

## NDS DISABILITY CAREER PLANNER AND CAPABILITY FRAMEWORK – CORPORATE SERVICES JOB FAMILY

Strategic Core Requirements	Level 7	Level 8	Level 9	Level 10	Level 11
<b>Sector and Organisation Purpose &amp; Values</b>	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.
<b>Leadership / Teamwork</b>	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.
<b>Communication</b>	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.
<b>Customer Relationships</b>	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.
<b>Personal Accountability</b>	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.
<b>Innovation</b>	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.
<b>Experience / Qualifications</b>	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 – CORPORATE SERVICES JOB FAMILY

Functional Requirements	Level 7	Level 8	Level 9	Level 10	Level 11
<b>Professional Practice</b>	Developing relevant knowledge and technical expertise. Drafts recommendations and prepares relevant documentation on routine issues. Resolves routine problems and foresees outcomes. Uses standard methods and techniques. Can research technical principles and issues efficiently and appropriately. Assists with and supports change processes in business areas and in own area.	Has sufficient 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 general knowledge of related areas. Assists in the development of components of complex functional-specific projects and the implementation of practical outcomes. Assists with and undertakes components of change processes within a well established framework. Positively influences and facilitates change in business areas and in own area.	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 to achieve successful outcomes. Identifies alternatives based on contemporary business practices. Recommends changes including the development of alternative practical methodologies to achieve effective functional-specific outcomes. Coordinates or provides support to managers in change processes. May do the detailed planning under guidance. Positively influences and facilitates change in business areas and in own area.	Uses innovative, advanced professional practices and specialist technical knowledge to solve issues and achieve significant practical improvements in specific functional outcomes. Consulted by others on complex matters, providing advice and training. Follows up complex technical/professional issues. Undertakes research, analyses issues and recommends options based on contemporary business practices. Identifies problems that could adversely impact on major functional projects. Provides leadership through facilitating and influencing change processes in the organisation and in own area. Contributes to change planning/scheduling.	Judges and assesses situations and recommends appropriate solutions for issues requiring expert professional practice and technical knowledge and experience. Assists in the development of innovative practices. Undertakes the relevant research. Goes outside existing methodologies and techniques if necessary. Develops and implements new methodologies consistent with organisational strategy and based on sound commercial and business practice. Able to lead complex functional-specific projects and the development of practical outcomes. Provides expert change process leadership by facilitating and influencing strategic/major change in the organisation or work area. Understands the strategic context. Provides direction/expert guidance to others on effective change implementation.
<b>Service Delivery</b>	Develops a working knowledge of role-related activities in the relevant corporate services area. Provides and obtains accurate and timely information to support service delivery. Has the interpersonal skills to advise and assist a person with a disability and other customers on straightforward issues. Develops capability to influence and gain the confidence of customers. Meets service delivery requirements for the work area and services offered. Uses understanding of services to monitor relevant contracts and seeks assistance when problems emerge.	Has a professional understanding of some specific areas of corporate services relevant to the role. Provides and obtains accurate and timely information to meet service delivery agreements. Has the interpersonal skills required to advise and assist a person with a disability and other customers on straightforward issues. Able to influence and has the confidence of customers. Meets service delivery requirements for the work area and services offered. Prepares/monitors contract requirements and delivery within own service delivery capability.	In depth knowledge of at least two professional role-related areas and is capable of independently achieving effective outcomes. Able to connect with people with disabilities and other customers and builds sound relationships and functional credibility to support effective service delivery. Provides timely advice, information and assistance. Initiates and/or encourages actions which meet/exceed customer expectations. Can work effectively cross-functionally within the organisation. Uses appropriate interpersonal skills to ensure on-going customer satisfaction. Prepares contract requirements. Monitors performance against standard contract requirements and addresses problems.	Works with business areas to provide professional corporate services in circumstances requiring effective coordination of complex issues. Pro-actively identifies opportunities for, and develops and maintains, long term effective customer relationships. Provides specialist advice and timely information to senior managers in areas of professional responsibility. Builds a cross-functional network to support effective service delivery and internal consulting. Initiates and/or encourages actions which meet/exceed customer expectations. Uses a range of interpersonal skills to ensure on-going customer satisfaction. Contributes to the establishment of appropriate contract management processes. Monitors the outcomes and cost effectiveness of contracts that are being delivered.	Works within the organisation to personally achieve and/or manage multiple corporate services outcomes. Develops and maintains effective internal and external long term strategic customer relationships to support service delivery to the organisation at agreed standards. Provides timely high-level advice and information to support strategic decision making. Facilitates the acceptance of proposals for service provision. Undertakes expert level internal consulting. Has the capacity to establish and re-establish customer relationships. Ensures strategically important projects and matters are effectively managed. Ensures contract management processes meet probity and due diligence requirements. Ensures the outcomes and cost effectiveness of complex contracts. Monitors similar contracts in other organisations.
<b>Sustainable Business Systems, Policy &amp; Processes</b>	Develops a working knowledge of relevant industry and business practice and organisation systems, technology, policies and processes, specific to the relevant area of corporate services. Assists with straightforward systems and policy development, planning and implementation.	Has a working knowledge of relevant industry and business practice and organisation systems, technology, policies and processes, specific to the relevant area of corporate services. Works on the straightforward components of policy development, planning and implementation. Assists with monitoring and recommending changes to organisation systems and policies.	Has substantial knowledge of relevant industry and business practice and organisation systems, policies and processes. Understands and can apply relevant technology. Plans and develops components of systems and policies to improve organisational effectiveness. Monitors and reviews operations and recommends changes. Contributes substantially to building policies and processes to support a sustainable organisation. Acts as a contact point for senior managers for advice. Represents a corporate services area in accordance with policies and guidelines.	Utilises specialist level skills, undertakes complex business systems, policies and practices development to improve organisational effectiveness. Undertakes complex planning and development of policy, programs or projects for the organisation or functional area. Assists with strategic planning and development work. Assists with strategic policies development. Influences the organisation's stance on relevant corporate functions using knowledge of business and commercial practices. Able to utilise relevant technological solutions. Reviews significant business processes and recommends changes to build and support a sustainable organisation.	Undertakes strategic organisation business systems and policy development work at the expert level. Understands the impact of relevant business and commercial trends on the organisation's business systems, policies, processes, and practices and the impact of policy changes on organisational performance and culture. Develops organisation level or specific functional plans, taking into account legislative requirements and the external and internal policy environment. Contributes to strategic plans. Develops and takes responsibility for the organisation's effectiveness and stance on corporate functions. Applies commercial acumen to reviewing and recommending business methodologies and technologies for increasing efficiency across the organisation. Evaluates new processes and recommends changes to build and support a sustainable organisation.
<b>Risk &amp; Compliance</b>	Complies with external requirements and internal policies and procedural guidelines, assisting business areas as needed. Analyses the relevant work and service environment, under guidance, to identify current and emerging risks and compliance issues. Takes agreed corrective action.	Complies with external requirements and internal policies and procedural guidelines, working with business areas to address straightforward compliance issues. Analyses the relevant business or service environment to identify current and emerging risks, using standard assessment tools. Acts on identified risks and compliance issues or provides advice on actions required.	Complies with external requirements and internal policies and procedural guidelines. Provides advice and support to business areas in meeting compliance requirements. Analyses the relevant business environment to identify current and emerging risks and compliance issues. Undertakes standard risk assessment to determine the level of risks to the organisation/function. Seeks external advice as needed.	Understands the risk and compliance framework and its impact on the organisation/service/functional area practices and organisational effectiveness. Analyses the relevant business environment to identify current and emerging risks and compliance issues. Evaluates external requirements and organisational business practices and makes or recommends changes. Determines the risk management and assessment process. Undertakes complex risk assessment aimed at protecting the organisation's position. Influences the organisation's risk framework and advises management/colleagues on risk management approaches.	Manages changes in the organisation's risk and compliance framework in line with major changes in legislative requirements, standards and organisation strategies and business direction. Develops and/or reviews relevant risk and compliance policies. Seeks advice from relevant professional areas and external bodies. Evaluates controls to help mitigate negative outcomes. Models alternative scenarios and generates contingency plans and actions to protect the organisation's position. Communicates the impact of identified risks and influences the organisation's actions.
<b>Financial Management</b>	Carries out budgeting and associated financial tasks. Ensures preparation of data and reports. Assists in the preparation of business cases.	Prepares budgets for recommendation and carries out associated financial tasks. Uses available systems to assemble reports. Identifies and reports on variances from expected outcomes. Prepares straightforward business cases for management consideration. Assists in the preparation of more complex business cases.	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, including business unit and organisation cost structures. Prepares and reviews business cases having a program or service impact.	Ensures budgets are prepared, monitored and corrective action taken where necessary. Analyses financial and operational information, determining trends and consequences. Prepares and reviews program and organisation level business cases and cost structures. Provides interpretations meaningful to senior management, makes recommendations and outlines needed actions.	Identifies and plans for resources to meet the needs of the function/service. Provides input into financial strategy. Sets objectives and develops budgets, plans and schedules for functions and services. Ensures functions and services meet service delivery targets/agreements and cost expectations. Analyses and reports on significant complex cost structures and business cases for senior management consideration. Monitors progress against plans, and impact on the business, and takes corrective action.
<b>Project Management</b>	Aware of the project management process. Assists with task planning/scheduling. May do the detailed planning and minor scheduling. Understands the changes that the project implies.	Assists with applying project management processes including project identification, definition, planning, execution and conclusion under guidance. Makes required changes to documentation. Participates as a project team member.	Applies project management processes including project identification, definition, planning, execution and conclusion under guidance. Makes changes to documentation. Participates as a project team member.	Applies the project management process. Coordinates internal and external project resources, allocating resources to meet plan. Projects typically require a limited implementation of the process. Manages multiple smaller projects and/or leads components of larger projects. Implements programs and projects and liaises with external contractors.	Comprehensive understanding of the project management process. Implements the process through all stages for a complex project, or a number of small projects supported by a small project team. Keeps projects on track, correcting deviations from plan at own initiative. Recommends project shut-down when needed. Secures and allocates required resources.
<b>Business Reporting, Documentation &amp; Administration</b>	Carries out allocated reporting, documentation and administration tasks. Learns documentation requirements and to write reports. Effectively uses information 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 requirements. Prepares reports and written assessments.	Ensures reporting, documentation and administrative requirements 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/programs. Makes use of available technology and systems and implements new systems. Prepares very complex reports. Advises managers and others on the preparation and use of reports and other administrative requirements.

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