strengthens service quality by integrating lived experience feedback into team practice improvements. Takes ownership of cross-functional challenges that impact client outcomes, working proactively with other teams to resolve them.
	1.2	Upholds Rights, Respect & Dignity	Builds a team culture grounded in dignity, human rights, and cultural awareness. Embeds culturally safe leadership and acts decisively when values-based practice is at risk.	
	1.3	Trusted Relationships	Creates a team culture of trust, empathy, and responsiveness. Supports staff to strengthen client and community connection.	
	1.4	Risk Awareness & Accountability	Builds team capability in managing and escalating risks and upholding policies. Monitors compliance, mitigates risks where possible, leads through incidents, and fosters a culture of shared accountability, safeguarding, and safe practice.	
	1.5	Service Impact Awareness	Uses data, feedback, and performance measures to monitor service delivery and guide improvement across the team.	
Working Together 	2.1	Team Collaboration	Fosters a collaborative team culture. Aligns team strengths to deliver collective outcomes.	<ul style="list-style-type: none"> Leads by example in cultivating high-performing teams, fostering strong communication, trust, and respect among colleagues. Resolves conflicts swiftly, facilitating open, respectful dialogues to find mutually beneficial solutions. Promotes transparent and respectful communication between internal and external stakeholders to enhance collaborative efforts.
	2.2	Respect & Inclusion	Creates a team environment where all voices are welcomed, valued, and considered. Actively builds cultural awareness, addresses bias, and embeds respect for diverse perspectives in team practices, including responding to racism or exclusion.	
	2.3	Conflict Resolution & Accountability	Coaches others through conflict resolution. Addresses behaviour and builds accountability.	
	2.4	Relationship Building	Builds and maintains trusted working relationships across teams and stakeholders.	
	2.5	Stakeholder Engagement	Leads stakeholder engagement within their area. Builds trust, manages expectations, and collaborates to achieve shared objectives. Ensures communication is timely, inclusive, and aligned with service goals.	
Showing Up 	3.1	Growth and Development	Builds a team culture of learning. Coaches others in development planning and supports continuous growth aligned to role and organisational needs.	<ul style="list-style-type: none"> Leverages team insights from engagement, feedback, or performance conversations to make real-time improvements to team development, wellbeing, and accountability. Coaches individuals based on strengths, goals, and development needs — including identifying early potential for leadership or career progression. Actively promotes two-way feedback, shared leadership moments, and recognition in a way that strengthens both performance and culture.
	3.2	Feedback & Self Awareness	Models openness and self-awareness. Gives and invites two-way feedback. Uses team-level feedback and listening data to guide improvement conversations and actions. Creates psychologically safe spaces for reflection and growth.	
	3.3	Performance & Accountability	Sets clear role expectations and performance standards. Uses regular performance conversations to guide development, address issues, and identify potential for growth and succession. Holds self and others accountable to shared goals and role delivery.	
	3.4	Wellbeing, Safety & Diversity & Inclusion (D&I)	Creates a psychologically safe, culturally inclusive team culture. Responds to wellbeing concerns and acts against exclusion or discrimination. Role models inclusive behaviour and applies WHS obligations in team practices.	
	3.5	Culture and Engagement	Fosters a culture of belonging and collaboration. Creates regular opportunities for recognition and team connection. Embeds values into daily team practices and celebrations.	
	3.6	Leadership	Leads with integrity and care to create a high-performing, inclusive team culture. Coaches and develops individuals through regular feedback, goal setting, and recognition. Translates strategy into team action, manages change locally, and role models the organisation's values in all aspects of leadership.	



People & Operational Leader



Capability	#	Capability Indicator	Performing	Advanced Performance
Shaping What's Next 	4.1	Growth & Change Mindset	Supports the team through change by applying growth mindset principles and using change frameworks to guide them through transitions. Stays optimistic under pressure.	<ul style="list-style-type: none"> Inspires others to think creatively and adopt innovative approaches in their roles.
	4.2	Innovation & Improvement	Leads improvement initiatives and encourages innovation within the team.	<ul style="list-style-type: none"> Leverages data and collaboration to solve complex challenges in new ways.
	4.3	Evidence-Based Thinking & Data-Driven Decisions	Builds team capability in using data and reflective practice. Encourages the use of evidence to shape improvements and inform decisions at the team level.	<ul style="list-style-type: none"> Embeds a culture of experimentation, learning, and reflection within the team.
	4.4	Knowledge Sharing	Builds processes for knowledge exchange and learning culture.	<ul style="list-style-type: none"> Builds a safe and supportive environment where the team can test ideas, experiment, and fail fast to embed learnings and try again.
	4.5	Sustainability & Impact	Embeds efficient and sustainable ways of working into team processes. Guides others in balancing short-term outputs with long-term goals. Promotes shared ownership of scalable practices that reduce waste and optimise delivery.	<ul style="list-style-type: none"> Applies financial tools to manage team resources effectively. Identifies cost-efficiencies, supports compliance, and aligns spending with operational goals. Promotes financial awareness across the team.
	4.6	Enterprise thinking & Leadership	Connects team goals to enterprise outcomes. Encourages big-picture thinking and fosters collaboration across teams to achieve shared objectives.	
	4.7	Financial Acumen	Demonstrates general awareness of how financial considerations can influence decisions, priorities, and resource use.	