

# NDS DISABILITY CAREER PLANNER AND CAPABILITY FRAMEWORK – MANAGEMENT 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 – MANAGEMENT JOB FAMILY

Functional Requirements	Level 7	Level 8	Level 9	Level 10	Level 11
<b>Dimensions / Scope / Complexity</b>	A sole employee of a service provider in a single location. Typically Revenue/Expenditure less than \$50k. Typically FTE staff numbers: 1 plus volunteers. Or Coordinates delivery of services in part of a larger organisation.	A coordinator of a service provider organisation comprising a single location. Typically Revenue/Expenditure between \$50-\$105k. Typically FTE staff numbers: 1 – 3+ plus volunteers. Or Coordinates delivery of services in part of a larger organisation.	A coordinator of a service provider organisation comprising a single location. Typically Revenue/Expenditure between \$105-\$230k. Typically FTE staff numbers: 1 – 3+ plus volunteers. Or Manages a function/leads a team/coordinates delivery of services in a larger organisation.	A manager/Executive Officer of a service provider organisation comprising a single location. Typically Revenue/Expenditure between \$230-\$500k. Typically FTE staff numbers: 3 – 6+ plus volunteers. Or Manages a function/leads a team/coordinates delivery of services in a larger organisation.	The senior manager/CEO of a service provider organisation comprising one or more locations. Typically Revenue/Expenditure between \$500k - \$1.1 mill. Typically FTE staff numbers: 5 – 10+ plus volunteers. Or Manages a function/functions in a larger organisation.
<b>Community Engagement</b>	May implement specific local community engagement activities and/or assist senior staff in the implementation of wider community engagement activities and plans. Builds and participates in local networks, representing the organisation appropriately. Assists in identifying and assessing community needs. Participates in and assists in developing and maintaining wider networks of community organisations and volunteers.	Under guidance, implements local community engagement activities and plans and utilises local networks. Represents the organisation appropriately. Participates in community needs analyses. Develops recommendations to build community engagement and capacity. Participates in and assists in developing wider networks with other agencies, volunteer groups and community organisations.	Develops and implements community engagement activities and plans at local/regional level. May lead community needs analyses. Develops and maintains networks. Consults with senior staff on factors influencing the success of plans to develop community engagement and capacity. Represents the organisation. Educates and actively promotes opportunities to prospective groups, businesses or agencies.	Arranges and coordinates effective community engagement and education programs, including appropriate needs analyses. Develops and builds networks. Represents the organisation and implements local/regional level partnerships and capacity building programs. Maintains & evaluates effectiveness of partnerships. Facilitates and maintains relationships with government agencies, community organisations, support groups or businesses.	Identifies opportunities and frameworks for implementation of community engagement and education programs through local/regional level, private and government partnerships. Facilitates and coordinates implementation, maintenance and evaluation of effectiveness of partnerships, community engagement programs, community capacity building initiatives. Utilises advocacy/campaign skills in representing the organisation. Develops new networks to support strategic initiatives.
<b>Operational Planning &amp; Execution</b>	Develops an understanding of relevant legislation and external and internal requirements. Assists senior staff with the more straightforward components of planning and development work. Delivers segments of services and programs. Under guidance will utilise service delivery methods and techniques, including available technologies. Assists to monitor contract requirements and seeks assistance when problems emerge.	Competent level of professional knowledge of relevant legislation and external and internal requirements. Develops local plans and/or assists with planning and developing segments of projects and programs. Undertakes the delivery of services and programs. Works under general professional direction in relation to service/program delivery involving standard methods and requirements and use of technology. Provides support to higher level managers. Monitors contract requirements and delivery within own service delivery capability.	Substantial professional knowledge of relevant legislation, policies, and the external and internal environment. Plans and develops components of programs and projects. May contribute to strategic planning processes and reviews, providing service/program/function information and data. Undertakes service delivery involving plan implementation and ongoing day-to-day operations. Assists with the implementation of technology and ongoing day-to-day operations for segments of major/complex services/programs. Monitors performance against standard contract requirements and addresses problems.	Integrates the relevant components of legislation, policies and programs with specific organisation plans, programs and services. Undertakes complex planning and development of policy, programs or projects for the organisation, service or functional area. Assists with strategic planning and development work. Implements complex service/program delivery plans that are limited in scope. Performs ongoing day-to-day operations and monitors progress to ensure target delivery agreements are met. Assists with implementation of available technologies and ongoing day-to-day operations of major services/programs. Monitors the outcomes and cost effectiveness of contracts that are being delivered by the organisation/service.	Develops organisation plans or service/function plans taking into account legislative requirements and the external and internal policy environment. Ensures plans provide the framework within which the organisation, service, or functional area must operate including the customer, financial and cultural context. Contributes to the strategic planning process. Delivers major programs and services utilising technology-based solutions where available. Adopts a results orientation. Ensures programs and services meet service delivery targets/agreements. Monitors progress against plans and takes appropriate corrective action. Monitors the outcomes and cost effectiveness of major contracts that are being delivered by the organisation/service.
<b>Risk Management</b>	Operates within the organisation's risk framework. Complies with internal policies and procedural guidelines. Analyses the relevant work and service environment, under guidance, to identify current and emerging risks. Identifies and escalates risks as appropriate. Takes agreed corrective action.	Operates within the organisation's risk framework. Complies with internal policies and procedural guidelines. Analyses the relevant business or service environment to identify current and emerging risks, using standard tools. Advises on identified risks and actions required. Identifies and escalates risks as appropriate.	In-depth understanding of the organisation's risk framework. Complies with internal policies and procedural guidelines. Analyses the relevant business environment to identify current and emerging risks. Undertakes standard risk profiling to identify negative outcomes and determine the risks to the organisation/service/function. Takes necessary corrective action. Identifies & escalates risks as appropriate. Seeks external advice as needed.	Influences the organisation's stance on risk issues using knowledge of business and commercial practices. Understands the risk requirements and impact on the organisation/service/work area practices. Analyses the relevant business environment to identify current and emerging risks. Determines the risk management and assessment process. Undertakes complex risk profiling to identify negative outcomes and designs targeted protocols. Advises senior management/colleagues on risk management approaches. Evaluates business practices and makes or recommends changes.	Manages changes in the organisation's risk framework in line with major changes in legislative requirements, standards and organisation strategies and business direction. Understands the impact of relevant business and commercial trends on the organisation's business systems, policies, processes, and practices. Applies commercial acumen to reviewing and recommending business methodologies and technologies. 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. Communicates the impact of identified risks and recommends corrective action.
<b>People Management</b>	Leads a team. Staff may be in a number of different work areas, requiring motivation, coaching, monitoring and coordination to achieve service outcomes. Observes team members' work, assesses performance and evaluates team members' knowledge and training needs. Develops people and encourages learning. Acquires and applies contemporary human resources knowledge and practices. Ensures business performance measures/KPIs are understood and able to be met by team.	Leads a team with different tasks such as the delivery of a variety of multiple and/or complex individual services. Inspires, motivates, coaches, evaluates performance, and provides feedback to staff. Creates a positive learning and development culture. Understands and applies contemporary human resources practices. Ensures required business outcomes/performance measures/KPIs are understood and able to be met by team.	Leads a number of team leaders of staff delivering a range of multiple, complex services. Leads, coaches and motivates direct reports and team members. Builds effective teamwork and a learning focus in the team. Understands and applies contemporary human resources practices. Acquires new human resources skills and collaborates with technical experts on human resources matters. Ensures required business outcomes/performance measures/KPIs are understood and met.	Leader of a number of team leaders with diverse responsibilities across multiple services/programs. Inspires and builds an effective leadership approach and management team. Coaches, motivates, mentors and develops individuals. Understands and applies contemporary human resources practices. Acquires and shares new human resources skills. Collaborates with technical experts on human resources matters. Puts in place the metrics and performance processes for the team to ensure required business outcomes.	Program leader of professionals/team leaders in a variable situation. Exercises inspirational leadership through application of contemporary human resources practices. Helps mentor, skill and develop other leaders in human resources. Provides regular feedback to staff. Ensures recruitment, performance management and learning and development processes are in place and reflect priorities. Sets performance objectives for services and programs. Monitors progress against business objectives.
<b>Financial Management</b>	Carries out allocated budgeting and associated finance and administration tasks. Effectively uses computer systems. Ensures preparation of data and reports for meetings.	Prepares budgets for recommendation and carries out associated finance and administration tasks. Uses available systems to extract data from multiple sources, and assembles into standard formats for analysis. Identifies and reports on variances from expected practices.	Prepares budgets for recommendation. Ensures finance and administrative matters are efficiently handled. Checks for gaps/errors in data. Identifies and reports variances from expected practices, takes corrective action.	Ensures budgets are prepared, monitored and corrective action taken where necessary. Ensures finance and administrative matters are efficiently dealt with. Analyses financial and operational information relevant to determining trends and consequences. Interprets causes meaningfully to senior management, and outlines needed actions.	Identifies and plans for resources to meet needs. Sets objectives and develops budgets, plans and schedules/roster for programs/services. Ensures programs/services meet service delivery targets/agreements. Monitors progress against plans and takes appropriate corrective action.
<b>Organisation Relationships</b>	Supports other team members, actively driving and contributing to team goals; may assist higher-level staff with projects. Or Maintains strong and effective relationships with and reports operationally to the Management Committee/Board.	Supports other team members, actively driving and contributing to team goals; assists higher-level staff with projects. Or Maintains strong and effective relationships with and reports operationally to the Management Committee/Board.	Supports other team members, actively driving and contributing to team goals; contributes to projects led by higher level staff. Or Maintains strong and effective relationships with and reports operationally to the Management Committee/Board.	Actively participates in relevant management team; contributes to team goals; works on projects with other managers. Or Maintains strong and effective relationships with and reports operationally to the Management Committee/Board.	Actively participates in relevant management team, supports peers, contributes to team goals; assists senior management with projects. Or Maintains strong and effective relationships with the Board including working closely with the Chair; seeks strategic advice and provides operational advice.

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