

# NDS DISABILITY CAREER PLANNER AND CAPABILITY FRAMEWORK - EMPLOYMENT 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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Functional Requirements	Level 7	Level 8	Level 9	Level 10	Level 11
<b>Service Delivery / Case Management</b>	Allocates caseloads based on developing professional understanding of the range of jobseeker and employer needs. Learns to meet business performance and reporting requirements. Provides direct services to jobseekers and employers as needed using relevant industry knowledge; able to provide support and post-placement training. Ensures complaint mechanisms are accessible; acts on feedback.	Arranges and coordinates straightforward employment services in close cooperation with jobseekers, employers, and other external professionals. Allocates caseloads and implements relevant support and training approaches. Meets performance and reporting requirements. Provides direct services to jobseekers and employers. Applies relevant industry knowledge and experience. Ensures complaint mechanisms are accessible; acts on customer feedback.	Coordinates delivery of the full range of standard employment services in close cooperation with jobseekers, employers, and other professionals. Handles very complex individual cases. Assists senior managers to determine and allocate caseloads to business locations. Using substantial professional knowledge and relevant industry and sector experience, maintains appropriate contact with stakeholders to ensure that needs are regularly reviewed. Ensures complaint mechanisms are accessible and acts on feedback.	Arranges complex employment services in close cooperation with senior managers and other professionals. Provides professional services, e.g. to employers, in circumstances requiring effective coordination of complex issues. Recommends cohort/caseload distributions to business locations. Applies comprehensive knowledge and specialist and advanced practice including industry and sector experience to addressing complex performance and reporting requirements. Ensures complaint mechanisms are accessible and acts on feedback. Facilitates the transition to alternative services when required.	Develops, monitors and coordinates the effective delivery of very complex and/or large or multiple smaller employment services. Assists senior management in ensuring cohort/caseload distributions will meet service goals. Uses relevant industry experience to conduct/assist in analysis of specific current and emerging assessment, training and support programs for use in the organisation. Works closely with other business areas to meet performance and reporting requirements. Identifies and obtains resource needs. Ensures complaint mechanisms and referral systems and procedures are in place and adhered to.
<b>Service Promotion &amp; Stakeholder Relationships</b>	Develops the capability to promote and market employment services, liaise with, and assist jobseekers/clients and employers to resolve a range of matters; develop working relationships with employers, other agencies and stakeholders.	Able to market and promote employment services and work with employers and with other agencies and stakeholders. On straightforward matters, maintains regular communication and relationships with employers, service providers, other agencies and stakeholders.	Markets and promotes employment services, job seeker capabilities and the organisation. Interacts and maintains relationships with employers, other agencies, service providers and other stakeholders. Recommends changes to services using standard professional level problem solving and decision making.	Markets and promotes employment services, job seekers, and the organisation. Deals effectively with complex stakeholder relationship matters including contractual matters. Provides advanced professional practice level advice and assistance in respect to problem solving and changes to services. Able to effectively deal with complex, sensitive and serious relationship matters.	Markets and promotes employment services and the benefits of placing jobseekers with very complex or strategically significant stakeholders. Ensures very complex stakeholder relationship matters, including contractual issues, are dealt with effectively through expert professional practice. Personally handles the most complex or serious matters. Provides expert professional advice and assistance in respect to changes to services.
<b>Service Planning and Development</b>	Develops the capability to develop/oversee straightforward services. Learns to tailor services and develop strategies to meet specific jobseeker and employer needs for current or future placements.	Has a professional understanding of some specific areas of employment services programs. Assists with the development/review of more complex services. Able to tailor services and develop strategies to meet specific employer needs.	Applies an in-depth knowledge of a number of employment services programs and service plan development/review approaches. Draws on a number of methodologies and techniques. Tailors services and develops strategies to meet specific employer needs. May prepare contract requirements, tenders and submissions.	Evaluates specified employment services and makes recommendations regarding improvements to service management. Provides day-to-day service planning and management advice and support to others. Follows up on complex technical/professional service issues with relevant organisations. May prepare complex contracts, tenders and submissions.	Ensures employment services and outcomes are evaluated and improvements to service planning and management are implemented. Identifies improvements that are consistent with research policies, the strategic direction, the needs of jobseeker cohorts and employer groups. Advises on/reviews service feasibility. Identifies and recommends solutions to significant needs being identified by other professionals. May prepare very complex proposals, contracts and tenders.
<b>Business Analysis &amp; Performance</b>	Learns to assist with analysis of routine client/service data. Undertakes specific evaluation tasks. Develops an understanding of productivity measures. Ensures required business outcomes/performance measures/KPIs are understood and able to be met by teams.	Assists with analysis of routine client/service information. Regularly assesses productivity and performance using agreed measures and makes agreed improvements to business processes. Ensures required business outcomes/performance measures/KPIs are understood and able to be met by teams.	Analyses and interprets standard employment services data. Ensures the accurate and timely completion of analysis and KPI reports. Assists in the development of new business and analytical methods. Reviews business processes. Conducts the more complex analyses under guidance. Ensures required business outcomes/performance measures/productivity requirements/KPIs are met.	Analyses and reports on complex employment services data. Assists with the monitoring of organisational KPIs and business performance. Reviews significant business processes and recommends changes. Recognises opportunities for new methods of business analysis. Puts in place the metrics and performance strategy to ensure required business outcomes/performance measures/productivity requirements/KPIs are met or exceeded for relevant services.	Reviews and recommends new or revised employment services business analytical techniques for monitoring employment services business performance. In conjunction with senior managers, establishes the required business outcomes/performance measures/productivity requirements/KPIs for the work area or program. Assists senior managers to establish and monitor organisational performance in line with contract requirements. Defines business methodologies and processes for implementation across the organisation. Evaluates new processes and recommends changes.
<b>Financial Management</b>	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.
<b>Risk, Compliance &amp; Quality</b>	Learns to apply external employment services quality requirements and internal policies and procedural guidelines, assisting employment teams as needed. Analyses the work environment, under guidance, to identify and report on current and emerging risks and quality/compliance issues. Takes agreed corrective action.	Applies external employment services requirements and internal policies and procedural guidelines, working with employment teams to address straightforward quality/compliance issues. Analyses the work environment to identify current and emerging issues, using standard assessment tools. Acts on identified risks and quality/compliance issues or provides advice on actions required.	Complies with external employment services requirements and internal policies and procedural guidelines. Provides advice and support to business units to address quality/compliance requirements. Analyses the relevant business environment to identify current and emerging risks and quality/compliance issues. Undertakes standard risk assessments, internal audits and quality assurance processes. Seeks external advice as needed.	Understands the risk and quality/compliance framework for employment services. Analyses the relevant business environment to identify current and emerging risks and quality/compliance issues. Evaluates external requirements and organisational business practices and makes or recommends changes. Determines the risk management and assessment process. Undertakes complex risk assessments aimed at protecting the organisation's position. Influences the organisation's risk framework and advises management/colleagues on appropriate actions.	Manages changes in the organisation's risk and quality/compliance framework in line with major changes in legislative requirements, standards and organisation strategies and business direction. Develops and/or reviews relevant risk and quality/compliance 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/compliance issues and influences the organisation's actions.
<b>Reporting, Documentation &amp; Billing</b>	Carries out allocated reporting, documentation and administration tasks, including service records and billing. Learns documentation requirements and to write reports on progress against plans. Effectively uses technology; captures necessary data.	Carries out reporting, documentation and administration tasks including service records and billing. Prepares straightforward service reports. Maintains plans and required documentation. Effectively uses technology.	Efficiently undertakes reporting, documentation and administrative responsibilities, including service records and billing. Maintains plans and required documentation and data. Prepares reports and written assessments.	Ensures reporting, documentation, administrative and billing 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, including billing and service records, are handled appropriately across the portfolio of employment services activities. 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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