

NDS DISABILITY CAREER PLANNER AND CAPABILITY FRAMEWORK - BUSINESS ENTERPRISES JOB FAMILY

Strategic Core Requirements	Level 7	Level 8	Level 9	Level 10	Level 11
Sector and Organisation Purpose & Values	General knowledge of human rights based approaches to supporting a person with a disability, and the individual and community context of disability. Understands the role, vision, mission and values of the organisation. Aligns with sector and organisation approaches and values. Understands the strategic direction under which the organisation operates.	Working knowledge of human rights based approaches and the individual and community context of disability. Detailed understanding of the role, vision, mission and values of the organisation and the supports and services offered. Aligns with sector and organisation approaches and values. Understands the strategic direction under which the organisation operates. Working knowledge of organisation infrastructure.	In-depth understanding of the philosophy of human rights based approaches in the disability sector. Broad knowledge of the sector and the individual and community context. In-depth understanding of the vision, mission, values of the organisation and the supports and services offered. Aligns with approaches and with organisation values. Working knowledge of the strategic direction under which the organisation operates, organisation functions and infrastructure.	A comprehensive understanding of the philosophy and rationale for human rights based approaches. Understands the individual and community context. Understands various environments in which the organisation operates, e.g. social, financial, political. Comprehensive understanding of the vision, mission, values of the organisation and the supports and services provided. Demonstrates behaviour consistent with the values. Working knowledge of the strategy and objectives of the organisation and the financial imperatives under which it operates. A broad knowledge of related organisations.	Has a deep thorough working knowledge and application of the philosophy and rationale for human rights based approaches in the disability sector. Deep working knowledge of disability support and of the various environments in which the organisation operates. Has a deep thorough working knowledge and application of the vision, mission, values of the organisation and the supports and services offered. Aligns and models consistent behaviours. Deep thorough working knowledge and application of the organisation strategic direction. Sound understanding of the inter-relationships with other relevant organisations.
Leadership / Teamwork	May lead a small team and/or participate as an effective team member. Supports other team members, sharing knowledge and information. Participates in professional team meetings. Plans and schedules own work independently. Monitors progress against work plans and required outcomes and takes appropriate corrective action.	May lead a team, monitoring and coaching to achieve required outcomes/performance. Effective team member; provides support to higher level roles. Shares knowledge and information and contributes to professional team meetings. Schedules own work and contributes to work planning. Monitors the progress of work and, under guidance, will estimate, cost and schedule work.	May lead a team within the context of multiple, complex service offerings. May supervise team leaders, coaching and building effective team work. Effective team participant. Provides guidance and information to less experienced staff within area. Evaluates the work of others. Working knowledge of relevant external relationships. Maintains defined relationships under guidance and ensures they work efficiently.	Develops plans and schedules for projects and/or service offerings. Sets objectives, shares information and recommends budgets. May provide operational supervision of team leaders and build and coach a management team. Ensures projects and/or service offerings meet delivery expectations/agreements. Provides day-to-day professional advice and support to other professionals. Consults on issues associated with the success of projects/services.	May lead projects and/or service offerings and identifies and plans for resources. May supervise a team of professional and/or technical/administrative staff. Identifies learning needs and provides coaching and feedback, sharing knowledge and information. Provides high level expert professional advice and assistance to senior managers and staff. Undertakes projects and/or develops service offerings using expert level knowledge and experience.
Communication	Effectively handles complex, sensitive issues and collaborates with other work areas. Uses positive engaging techniques and adapts own style to needs of other person. Has effective listening skills and seeks, provides and/or shares information in an appropriate and respectful manner. Drafts and liaises on written work; prepares complex management reports. Has a network of relevant contacts in other work areas.	Develops flexible communication techniques that engender positive engaging relationships. Has good listening skills and seeks, provides and/or shares information appropriately and respectfully; developing influencing skills. Has a network of relevant contacts to resolve work issues. Acquires basic negotiation techniques in respect to internal and external people to ensure processes and protocols are followed and work is appropriately handled.	Has flexible and adaptable communication techniques that engender positive engaging relationships and meet required outcomes. Uses influencing skills. Uses a broad network of contacts to resolve work issues. Undertakes standard negotiations in respect to internal and external people to ensure processes and protocols are followed and work is appropriately handled.	Uses varied communication techniques across all levels internally and externally to engender positive engaging relationships. Works consistently within necessary limits to manage relationships constructively and consistently, exercising judgement. Understands the positions of others. Exercises a range of effective influencing skills. Uses a broad network of contacts to resolve functional issues. Works to resolve conflicts in the first instance within role and functional limits; refers where appropriate. Participates in complex internal and externally focused negotiations.	Is aware of, and maintains appropriate communication channels with all key people within and outside own organisation. Adapts approach to meet the needs of others. Takes responsibility for the timely provision of advice and assistance. Builds on established networks, both internally and externally. Drafts reports on sensitive/complex issues or projects. Able to negotiate effectively on a wide range of issues. Positively identifies commonalities and differences and reconciles conflicting priorities and objectives.
Customer Relationships	Develops the capability to effectively assist customers to address/resolve a range of their needs and expectations. Develops working relationships with other work areas to assist in customer service. Maintains confidentiality and understands diversity. When required, involves more experienced staff in the more sensitive or serious matters. Develops working relationships with stakeholders.	Uses basic professional competence to perform relevant professional work supporting customers with problem solving and decision making about their needs and expectations. On straightforward matters, maintains regular communication with customers. Able to work with other teams or service providers. Understands diversity and confidentiality requirements. Works with more experienced staff on the more sensitive or serious matters. On straightforward matters, maintains regular communication with stakeholders.	Uses thorough and advanced professional competence to support customers with problem solving and decision making about their needs and expectations. Understands scope of service offerings and can negotiate within boundaries. Able to effectively deal with sensitive and serious matters, respecting diversity and confidentiality requirements. Interacts with stakeholders. Uses understanding of relationships and needs to recommend changes to approach.	Using complex/ specialist/ advanced professional skills and experience, takes responsibility and effectively deals with complex customer relationship needs and expectations. Advises on the more complex customer relationship protocols and complaint mechanisms. May personally handle complex, sensitive or serious matters. Effectively utilises complex stakeholder relationships. Provides advanced professional level advice and assistance in respect to changes to approach.	Develops and implements customer relationship approaches. Ensures complex and very complex customer relationship needs and expectations are addressed effectively through expert professional practice. Provides expert advice to other professionals. Ensures customer relationship, confidentiality and complaint processes are in place and are regularly reviewed. May personally handle the most complex or serious matters. Ensures complex and very complex stakeholder relationships are managed effectively, providing expert professional advice and assistance in respect to changes to approach.
Personal Accountability	Ensures adherence to organisation policies & procedures and all relevant government legislation and relevant standards. Recommends changes to procedures and quality standards that may impact across other work areas. Analyses and mitigates risk. Ensures appropriate use of resources. Encourages others to make a positive contribution to the work environment and to health, safety and wellbeing. Adopts a professional approach to personal accountability. Develops the capability to promote and market service offerings.	Understands the intent and framework of relevant compliance legislation, quality standards, policies & procedures relevant to the role, and where to find necessary information. Addresses and mitigates risk. Contributes to health, safety and wellbeing and to an effective workplace. Understands the need to appropriately use financial and other resources. Able to market and promote organisation service offerings and work with other agencies and stakeholders.	A detailed understanding of the intent and framework of compliance legislation, quality standards, policies & procedures relevant to the role. In-depth understanding of requirements for safe and healthy working, adheres to them, and makes a positive contribution to the organisation work environment. Identifies and mitigates risks. Promotes the need to appropriately use financial and other resources. Markets and promotes organisation service offerings and organisation brand.	Understands the impact of legislation and standards on work practices. Recommends changes to policies & procedures to accommodate changes in external requirements. Ensures changes do not compromise quality or standards of service. Evaluates processes and makes or recommends changes. Applies organisation risk management processes. Participates in policy and procedure development. Demonstrates and ensures safety, financial and general accountabilities in team. Markets and promotes organisation service offerings and brand.	For the relevant team and/or discipline area, assists with the management of the alignment of major changes in practices, methods and procedures with major changes in legislation, quality standards, organisation strategies and policies. Participates in the development and review of relevant policies and practices. Manages risk. Ensures health, safety and wellbeing and financial and general accountability for individuals and teams. Markets and promotes organisation service offerings with very complex or strategically significant stakeholders.
Innovation	Identifies opportunities for innovation. Adopts a creative and resourceful approach. Takes personal responsibility for continuous improvement and quality in own work. Solves most problems in own work and participates in wider problem identification and resolution tasks. Applies improvement processes.	Approaches own work and problem resolution creatively and flexibly. Supports innovation and creativity at the individual and team level. Understands quality principles, and application of quality improvement methods. Resolves problems and foresees consequences.	Exercises initiative and judgement, under guidance, to creatively improve service or product offerings. Is adaptable and resourceful. Understands organisation processes and quality principles, and applies improvement methods. Resolves standard problems in designated area.	Models a resourceful and adaptable approach. Applies creative and well developed problem solving skills and resources, typically within a defined area and following precedents. Identifies requirements for improvement. Applies organisation quality improvement processes. Recognises the potential impact of solutions on other areas and externally. Participates in the resolution of complex problems.	Fosters innovation in the team and organisation. Develops and implements creative new service models. Sets up and coordinates working parties or teams on operational issues/problems/opportunities. Ensures organisation compatibility of solutions. Conducts/supports investigation of specific current and emerging trends and applicability to strategic organisation requirements. Manages resource allocation and prioritisation of significant changes to organisation requirements.
Experience / Qualifications	A relevant tertiary qualification and/or equivalent knowledge and experience, or 4 year degree with little experience. Where required for practice, registration with professional body maintained. Undertakes regular professional development.	A relevant tertiary qualification and/or equivalent experience. Where required for practice, registration with professional body maintained. Demonstrates knowledge and skills equivalent to discipline specific competencies for this level. Understands the need for professional learning of self and others; undertakes regular professional development to build skills to next level.	A relevant tertiary qualification and/or equivalent. Fully proficient professional. Undertakes regular professional development.	A relevant tertiary qualification plus significant and substantial experience in a discipline. May have post-graduate qualifications in a related specialist area. Good knowledge of discipline standards required by legislation and professional bodies.	A relevant tertiary qualification, usually post-graduate, in a related specialist area. Broad understanding of the organisation and sector, professional practices and the internal/external environment.

The Framework columns build on the previous column, and the higher job levels encompass the requirements of job levels to the left.

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NDS DISABILITY CAREER PLANNER AND CAPABILITY FRAMEWORK - BUSINESS ENTERPRISES JOB FAMILY

Functional Requirements	Level 7	Level 8	Level 9	Level 10	Level 11
Workforce Management & Performance	Acquires and applies contemporary human resources knowledge and practices in managing staff in a number of different work areas, requiring motivation, coaching, monitoring and coordination to achieve service outcomes. Ensures business performance measures/KPIs are understood and able to be met by team.	Understands and applies contemporary human resources practices in managing staff engaged in the delivery of a variety of business services. Motivates, coaches, coordinates activities, and evaluates performance. Ensures required business outcomes/performance measures/KPIs are understood and able to be met by team.	Understands and applies contemporary human resources practices in managing staff delivering a range of multiple business services. Collaborates with technical experts on human resources matters. Leads, coaches, motivates and builds effective teamwork. Ensures required business outcomes/performance measures/KPIs are understood and met.	Understands and applies contemporary human resources practices in managing staff with diverse responsibilities across complex, multiple business services. Acquires and shares new human resources skills. Collaborates with technical experts on human resources matters. Builds effective leadership and management practices. Puts in place the metrics and performance processes for the team to ensure required business outcomes.	Exercises leadership through application of contemporary human resources practices across very complex and/or large business enterprises or multiple smaller business operations. Helps mentor, skill and develop other leaders in human resources capability areas. Ensures relevant and effective policies and processes are in place and reflect priorities. Sets performance objectives for business areas. Monitors progress against business objectives using relevant metrics.
Employee Support	Understands the range of individual employee needs. Factors individual employee needs into the organisation of work processes when possible. Provides training activities to meet employment goals. May assist with developing training plans.	Good understanding of the range of individual employee needs. Ensures employee needs and differences are factored into work organisation. Provides training and develops training plans. Assists in the development of recommendations for further training. Prepares reports.	In-depth understanding of the range of individual employee needs. Ensures all employees have in place an appropriate individual plan which is implemented and evaluated effectively. Provides day to day technical support and training to employees. Provides advice and support to peers and other staff.	Comprehensive understanding of the range of individual employee needs. Ensures that all employees have in place an appropriate individual plan which is implemented and evaluated effectively. Provides specialist advice and training on a range of relevant employee issues and strategies. Develops recommendations on the more complex and sensitive issues.	Develops, monitors and coordinates the support processes for employees across a large business enterprise or multiple smaller businesses. Provides expert level advice and service to other staff on a range of employee issues and strategies. Ensures that policies, processes and practices are implemented to maximise the opportunity for employees to reach their full potential.
Business Operations	Assists with the allocation of resources. Ensures all stores, production and equipment is available and operational to meet scheduled production or services. Schedules jobs including individual steps in the process. Coordinates resources to implement revised and/or new processes and techniques. Assists in monitoring production output and processes	Sets work plans up to a month in advance. Organises resources consistent with priorities. Coordinates resources to implement changes. Cooperates with other areas to implement changes across the business operation. Ensures all stores and equipment are available and operational to meet scheduled operations. Takes appropriate corrective actions where necessary.	Evaluates specified business operations outcomes and makes recommendations regarding improvements. Consults with staff and external bodies on issues associated with the success of operations. Organises resources consistent with priorities. Undertakes considerable interaction with senior managers on business operations matters.	Develops, monitors and coordinates the effective delivery of complex business operations. Provides advice on complex matters to other professionals. Evaluates operations, p ry staff. Identifies resource needs and assesses tactics for obtaining resources. Writes operational reports for senior managers. Prepares detailed plans and schedules for complex work and gains acceptance from senior managers. Tracks progress against plans, acts to meet targets.	Establishes management policies and systems to implement new business operations or services. Develops and/or maintains policies and systems to deliver ongoing quality assurance and overall effectiveness in business operations. Identifies and obtains resource needs. Ensures organisation arrangements facilitate the provision of well considered and timely responses to customer demands. Has operational controls in place to enable reviews of ongoing business operations.
Business Development & Sales	Assists with identifying new business opportunities with existing customers. Suggests possible new markets. Assists with collecting and analysing marketplace information. Develops capability to be persuasive and confident in selling business services. Assists with the negotiation of minor contracts. Able to prepare or assist with standard non-complex contracts and tender submissions and proposals.	Assists with or identifies new business opportunities with existing customers. Contributes to the development of new markets. Collects and analyses marketplace information. Is persuasive and confident in selling business products or services. Has basic negotiation skills, learning to explore alternatives and positions to reach outcomes that gain all parties' support and acceptance. Assists in complex sales negotiations. Prepares standard contracts, tender submissions and proposals.	Identifies and assists with new opportunities and estimates their business value to the organisation. Sells products and services in accordance with agreed business development and sales plans. Identifies opportunities for cross selling. Conducts negotiations on routine business enterprise matters. Utilises effective negotiation skills to meet both the customer's and organisation's business objectives. Prepares contracts, tender submissions and proposals for the organisation or business enterprise function.	Establishes and builds relationships with key accounts and customers across the relevant region. May prepare complex contracts, tenders and submissions. Able to understand and meet contract and tender preparation requirements. Contributes to customer strategy and service development. Exercises judgement on how to manage relationships. Conducts negotiations with major customers on a range of issues. Explores alternatives and positions to reach outcomes that gain all parties' support and acceptance.	Manages critical customer relationships/accounts of strategic importance to the organisation. May re-develop critical relationships requiring understanding of the needs of both the organisation and the customer. Sells in complex environments of critical strategic importance. Is persuasive at all levels. Contributes to the establishment of appropriate contract management and tender submission processes. Able to prepare very complex proposals, contracts and tenders. Conducts complex negotiations at senior management levels in respect to key business enterprise matters. Ensures negotiation outcomes are consistent with long term organisation objectives.
Applied Technical / Professional Knowledge	Learns to apply relevant knowledge and technical expertise or provides advice based on significant practical experience. Uses standard methods and techniques. Is able to research technical principles and issues efficiently and appropriately.	Applies knowledge and technical expertise to judge and assess standard situations and recommend appropriate solutions. Has an understanding of the technical principles applicable to the work area and a general knowledge of related areas.	Considers day-to-day issues and makes judgements based on well developed professional experience and technical knowledge. Draws on a number of methodologies and techniques. Identifies alternatives based on contemporary business enterprise practices.	Uses innovative, advanced professional practices and specialist technical knowledge to solve issues. Provides internal consulting services, advice and training on complex matters. Deals with enquiries and follows up on complex technical/professional issues. Undertakes research, analyses issues and recommends options based on contemporary business enterprise practices.	Judges and assesses situations and recommends appropriate solutions for issues requiring expert professional practice and technical knowledge and experience. Undertakes the relevant research. Goes outside existing methodologies and techniques if necessary. Develops and implements new work systems consistent with organisational strategy and based on sound commercial and business practice.
Risk Management & Quality Assurance	Learns to apply risk and quality assurance policies and procedural guidelines. Assists less experienced staff. Analyses the work environment, under guidance, to identify and report on current and emerging risks and quality issues. Takes agreed corrective action.	Applies risk and quality assurance policies and procedural guidelines, working with teams to address straightforward quality issues. Analyses the work environment to identify current and emerging issues, using standard assessment tools. Acts on identified risks and quality issues or provides advice on actions required.	Complies with external risk and quality assurance requirements and internal policies and procedural guidelines. Provides advice and support to business units to address risk and quality requirements. Analyses the relevant business environment to identify current and emerging risks and quality issues. Undertakes standard risk assessments, internal audits and quality assurance processes. Seeks external advice as needed.	Understands the risk and quality framework for business enterprises. Analyses the relevant work environment to identify current and emerging risks and quality issues. Evaluates external obligations and organisational business practices and makes or recommends changes. Determines the risk management and quality assessment process. Undertakes complex risk assessment aimed at protecting the organisation's position. Influences the organisation's risk and quality framework and advises management/colleagues.	Manages changes in the organisation's risk and quality framework in line with major changes in legislative requirements, standards and organisation strategies and business direction. Develops and/or reviews relevant risk and quality policies. Seeks advice from relevant professional areas and external bodies. Evaluates controls to help mitigate negative outcomes. Models alternative scenarios and enables actions to protect the organisation's position. Communicates the impact of identified risks and quality issues and influences the organisation's actions.
Financial Management	Contributes to budgeting and associated financial tasks. Ensures preparation of data and reports.	Contributes to and assists with development of budgets. Carries out associated financial tasks. Uses available systems to assemble reports. Identifies and reports on variances from expected outcomes.	Prepares budgets for recommendation. Checks for gaps/errors in data. Identifies and reports variances from expected outcomes, takes corrective action. Analyses financial and operational information.	Ensures budgets are prepared, monitored and corrective action is taken where necessary. Analyses financial and operational information, determining trends and consequences. Provides interpretations meaningful to senior management, makes recommendations and outlines needed actions.	Identifies and plans for resources to meet needs. Provides input into financial strategy. Sets objectives and develops budgets, plans and schedules for functions and services. Ensures service delivery targets/agreements and cost expectations are met. Monitors progress against plans, and impact on the business, and takes corrective action.
Business Reporting, Documentation & Administration	Carries out allocated reporting, documentation and administration tasks. Learns documentation requirements and to write reports. Effectively uses technology; captures necessary data.	Carries out reporting, documentation and administration tasks. Prepares straightforward reports. Maintains required documentation. Effectively uses technology. Extracts data from multiple sources, and assembles into standard formats for analysis.	Undertakes reporting, documentation and administrative responsibilities efficiently using available technology. Maintains required documentation. Checks for the appropriate application of policy. Prepares reports and written assessments.	Ensures reporting, documentation and administrative matters are efficiently dealt with using available technology. Prepares complex reports for senior management using specialist/ advanced professional skills and experience.	Ensures reporting, documentation and administrative tasks are handled appropriately across the portfolio of services/ enterprises. Makes use of available technology and systems and implements new systems. Advises managers and others on the preparation and use of reports and other administrative requirements.

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