

# 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
<b>Individual Contributor</b>	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
<b>Team Specialist</b>	<ul style="list-style-type: none"> <li>Specialist (Acts as a lead for small teams or collaborative projects)</li> <li>Project lead</li> </ul>	Functional team, small group, or discipline-specific	Applies and adapts expertise to resolve known or evolving problems. Contributes to continuous improvement.	Weekly to quarterly
<b>People &amp; Operational Leader</b>	<ul style="list-style-type: none"> <li>Operational Manager</li> <li>Leader of teams</li> <li>Deputy Manager</li> </ul>	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
<b>Strategic Leader</b>	<ul style="list-style-type: none"> <li>Senior leader</li> <li>Strategic subject matter expert</li> </ul>	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
<b>Executive Leader</b>	<ul style="list-style-type: none"> <li>Executive Director-level leader</li> </ul>	Whole-of-organisation and sector	Sets strategic direction, governs risk, and champions transformation, innovation, and sustainability across systems and the sector.	3+ years





# Team Specialist



Capability	#	Capability Indicator	Performing	Advanced Performance
<b>Client First</b> 	1.1	Client-Centered Service	Adapts service delivery to meet changing or more complex client needs. Shares insights and contributes to service adjustments that better align with client preferences.	<ul style="list-style-type: none"> <li>Supports others by role modelling adaptable service approaches and mentoring peers in responding to diverse client needs.</li> <li>Uses client feedback to influence service improvements and raises client insights with leaders to inform local change.</li> <li>Anticipates emerging risks or unmet needs and works collaboratively to prevent issues before escalation is required.</li> </ul>
	1.2	Upholds Rights, Respect & Dignity	Champions respectful, inclusive, and rights-based practice in their own work and supports others to uphold these standards. Advocates for client autonomy in everyday interactions.	
	1.3	Trusted Relationships	Deepens trust by adapting communication styles, maintaining consistent follow-through, and supporting others to build authentic relationships. Models professional boundaries and guides peers in upholding respectful and safe client interactions.	
	1.4	Risk Awareness & Accountability	Identifies and escalates a range of risks within own work. Supports others to understand role boundaries, apply safe practices, and recognise safeguarding concerns. Keeps current with procedures and promotes a culture of proactive reporting.	
	1.5	Service Impact Awareness	Reflects on outcomes and adapts work practices to better meet client needs. Supports others in delivering consistent impact and ensures work remains aligned with the scope and responsibilities of the role.	
<b>Working Together</b> 	2.1	Team Collaboration	Supports team success by role modelling effective collaboration and sharing knowledge across functions.	<ul style="list-style-type: none"> <li>Proactively resolves conflicts or misunderstandings within the team, guiding others in constructive conflict resolution.</li> <li>Encourages a culture of inclusivity by supporting colleagues with diverse perspectives.</li> <li>Coaches peers on effective collaboration, promoting collective problem-solving and shared responsibility for team outcomes</li> </ul>
	2.2	Respect & Inclusion	Seeks to understand different perspectives and experiences, role models inclusive collaboration, and challenges exclusionary behaviour.	
	2.3	Conflict Resolution & Accountability	Helps others navigate conflict constructively. Takes accountability for decisions and outcomes.	
	2.4	Relationship Building	Builds effective internal and external relationships that support strong outcomes.	
	2.5	Stakeholder Engagement	Builds positive relationships with a range of stakeholders. Shares insights, supports problem-solving, and contributes to improving communication and service outcomes.	
<b>Showing Up</b> 	3.1	Growth and Development	Seeks out learning opportunities aligned to role goals. Applies insights to improve performance and shares knowledge with others.	<ul style="list-style-type: none"> <li>Encourages others to engage in feedback, learning, wellbeing, or inclusion practices by role modelling consistent, thoughtful behaviour.</li> <li>Demonstrates reflective practice by identifying and acting on personal areas of growth and supporting team capability uplift.</li> <li>Takes initiative in shaping a values-aligned culture (e.g. leading team rituals, promoting recognition, or suggesting process improvements).</li> </ul>
	3.2	Feedback & Self Awareness	Actively seeks feedback to grow. Contributes to team learning through reflection and engagement in organisational listening mechanisms.	
	3.3	Performance & Accountability	Demonstrates accountability for quality and timeliness of work. Actively engages in development planning, gives and receives feedback, and tracks progress toward goals.	
	3.4	Wellbeing, Safety & Diversity & Inclusion (D&I)	Proactively supports physical and psychological safety in their work. Encourages culturally safe, inclusive behaviours and engages with wellbeing and D&I activities at team level.	
	3.5	Culture and Engagement	Actively supports a positive culture by engaging in team rituals and showing appreciation for colleagues. Champions values-led behaviour and encourages peer recognition.	
	3.6	Leadership	Applies situational leadership by adapting their approach to influence outcomes and support others. Builds confidence in leading without authority through collaboration, coaching, and contribution to team success.	
<b>Shaping What's Next</b> 	4.1	Growth & Change Mindset	Role models adaptability and encourages others to explore different approaches. Responds constructively to change and supports peers to do the same.	<ul style="list-style-type: none"> <li>Initiates small-scale improvements aligned to broader organisational priorities.</li> <li>Champions sustainable or evidence-based approaches within their team and acts as a change champion.</li> <li>Scans the environment for new ideas, tools, or approaches and adapts them to enhance their team's work.</li> </ul>
	4.2	Innovation & Improvement	Identifies opportunities for improvement and tests ideas in practice. Participates and contributes ideas to improvement initiatives and projects.	
	4.3	Evidence-Based Thinking & Data-Driven Decisions	Seeks out relevant data and evidence to inform decisions. Stays current with research or emerging trends in their field and applies insights to their work.	
	4.4	Knowledge Sharing	Shares expertise and actively mentors others. Promotes shared learning across teams.	
	4.5	Sustainability & Impact	Identifies opportunities to improve efficiency or reduce duplication in workflows. Encourages practical use of time, systems, and effort to support sustainable team delivery and outcomes.	
	4.6	Enterprise thinking & Leadership	Aligns their work with broader organisational priorities. Identifies opportunities to improve outcomes that benefit clients, teams, and the wider organisation.	