



THE DISABILITY CAREER PLANNER AND CAPABILITY FRAMEWORK IMPLEMENTATION GUIDE

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National Disability Services is the Australian peak body for non-government

disability services. Through the provision of information, representation and policy

advice, promotes and advances services which support people with all forms of disability to participate in all domains of life.

carecareers is a not-for-profit employment initiative for the disability and community

care sector. Its elements include a high-profile marketing campaign, a comprehensive sector-specific job website (www.carecareers.com.au) and a fully staffed Career Centre providing advice to jobseekers by phone and email.





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INTRODUCTION

The Disability Career Planner and Capability Framework will support disability organisations investing in and implementing people management practices during a period of significant growth and reform. The Planner and Framework aim to assist organisations to attract, retain and engage a skilled, capable and motivated workforce to meet the future needs of people with disability.

The successful implementation of the Planner and Framework will lead to increased levels of commitment and performance from employees, alignment of expectations across the organisation and to improved outcomes and levels of satisfaction for customers.

The Capability Framework outlines the skills, knowledge and capability requirements for all major job roles in the disability sector. It will assist organisations in such areas as:

- providing a consistent and transparent framework that underpins all people management strategies;
- clarifying remuneration structures; and
- improved levels of objectivity in goal setting and performance planning across the organisation.

The Career Planner is a visual and interactive tool that clearly articulates career opportunities and job requirements across the disability sector. It will assist individuals in such areas as:

- identifying career opportunities and pathways;
- clarifying the skills, knowledge and capabilities required at different levels;
- understanding how work is to be performed; and
- providing guidance around learning and development opportunities.

Implementation Guide

This Implementation Guide aims to assist organisations to integrate the Disability Career Planner and Capability Framework (referred to as the Framework) into their businesses.

The Framework will be invaluable in overall decision-making and organisational planning. It will assist organisations, managers, teams and individuals in maximising performance to achieve strategic and business goals, and in supporting people with disability to live their lives as they choose.

It will also provide the foundation for an organisation's people management and human resource management (HRM) systems and processes.

The Framework can assist organisations with workforce planning, in making decisions about organisational and team structures, in managing individual and team performance, in designing and grading jobs, and managing remuneration and career development by using a clear and consistent methodology.

Organisational links to the Disability Career Planner and Capability Framework

This section covers the links between organisational strategy, change processes, people management systems and the implementation of the Disability Career Planner and Capability Framework in a disability organisation.

The Disability Career Planner and Capability Framework

The Framework is a proven system for objectively considering and making decisions about workforce and organisational structure and performance. It enables people management decisions to be built in to strategic and operational planning in a consistent way.

The Framework provides improved clarity and consistency about job roles and performance requirements at different levels of work complexity. It is a detailed resource for understanding and making decisions about a job role's objectives and key performance indicators (KPIs) and for informing managers' discussions with employees about these performance expectations.

Implementation of the Disability Career Planner and Capability Framework

The Framework will enable disability organisations to implement a whole-of-business people management solution.

Organisations with limited management resources can use the Framework to make progressive changes to various elements of their people management systems and processes such as recruitment and selection, performance planning and support,

remuneration management, and learning and development. The Framework provides a consistent foundation to progressively modify and improve people management systems and processes in areas of need.

Disability organisations experienced in introducing Frameworks underpinned by this methodology have benefited from a planned, structured and staged approach to implementation. This enables all employees and managers to understand the benefits of applying consistent and objective approaches to all aspects of people management.

Organisations will need to consider the resources required to effectively implement the Framework.

In larger service providers, this may be led by senior leaders and/or Human Resources (HR) professionals within the organisation.

Small organisations without dedicated HR or corporate management functions may consider assigning the project management of the implementation to one senior manager who has a good understanding of the whole business, is able to make decisions about organisational priorities and can overcome any potential roadblocks.

Workforce Communication

Communication is critical in the successful implementation of any new approach.

When implementing the Framework, disability organisations will reap many benefits from developing a communication strategy encompassing all stakeholders, in particular, the direct employees and managers who will be impacted.

The changes to people management practices, recruitment processes, performance feedback, learning and development, career planning, etc. need to be clearly explained.

Information provided at regular intervals throughout the implementation will assist in reducing the potential for misinformation and confusion.

Although the Framework will make decision-making around people management practices more transparent, fairer and consistent for all employees across the organisation, some individuals will naturally be concerned about how the changes will impact their job grade, pay, position in the organisation, etc.

Organisations will need to provide assurances about how issues will be handled in advance of the rollout of the Framework.

Issues and concerns that emerge will need to be responded to promptly, recognising that any decisions made could establish precedents for other parts of the organisation.

Change Management

It is helpful to prioritise and project-manage the implementation of the Framework; an internal communication strategy is a prerequisite, as are realistic timeframes and opportunities for input and collaboration with employees and managers impacted by workplace change.

Leadership of the change process at an organisational level, rather than a HR or corporate services level, is essential.

It is most effective if an organisation adopts its existing change management practices when implementing the Framework.

It may also be effective to position the implementation of the Framework in the context of any other organisation-wide changes that are already taking place. For example:

‘We have re-developed our brand and image. We have worked with the community and the people we support to improve and align our service offerings. We have upgraded our IT systems and now we are upgrading our people management practices – all these changes are designed to improve our organisational effectiveness and to ensure we are best placed to make a positive contribution to the lives of the people we support’.

Board and Management Committee Involvement

Board and Management Committee members will need to be briefed, understand and endorse the benefits and any cost implications of implementing the Framework. Their support is an essential part of the change process.

Communication with, and by, Board and Management Committee members needs to be based around consistent key messages on the strategic benefits in implementing the Framework. Examples include:

‘The Framework will support our competitiveness and effectiveness in comparison with other organisations and sectors’

‘It will be a foundation for the integration and enhancement of current people management systems and practices’

‘It will support fair and consistent decision making about jobs and performance across the organisation’

‘It will benefit employees and managers in improving the understanding of the requirements in their current roles and possible future career opportunities’

People Management Strategy

It is timely for disability organisations, given the changes taking place in the sector, to review and consider their people management strategies.

Organisations are currently considering some complex questions:

‘How do we attract, recruit and retain the right people we need to deliver our strategy?’

‘How do we assess and achieve the required level of performance from our workforce?’

The Framework provides senior managers with the language and tools to have the right strategic discussion that will support the development of a competitive and effective people management and performance strategy.

The Framework is also a practical tool for employees and managers to discuss performance on the job. This ‘vertical’ application of the Framework, in both strategic development and day-to-day operational performance, is a key organisational outcome of implementation.

Everyone in the organisation, from CEO to frontline worker, will be using the same resource to understand, guide and deliver the performance required in each role.

People Management Policies

The Framework enables organisations to effectively link policies across different people management areas. For example, recruitment and selection and learning and development are typically seen as separate areas as they are facilitated at different stages of the employee ‘life-cycle’. In large organisations, they are often overseen by different managers in different departments.

The Framework provides a consistent approach to understanding and describing work levels as they relate to both of these areas.

A recruitment and selection policy might refer to the need to establish selection criteria for a vacancy before the selection process commences. The selection criteria can be drafted at the appropriate job level using the Framework capability requirements as a guide.

A learning and development policy might refer to the need to determine learning and development priorities for an employee on an annual basis. The priorities can be determined by reviewing the employee’s strengths and areas for development against the capability requirements for their job level in the Framework.

People Management Processes

Existing people management processes will be reviewed and, in some cases, replaced to ensure consistency with the capability levels and role requirements defined in the Framework.

The Framework provides a common language that will be used throughout all areas of the organisation. For example, recruitment advertisements should be based on the capability requirements for the relevant job level set out in the Framework. Consistency in job advertising is part of building a competitive employment brand. Job titles can also be reviewed to ensure consistency.

The Framework can also be used to guide more ad-hoc people management processes and decision-making, but in a more consistent way. For example:

A team of senior managers are tasked with selecting candidates from different parts of the organisation to form a talent pool to participate in a leadership development program. The nominees from across the organisation all have very different roles, responsibilities and skills. The selection team could use the Framework as the basis for assessing current capability at a certain job level (e.g. Level 9) to ensure that the development program is targeted at those employees ready to be developed into more senior roles. Applicants, or nominees, could be asked to complete an application based on the capability requirements of Level 9 including a self-assessment of their strengths and areas for development in line with the capability requirements at this level.

The success of the program will depend not just on the tuition or development activities, but on identifying participants who are able, or have the potential, to work at the required level of complexity in leadership roles.

The Framework provides a consistent and reliable tool to enable consideration of capabilities, rather than focusing on each individual's current role and responsibilities, work history or relying on more subjective assessments of readiness for leadership development.

Job Structures

The Framework supports informed and objective decision-making on the organisation's structure, job roles and job levels required to support the delivery of strategic and business goals.

The Framework can be used to restructure or review the organisation, to design new teams or review existing team roles using the standard job levels. This includes accurately recognising the complexity of the work in proposed or revised roles. Focusing on the capability requirements in the Framework supports sound decision-making on job structures and job levels which assist in improving recruitment and performance outcomes as jobs are accurately specified and graded from the start.

The first step must be to address the required structure and job levels and align them with desired strategic and business outcomes. Once this has been addressed, it is appropriate for managers to take into account existing staffing and skills issues and the many transitional issues that are likely to arise.

It is not advisable to slot existing roles automatically into new organisation or team structures, or to align roles in the new structure on the basis of existing job levels. While the Framework does not dictate structure, it is an objective basis for thinking about the role requirements necessary to deliver the organisational strategy.

CEO and Executive-Level Roles

Many disability organisations can align CEO and executive level roles with the job levels in the Framework. This will provide clarity and consistency in expectations for all senior roles in the organisation and will give visibility on the roles to others including board members, employees, and external stakeholders. Alignment of roles with the standard job levels in the Framework is also a basis for remuneration benchmarking to retain competitiveness.

In larger organisations, CEO roles, and sometimes very senior executive level roles, may sit outside the 14 standard job levels in the Framework. These roles are best graded individually, using job evaluation methodology, to ensure the specific context of the role is accurately reflected in the job level. This is normally done using external expertise.

Qualifications

Many organisations make qualifications for certain roles either mandatory or desirable. However, there are also some roles for which no qualifications are specified.

For some job roles, the decision is informed by sector or wider industry approaches to certain types of work, i.e. the requirements are set by professional bodies. Often general qualification requirements are specified by the recruiting manager as it is perceived that this will attract a certain 'level' of candidate.

The Framework does not mandate qualifications as essential to career progression. The Framework identifies the level of qualification and/or equivalent experience that would typically be held at a certain level of work complexity, in line with the other capability requirements for that job level. For example:

Level 4 in the Framework is consistent with the capability requirements of a VET Certificate IV. This does not mean that a Certificate IV is mandatory for every Level 4 role.

The Framework takes the emphasis off the qualification itself and emphasises the on-the-job application of a full range of capabilities relevant to the role.

The Framework helps identify the capabilities relevant to increasing levels of job complexity. This is useful to an employee in deciding which qualification will assist them to advance in their career. It is also useful to managers in deciding whether to specify particular qualifications for advertised roles.

A consistent approach across the organisation to managing and specifying qualification requirements is advisable.

For **allied health roles** the Framework sets out a range of professional job levels typically covering allied health work. It specifies the full range of role requirements in allied health roles including the capability requirements and performance expectations beyond the specific clinical skillset.

It is also to be noted that many staff in the sector have a variety of qualifications, including in allied health areas, but may not be practising in their professional area and do not have mandatory registration requirements in their particular role. Their qualification operates as part of a combined set of skills, experience and capabilities that they bring to their role.

To combat workforce recruitment shortages and other challenges, particularly in regional areas and as career development for VET Certificate/Diploma-level staff, some disability organisations have introduced **para-professional** or **therapy assistant roles** to provide specific direct services under professional supervision.

The Framework assists organisations to properly identify and/or review the complexity level of work in para-professional roles. This ensures that capability requirements are appropriately identified for that role and also for the professional supervisory role. Clarity of roles in this circumstance reduces both organisational risk and perceived 'boundary' issues.

Relationship with Awards and Enterprise Agreements

Some organisations use industrial instruments, e.g. the Modern Awards, as the basis for their organisational job structure. Invariably a range of Awards apply, all with different classification structures. This is potentially time-consuming and sometimes challenging for organisations to manage and difficult for employees to understand.

Other organisations use job grading structures that have been developed within the organisation over time.

In either case, organisations can benefit from aligning their roles with the Framework's job levels that provide a transparent, consistent and an organisation-wide approach that is unhampered by past practice or external influences.

Organisations can also match the classification levels in the relevant Award to the job levels in the Framework to ensure they comply with Award minimum pay levels.

A regular review of job levels in the organisation will ensure a competitive position in recruitment and retention and alignment with wider employment markets.

Although job levels are sometimes perceived by managers and employees to be 'set in stone', the Framework provides a basis for organisations to take charge of, and actively manage job levels to benefit their individual organisational profile, culture and operation.

Relationship with the Australian Qualification Framework (AQF)

The Australian Qualification Framework (AQF) - Vocational education and training (VET) Certificate I to IV and diploma-level qualifications - provides the structure for competency models and training and curriculum development by industry skills councils and education providers.

Disability organisations can match the AQF qualifications to the standard job levels in the Framework, e.g. an AQF Certificate III level is consistent with the capability requirements at Level 3 in the Framework. The alignment of the AQF to the Framework assists organisations in understanding of the level of work typically consistent with the certificate-level qualification and/or equivalent experience.

Understanding the capability level associated with qualifications will assist managers when deciding whether qualification requirements are necessary for recruitment or internal advancement.

Relationship with the Community Services and Health Industry Skills Council (CSHISC) Training Packages

Disability organisations use the CSHISC training package as a guide to skill development and, in the case of internally provided accredited training, in curriculum development. The training package also informs the external VET providers' curriculum.

Organisations using the Framework to understand relevant job levels can make more informed decisions about which training modules are relevant to the ongoing skill development of employees working in a particular role.

The Framework is not a competency framework as such. It focuses on the main differences in complexity between levels of work and on the main requirements for effective performance at different levels. It outlines the skills, knowledge and capability requirements at each standard job level, rather than attempting to specify all the skills that might be relevant across a range of possible job roles.

Grading Jobs

Disability organisations can use the Framework to consistently and accurately assess the complexity level of existing or new jobs. Grading roles involves analysing the main requirements of the roles and aligning them with the job levels in the Framework. It is important that the organisation's requirements of the role are reflected when determining a job level, rather than being unduly influenced by job titles, existing structure or pay.

The Framework assists in considering and reaching transparent grading decisions and can also be used as the basis to objectively explain to stakeholders, including employees, why grading decisions have been taken.

Most employees and managers will be able to understand the different job levels in the Framework and associated resources. Use of the Framework by managers across different teams and functions within the organisation builds consistency in grading practice as well as confidence within the organisation that job levels are being well managed to benefit business and operational effectiveness.

Managers may historically have found it difficult to grade existing employees' jobs. The Framework will enable them to focus on the role requirements so they can accurately understand and describe a role and grade it appropriately prior to addressing any resulting people-management issues.

Grading job roles has traditionally been the responsibility of experienced managers, HR or Industrial Relations staff. As others become familiar with the Framework, they will also be able to effectively contribute to the process.





People Management Practices and the Disability Career Planner and Capability Framework

This section covers a variety of people management practices in organisations and gives guidance and examples on the implementation of the Disability Career Planner and Capability Framework in these areas.

Position Descriptions

Position descriptions are widely used and are accepted practice for documenting the responsibilities of a role. The position description usually forms the basis for advertising and, to a lesser extent, for hiring and subsequently establishing performance expectations for the job holder or role. One of the challenges is efficiently and accurately describing job requirements without the need for constant changes.

The Framework can be used as the basis for writing position descriptions, e.g. the position description for a Level 5 role would be based on the capabilities for Level 5, as set out in the Framework.

This has a number of benefits. Firstly, the role requirements are captured at the appropriate level of work and avoids loose statements of responsibility where it is difficult to tell the level at which performance is expected. Secondly, the position description can be based around the requirements of the role rather than a detailed list of tasks to be completed. The requirements of the role are likely to be more stable, and therefore require less updating, than if the position description was pitched at a task level.

A position description that accurately describes the role requirements, consistent with the requirements of the relevant job level in the Framework, encourages the employee and their manager to focus at the right level in discussing priorities and performance expectations.

Having the role requirements as the main content of the position description also supports a range of other people management activities in a coherent way.

Recruitment and Selection

Position descriptions form the basis for advertising a vacancy. A job advertisement, internal and/or external, is generally written from the content of the position description. The selection criteria used by most organisations for candidate evaluation are also based on the position description and the role's requirements.

Position descriptions and related documentation are often sent to candidates to assist them in preparing an application.

Selection criteria can often be too generic and sometimes developed to fill a vacancy quickly. The Framework can be used to craft selection criteria that accurately identifies whether the candidate's capabilities match the capability requirements of the position as defined by the job level in the Framework.

For example, for a Level 5 position as set out in the Framework, rather than stating ‘Demonstrates excellent communication skills, both oral and written’, it is more accurate, to state;

‘Demonstrates communication skills relevant to the role including:

- using a range of positive engaging techniques,
- adapting style to meet needs of the other person,
- collaborating effectively with other teams,
- assisting others to resolve conflict,
- dealing with complex matters involving interactions with internal and external professionals and related organisations, and;
- assisting with the preparation of complex management reports.’

This is taken directly from the strategic core requirements for Level 5 in the Framework. Obviously, the language can be streamlined and any points that are irrelevant or unimportant to the role can be omitted.

The resulting statement of job requirements, taken from the Framework’s relevant capability level, will translate accurately into the selection criteria forming the basis on which candidates apply and on which selection decisions are based.

Job advertisements can also be too generic. While this sometimes attracts a large field of candidates, it is more efficient to have a well targeted job advertisement aimed at attracting those who clearly have the capabilities required for the role. This will be achieved by basing the job advertisement, as with the selection criteria, on the Framework’s job level capability requirements. This will give potential candidates a clearer understanding of the requirements of the role.

When checking references, it is wise to base questions to the referee on the relevant job level in the Framework. This ensures that the recruiting manager can elicit information about the candidate’s capabilities in previous roles at the appropriate level of capability as set out in the position description, and selection criteria which are based on the relevant job level from the Framework. This will result in better reference-checking - an often under-rated step in the selection process. Well-targeted questions assist the referee to move beyond just providing general positive (or negative) feedback.

Induction and Orientation

There is usually a pool of relevant information and guidance ready for ‘new starters’ in an organisation. Disability organisations provide this information in various ways from induction courses or training sessions, to manuals or booklets, many are increasingly accessible on the organisation’s intranet and self-directed by new employees within certain timeframes. The manager also provides some of the information needed by new employees including work plans, resources, work practices, and introductions to key people.

The Framework for the relevant job level can be used as a 'checklist' for the manager and a new employee to go through all areas of the job. A discussion between a new employee and their manager about a direct service role might focus entirely on service-related procedures and place less emphasis on the role to play as part of a team or in communicating with other parts of the organisation.

The advantage of using the Framework for an employee and their manager is that it enables discussion and questions about the role and role context, as well as encouraging early exchanges of expectations between the manager and employee. This is a two-way process rather than just a flow of information to the employee.

Setting Goals and Performance Expectations

With a new employee or recently promoted staff member in place, a manager will agree performance goals and expectations. There are key conversations to be had and the manager will generally be aware that 'quality time' at this stage with the employee will benefit both parties in the longer term.

Some organisations have an established format, or form, with goals and performance measures already set out for the type of role the employee is undertaking. Sometimes the approach is to provide a 'blank' format which the manager and employee then use to discuss and document job requirements and deliverables.

The Framework's statement of capability requirements for the relevant job level provides the basis for these discussions. This means that goals and deliverables that are discussed between the manager and employee can be cross-checked against the relevant content in the Framework to ensure alignment with the performance expectations at that standard job level.

The Framework provides a structure when discussing and drafting the description of work in the employee's documented goals and measures. Often the manager and employee know what general content and focus needs to be there, but the Framework gives them the language to use. This is not just a great time-saver for managers, but will also mean that goals are appropriately set at the correct job level, thus, ensuring the organisation is getting value from the position being graded at the determined level.

It is highly inefficient for an organisation to grade a job at a certain level, recruit at that level, and then unknowingly set performance expectations for an employee that do not match the capability requirements of the job level. The Framework avoids this by allowing accurate and consistent setting of individual work goals and performance measures in line with the capability requirements for the job grade as set out in the Framework.

Performance Planning and Support

Once goals are in place and an employee is working to meet the requirements of the role, it is good practice for managers and employees to regularly discuss progress. Most disability organisations have expectations as to when and in what context these discussions occur, usually set out in the people management policy and with an annual review as a key milestone.

It is expected that managers will provide regular, timely and constructive feedback using concrete examples of good performance or areas for development. It is evident, as outlined above, that there is value both to the manager and employee in aligning job requirements and work goals and measures with the job level in the Framework. If the alignment has been implemented as suggested, then it is more likely that appropriate performance oriented discussions will be held based on the capabilities required of the role.

Assuming the organisation is providing an environment where regular dialogue and performance feedback are encouraged and prioritised, the Framework can be useful to managers and employees during these regular performance discussions. One of the advantages of using the Framework in performance feedback discussions is that it provides a template or checklist for the conversation. Covering the areas in the Framework that are relevant to the role and giving feedback to the employee across all the relevant areas ensures a balanced approach to the discussion using objective language. Evidence from the work output of the employee, feedback from customers or observations of the manager are included to support the conversation.

This provides an environment where the employee is being encouraged to work to achieve good results in all the relevant areas at the right level of capability for the job. This also gives the discussion a development focus rather than a real or implied potentially negative-sounding list of aspects that are not meeting requirements. Taking the focus to the capabilities required is a positive step; most employees will want to have a conversation about their progress in developing their capabilities to meet the requirements of the role and job level.

Being able to look together, as manager and employee, at the role requirements in the Framework is a collaborative and constructive start to the conversation. The Framework gives the manager something to focus on and discuss and they can use it to put into context the constructive feedback they want to provide. Managers do not particularly like giving unconstructive feedback or telling an employee they are not meeting expectations, and employees do not like hearing it. Discussions on progress towards a clear set of requirements based on the relevant job level are more likely to be positive when the employee and their manager feel they have, in using the Framework, the necessary tools and resources to have a positive, objective and efficient conversation.

Remuneration

Ideally, a disability organisation will want an affordable, competitive and consistent approach to remuneration practice. It is difficult to balance all three, but the Framework provides a foundation for keeping these things in balance. The job levels in the Framework are based on standard levels of work. These are clear, independent definitions of the performance requirements and capabilities expected at the 14 different job levels. The standard levels of work are consistent and comparable across disability organisations and other sectors and industries. For example:

A Level 8 Occupational Therapist, a Level 8 Accountant, and a Level 8 Service Coordinator/Team Leader. The work performed by these employees in the disability sector at Level 8 would differ significantly, their position descriptions would be quite different, but many of the capabilities required to undertake the complexity of the work are the same. So while content and professional discipline differs between the job families, Level 8 employees need to function in the same way, i.e. how they use information, how they solve problems, how they plan, etc.

The commonality between different roles with the same level of complexity is the basis for remuneration management using the Framework.

Disability organisations need to adopt a policy approach in relation to their position in the remuneration market. The Framework is then used to support decision making on pay matters. Remuneration data from other disability organisations, and from other sectors, can be compared using the standard levels of work in the Framework. This enables pay ranges to be set, consistent with the organisation's remuneration policy, for each of the job levels in the Framework and applied across the organisation. These pay ranges can be adapted and adjusted by the organisation in line with market movements or industry pressures.

The organisation benefits as the employee's remuneration is set within the range for the job level at which the position has been graded through the Framework. Performance expectations and the management of employee performance are also aligned. This means the organisation can be confident that pay has been set competitively, neither too high nor too low, for the role in question.

Using the Framework enables a disability organisation to take charge of its own remuneration strategy and practice, rather than assume that 'pay' is beyond the control of the organisation to manage. In most disability organisations, payroll costs are often the biggest contributor to overall operating costs. Affordability will always be an issue in non-government organisations' pay practice, but managing remuneration more effectively through the Framework aids competitiveness and achieves value for money.

Performance-Based Pay

Disability organisations adopt a variety of approaches to salary reviews. Many rely on an annual Consumer Price Index (CPI) adjustment or salary increment, or a combination of both. Some follow Award increases only. Sometimes arrangements have been negotiated in an industrial relations (IR) context, such as through an Enterprise Agreement (EA). Often employees are unclear why their salary has been adjusted and whether it bears any relationship with their job performance. Where an organisation wants to move towards more performance-linked remuneration, the Framework provides a sound platform for an internally fair and externally competitive system.

Managers often want to recognise performance through pay, but can feel uncomfortable about deciding on differing outcomes for their team members. Generally the performance review conversation is more challenging if both employee and manager know that a pay adjustment will result. The Framework can be used to develop a performance review procedure that supports objective discussions between employees and managers. A five-step pay approach could be used – a rating based on Outstanding, Superior, Fully Competent, Improving, or Marginal is one example.

The most worthwhile conversation from a people management perspective is where the employee is being encouraged to work towards good results in all capability areas at the right level of capability.

It then becomes a natural extension of the feedback and development discussion to discuss with the employee how their pay relates to the range the organisation has established for their job level. The employee can use the Framework to discuss what capabilities they can continue to work on to build their performance and their career, and which choices are likely to result in increased remuneration in both the short and long term. Managers need to be very clear on organisation remuneration policy and practice to have these conversations successfully.

The Framework can be used to provide for a clear performance-linked remuneration system without locking the organisation or managers into set outcomes.

Learning and Development

There is often a strong commitment from disability organisations to providing and supporting learning and development activities, training and professional supervision to their workforce; all of which require significant time commitments from employees and managers. The question becomes whether the time and effort expended on learning and development has been well-directed and is efficient.

Managers and employees are often willing to discuss learning and development needs, more so perhaps than performance issues. The conversation can quickly become generalised and lead to broad commitments to training, external courses or other development that are difficult to deliver and/or may involve time and money being expended with little assessment of any resulting improvements in job performance.

A simple approach can be adopted using the Framework. Learning and development activities that the employee and manager believe may benefit the organisation and the employee should be tested against the capability requirements for the job level, as set out in the Framework. If the learning and development activity is seen to contribute to capability development in a relevant area, then a discussion can ensue about how the improved capability will be applied and, where necessary, assessed. If it is difficult for employee and manager to establish a clear link with the capability requirements at the employee's job level, perhaps more relevant learning and development activities should be considered. The opportunity could still be pursued in the employee's own time or at a later date.

Career Planning and Pathways

As with learning and development activities, disability organisations typically also invest in the longer term career development of their workforce, including through in-house programs in areas such as leadership development, technical and professional training. Other programs are often implemented to deliver formal or semi-formal mentoring and coaching opportunities to support career growth. Project opportunities or rotation systems are also provided to increase exposure to working in other areas across the organisation.

An employee can use the Framework to support their own career planning. The Framework can be used as a checklist to assess the capability areas where they may need more development before they can consider higher career levels.

The employee can ask their supervisor or a colleague, or both, to help objectively assess where they are at and where they can direct their learning and growth.

The Framework also makes a great resource for an employee and their manager, or a mentor, to have a focused discussion about career goals and progression. The Framework enables managers and mentors to focus on the requirements of its defined higher job levels and provide objective feedback and advice. The employee benefits from clearer discussion and advice rather than relying just on anecdotal evidence and experience.

Career planning can include lateral moves to other areas of the organisation. This can be an attractive option for employees and for disability organisations looking to adjust to revised business models and operations in light of changes in the sector. Sometimes a career discussion is simply initiated by an employee who knows they want a move, but needs assistance in articulating their goals and reasons for seeking a change.

The Framework enables clear discussions and supports decision-making on moving between roles by assisting the employee and their manager or HR to understand and review the role requirements in other job families and the overlap with the employee's current capabilities. The Framework will also assist in identifying the capability areas in which support or further development might be required.

Skills Audits

At a time of transition in the sector, there is value in understanding the current skills profile of teams or organisations to assist in planning and decision making about services and resourcing.

The Framework can be used as the basis for a skills audit in the organisation, either for the whole organisation, or at a team or work-group level.

To derive the most objective and useful information, both employees and managers should contribute to the process, e.g. an organisation may have 80 employees providing disability services. Each employee occupies a role that can be graded against the Framework job requirements. The employees are then each asked to look at the relevant Framework capability requirements for their job level and rate their current proficiency.

This could be done in many ways, but a 5-point scale works well. Managers are then asked to do the same for themselves and for the staff they have reporting to them. The results are discussed between employee and manager and any areas of disagreement can be discussed, resolved if agreed, or just noted as differences of opinion. The results are then collated at an organisation level and can be used to identify areas of capability that need to be addressed. Some areas may relate to certain job levels – ‘out of 12 Level 4 roles, 9 were rated as still developing the required level of capability in Customer Relationships’. Training or on-the-job mentoring can then be targeted to these levels.

Individuals or groups who are highly proficient in a particular capability area will be identified through the process and can be deployed in supporting others who are still developing their capability. Investment in improving capability can be targeted to meet the key capability or skill gaps that are identified in the process. The results can also flow through to individual planning by employees and their manager to assist in deciding on priorities for their own capability development and skills training.

Succession Planning

Disability organisations face significant demands in a changing environment, not least through competition for skilled employees. Opportunities will continue to open up in the sector for people with the right skillsets looking to advance their careers. It is critical that organisations assess key roles and establish succession plans for these roles, whether based on internal or external sourcing strategies.

The Framework enables organisations to systematically review key roles and confirm the capability requirements at these levels. It is then possible to look at the capabilities of other staff in related roles and determine whether there is a good potential fit should the incumbent move on, internally or externally. A skills audit, as described above, can be used to objectively evaluate succession readiness in the organisation and to plan for development activities that address key capabilities yet be developed to the level required in the Framework.

The succession planning process, based on the Framework, can be used for a particular key role, or to plan for succession up to a certain job level, that is determined to be key to the organisation's success. There may be a number of roles at the same level of capability, but from different work or program areas in the organisation that are identified as key succession roles.

It is important to note that it is not usually necessary to 'anoint' a successor or successors, although sometimes this can be worth doing. It is more usually the case that a pool of potential successors is identified and then their capability development is overseen, consistent with the capability requirements of the identified key succession roles.

Talent Management

Many disability organisations are not large enough to invest significantly in formal talent management programs, although some large organisations have programs in place. Talent management is about deriving business value from everything done in attracting, hiring, developing and retaining high performing employees. These activities need to link back to the strategic business goals of the organisation rather than just be pursued for the sake of it and many of these people-management activities are dealt with above.

The Framework supports accurate decision-making about talent management activities, not only in the hiring, developing and retaining phases, e.g. an organisation might decide to identify employees who may reasonably be expected to progress to higher-level roles in the organisation, and ensure they are appropriately developed. The planned investment then becomes the time and resources to develop capability in employees who may subsequently demonstrate a return on investment by performing effectively at the higher level. They may also leave for an opportunity in another organisation. In any event, poor decision-making will impact the planned return on investment in talent management activities.

The Framework provides an objective basis to confirm the capability requirements at higher levels and target development activities accordingly. This is in contrast to broadly developed leadership models and programs that offer information and learning about leadership skills and attributes. The Framework puts leadership skills and attributes into the context of the relevant job level. Both Level 11 and Level 14 managers exercise leadership, but the capability requirements are different. Good talent management investment recognises the capability requirement in real job roles at defined job levels, as set out in the Framework, and can be planned and delivered accordingly.

Employee Recognition

In disability organisations, employee recognition takes many forms, most of them non-monetary. Managers are encouraged to acknowledge those responsible for key achievements and results. Employee behaviours or attitudes that are typically recognised in the more formal recognition programs include commitment to the people being supported, to the organisation's mission and/or to the organisation's values. Recognition can be about personal or team contributions and achievements. Some organisations like to reward effort or results that are 'above and beyond'; others prefer to recognise excellence in day-to-day responsibilities.

The Framework offers organisations the opportunity to align the recognised and rewarded behaviours and results with its relevant capability areas. Recognition, whether through team meetings, staff newsletters or awards programs, can always be described in terms of the capabilities being demonstrated. This reinforces for employees the importance the organisation places on capabilities being demonstrated on the job, at the appropriate job level, consistent with the Framework. It also assists in removing some of the risks about perceived parochial decision-making or favouritism in deciding who to recognise.

One of the key success factors in a sustainable employee recognition system is managers and staff actively nominating others for recognition when they see it. This means the system needs credibility and ongoing support. The temptation for managers or HR professionals is to set up a complex system that requires resources to maintain. Effort also needs to go into ensuring staff and managers understand the system and what is required of them. The advantage of using the Framework as the foundation for employee recognition is that the parameters are already established in terms of both subject areas in the Framework such as Leadership/Teamwork or Customer Relationships or Innovation. The evaluation of 'nominations' each month, or whenever it may be, can be based on the alignment of the behaviours and/or results with the capability requirements of the relevant job level.

In organisations that see an investment in an employee recognition system as worthwhile, the basis of the recognition system is already in place via the ongoing implementation of the Framework and its use by employees and managers in regularly identifying and recognising good performance consistent with organisation requirements at the relevant job level.

Employee Engagement

Many disability organisations have invested in measurement tools that periodically provide a 'reading' on levels of employee engagement.

Implementation of the Framework in an organisation will affect some employee engagement factors. The impact will generally be from the implementation of effective people management practices.

Engagement is thought to increase where, among other factors, the employee regards their job as being very important to the organisation's mission and meeting the needs of customers. The Framework can be seen to place equal emphasis on all roles in the organisation, regardless of job level, and sets out the requirements of these job levels with equal detail. The same priority is given to all job levels via the Framework. This is a powerful and affirming message to send to employees at all levels and can be implemented through people-management practices aligned with the Framework.

Employee engagement is also seen as being significantly influenced by clarity of job expectations. When job responsibilities and performance requirements are clear and coherent, engagement increases. The Framework provides the basis for clear, concrete and consistent job expectations and, importantly, these are established on the basis of role requirements at the relevant Framework-prescribed job level.

Vague job advertisements and position descriptions, generalised performance goals and inconsistent feedback all contribute to reduced employee engagement. Effective implementation of the Framework can enable organisations to address these issues and contribute positively to the employee engagement equation.

Workforce Planning

Workforce planning involves predicting the future staffing needs of the organisation using internal and external data to inform decision-making and strategic and business planning activities. Relevant external data can include demographics, projected client numbers, market analysis and growth predictions, developing or new technology and university graduate numbers. Internal data can include strategic plans, estimated demand for different job families, budget projections, staff turnover and business systems.

The Framework can be used to build a consolidated picture of workforce needs in the organisation. For example:

An organisation is working on a plan to position itself to provide certain 'new' services in the disability services market. Part of the process is to 'identify' the likely workforce associated with providing the proposed services. The organisation can use the Framework to determine the complexity level of work that will be performed, even though no staff are 'on board' yet. This assists in identifying in advance how ready the organisation will be able to develop or acquire staff to meet the capability requirements of the new roles.

It might become evident that the organisation will not have sufficient staff at the required levels. Plans might then include development programs for existing staff and/or recruitment plans, both based on the Framework capability requirements for the relevant job levels. Once the work levels associated with the new work are understood, they can be incorporated into the planning process.

There could be a projected skills shortage in the sector in this area and this is anticipated to impact heavily on the planned recruiting. In this case, the Framework can also be used to redesign the work, incorporating different job levels, and this approach can be tested against other planning elements of the proposed service to be offered. The Framework could be used, for example, to identify non-traditional career 'transition pathways' through which an aspiring employee can be sourced, internally or externally, and developed over time to meet the role requirements proposed.

Employees or recruits from other job families or sectors could be transitioned and retrained in this way. Some transition programs will be more feasible and realistic than others, and the Framework allows testing of these ideas and options using a consistent methodology before staffing costs are incurred or mistakes are made.



APPENDIX A

Employer Frequently Asked Questions

What is the Disability Career Planner and Capability Framework?

The NDS Disability Career Planner and Capability Framework (referred to as the Planner and the Framework) have been developed to assist the disability sector to attract, recruit and retain a skilled and responsive workforce for the future.

The Planner is available publicly through carecareers (www.carecareers.com.au). It enables individuals to clearly see the range of career paths available across the disability sector.

Workers already employed in the disability sector, or entering the sector for the first time, can easily see how their current role and skills, knowledge and capabilities line up with the work requirements across other disability organisations and in other industries.

The Framework describes in detail the main work that is performed at different job levels and provides a consistent and clear understanding about jobs across the sector.

It assists employees in understanding the skills, knowledge and capabilities required at different job levels across the sector in how work is to be performed and it provides guidance around training and development and future career opportunities.

For employers, the Framework provides a foundation that will support them in all areas of managing the workforce including recruitment and selection, performance management and training and development.

Organisations can use the Framework to support decisions on team structures, in workforce planning, and other organisational development initiatives that are critical in meeting strategic business and financial goals.

Although organisations use different job titles, there is strong consistency in broad job requirements across the sector. The Framework is based on a set of independent and standard job levels that apply across different organisations, the disability sector and broader industry groups.

A consistent approach to jobs in organisations will give current employees the confidence and guidance they need to deliver effective results.

Consistency will also promote a strong sense of the opportunities available in the disability sector to prospective employees as the disability workforce grows.

How are jobs changing in the disability sector?

The disability sector is changing which means it will change how an organisation and its employees support people with disability.

Support will be more individually based and aimed at responding to a person's specific needs that will enable them to achieve their goals and aspirations, and to live in their community as they choose.

Changes in the sector make having a consistent approach to jobs even more important. Organisations will need to keep on top of the changes and provide clear and consistent job definition and feedback to employees.

For many organisations, jobs and team structures will need to be redesigned, work practices will change, and employees and their managers will need to learn new skills.

It will be important for job roles to be carefully designed so that the best and most efficient use can be made of each employee's skills, knowledge and capabilities in responding to the needs of people with disability.

The Framework will assist organisations, employees, people with disability and their families and carers to understand and communicate effectively about the changing job requirements for all roles. Frontline staff will see direct changes in their roles; however, all other roles across the sector, from managers and administration to fundraising and many others, will also be impacted.

How does the Disability Career Planner and Capability Framework work?

The Framework defines the skills, knowledge and capabilities required to work successfully in different roles at different levels in the disability sector.

The Framework sets out the requirements for job roles across **14 standard levels of work**, from a trainee through to an executive manager, across **10 different job families**.

It clearly defines job requirements in terms of relevant skills, knowledge and capabilities and assists individuals in managing their own careers and assessing career options.

Managers, employees, people with disability and their families and carers will benefit from the use of a common language when discussing the expectations of a job role and job goals, and subsequently provide objective feedback.

Each column in the Framework represents capability requirements which increase in complexity from left to right across the Framework. The more complex the work, the higher the job level, (see page 30 - an example of 3 levels and 2 Strategic Core Requirements taken from the **Management** job family).

MANAGEMENT JOB FAMILY*

Strategic Core Requirements	Level 7	Level 8	Level 9
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.
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.

*An example from the **Management** job family of the Disability Career Planner and Capability framework.



Employers will match the requirements of roles in the organisation to the job levels in the relevant job family. This provides a consistent and fair way to determine relevant job levels and enables more accurate and consistent position descriptions to be prepared by the organisation reflecting the specific requirements of each role.

What are standard levels of work?

Standard levels of work are clear, independent definitions of the performance requirements and capabilities expected at the 14 different job levels in the Framework. Standard levels of work inform what is expected of people working at different job levels across different job families including comparable jobs across other organisations and industries.

The complexity of a Level 3 in the **Direct Service Delivery** job family is the same as a Level 3 in the **Corporate and Service Support** job family. The work that employees do in these roles would be very different (their position descriptions would also be quite different), but the capability required to undertake the complexity of the work is similar.

Direct Service Delivery (DSD) 3

Provides standard support (including personal care and skill development) and assistance for people with disability. Understands a person-centred approach. Engages with a person and supports them in achieving life-learning, recreation, employment and educational goals and increased independence. Understands standard practices and guidelines and is able to follow detailed and precise work procedures.

Corporate and Service Support (CSS) 3

Provides administrative corporate and/or service support to work areas. Services a range of internal and external customers. Understands standard practices and guidelines and is able to follow detailed and precise work procedures. Checks own work and work of others. Shares knowledge and information with team members, assists with use of communication and technology systems and equipment. Able to work with minimal supervision, knowing when to escalate issues.

Level 3 is the stage at which many standard trade qualifications are awarded (VET Certificate III). Level 3 employees in the disability sector probably would not realise that the skills and experience required for their role are equivalent to a qualified carpenter putting up the timber frame of a house. The work is very different, but the required capability and complexity level is the same.

Are executive and CEO covered in the Disability Career Planner and Capability Framework?

Most executive roles will be covered by the Framework. The **Management** and **Executive Management** job families are broad enough to cover both CEO and executive roles in most organisations.

The actual job level will depend on the responsibilities being exercised in the role and other factors such as the size of the organisation. However, some very large organisations may have executive roles at a higher job level than Level 14 in the **Executive Management** job family. A CEO role in a large or very large organisation would fall into this category.

How can a manager/organisation use the Disability Career Planner and Capability Framework?

The Framework has many uses and is a proven tool in successfully grading jobs.

Grading jobs means determining the level of a job relative to other jobs. This then provides the basis for recruitment and selection, assigning responsibilities and tasks, deciding on performance expectations and providing ongoing feedback, training and development planning, etc.

The Framework can be used by managers to make day-to-day decisions about job requirements and position descriptions. It can also be used by managers to ensure they approach performance feedback and review processes, and make decisions about learning and development opportunities, based on the capability requirements of the relevant job level. This builds organisational consistency within and across teams.

The Planner and Framework can be used by individual employees to assess their own skill development and career progress. Either resource can be used to make future career plans by understanding the types of responsibilities and capabilities required at more senior levels or at the same level in a different job family. They can also be used to write job applications or to prepare for a performance review discussion with a manager or supervisor.

The Framework can be used by senior managers and HR to plan for future workforce needs. It encourages organisations to think about the overall skills, knowledge and capabilities that will be required in the future, rather than just focusing on individual job vacancies or position titles. The Framework can assist organisations to make objective decisions about job structures and new positions as well as reviewing existing job roles when needed.

What are job families?

Job families are natural groupings of job roles where the work is broadly similar. For example:

Specialist and Professional Services roles (physiotherapists, speech pathologists, psychologists, etc.) are in one job family and Corporate Services roles (finance, HR, ICT, etc.) are in another job family.

While job titles, qualifications, skill levels and specific responsibilities may differ, the range of work in a job family has more similarities than differences. For example:

An employee providing direct personal care in the home for a person with disability would be covered by the Direct Service Delivery job family. An employee providing transport to support the person to attend medical appointments and assisting them to participate in community activities would also be covered by the Direct Service Delivery job family. Although the day-to-day work in these two roles is different, many of the broad job requirements and capabilities are the same.

The Framework includes 10 job families. The range of job families is intended to cover the vast majority of job roles in the disability sector now and into the future.

An employee's career might progress through different roles in the same job family or they might move to a role covered by a different job family. The job families are not restrictive in themselves. They simply identify the type of capabilities required to perform work at different job levels across the different job roles in the sector.

The 10 different job families across the disability sector are.

- 1. Direct Service Delivery (DSD)**
- 2. Specialist and Professional Services (SPS)**
- 3. Corporate and Service Support (CSS)**
- 4. Corporate Support (CS)**
- 5. Management (M)**
- 6. Executive Management (EM)**
- 7. Business Enterprises (BM)**
- 8. Employment Services Delivery (ESD)**
- 9. Employment Services (ES)**
- 10. Business Growth and Positioning (BGP)**

Which job family is the right one for each role in my team/organisation?

The job families group work and job roles where the work is broadly similar.

In most cases, organisations will find it straightforward to determine the relevant job family for a role or group of roles. The job families are not intended to be a barrier to the way work is organised. It is possible that several roles in a team might be best covered by one job family such as **Direct Service Delivery** while other roles in the team might be covered by a different job family such as **Specialist and Professional Services**.

Multidisciplinary teams might find that they use several job families to construct the position descriptions that apply to a team. The main objective is to ensure that the standard levels of work are used to assess the complexity level of the roles in the team and to form the basis of setting expectations for these roles.

Sometimes a job may naturally span two job families. For example, in a smaller organisation, a manager may have general **Corporate Services** responsibilities and may also be responsible for business development (the **Business Growth and Positioning job** family).

Will all jobs be covered by the Disability Career Planner and Capability Framework?

The majority of disability sector jobs, both now and into the future, will be covered by the 10 defined job families. Even if new job families emerge over time, the Strategic Core Requirements and the 14 standard levels of work will still be applicable and continue to assist in grading jobs.

If a job role does not align relatively easily with the Framework and one of the standard levels of work, then it is useful to review the role and the position description to ensure the requirements for the role are clearly defined before proceeding.

Sometimes jobs are well defined initially, but have responsibilities added to them or taken away over time. It is worthwhile regularly reviewing job requirements against the job levels in the Framework as part of good job design.

What are Strategic Core Requirements?

The Strategic Core Requirements headings used for all job families are:

- **Sector and organisation purpose and values**
- **Leadership/teamwork**
- **Communication**
- **Customer relationships**
- **Personal accountability**
- **Innovation**
- **Experience/qualifications**

All the job families are set out in the same way. The first page of each job family lists the Strategic Core Requirements.

Strategic Core Requirements are the skills, knowledge and capabilities that are needed in every role across the sector and in organisations and only vary in the detailed descriptions for each job level (see page 37 - an example of 2 Strategic Core Requirements taken from the **Corporate Support** job family).

What are Functional Requirements?

Functional requirements are the skills, knowledge and capabilities that are needed (in addition to the Strategic Core Requirements) in most roles across a particular job family. For example, personal care, skill development and support and community engagement and education are two Functional Requirements that apply to the Direct Service Delivery job family (see page 38 - an example taken of 3 Functional Requirements taken from the **Business Enterprises** job family).

The Functional Requirements for each job family are different. Although some Functional Requirements may look quite similar e.g. reporting, documentation and administration, there will be differences to reflect the different work in each individual job family.

Some job roles may only have one or two Functional Requirements. Other roles may be broader and all the Functional Requirements within a job family might apply.

The Functional Requirements do not include specific information about a role as this will be included in the position description. Disability organisations will use the Framework, including both the Strategic Core Requirements and the relevant Functional Requirements, to write detailed position descriptions.

How do the Disability Career Planner and Capability Framework assist with performance planning and support, staff supervision, learning and development planning and recruitment and selection in my team/organisation?

It is important to review team structures and job grades on an ongoing basis to ensure that the right jobs are in place to meet the organisation's and its customer's goals and objectives. The Framework sets out the standard levels of work to assist in making decisions as to the levels of work required in a team or role. Once job levels have been determined, accurate performance requirements can be set for each role to ensure that employees clearly understand and are focused on meeting their agreed goals.

The organisation's performance management system, of which position descriptions and performance appraisals are a part, link individual staff achievements at all levels with the overall operational and business objectives of the organisation. The Framework enables position descriptions to be written or revised to ensure consistency with the standard levels of work. This means that the setting of objectives and provision of feedback on performance to each employee is occurring at the right level of complexity. By using the Framework, consistency in expectations of performance is supported for roles across the

CORPORATE SERVICES JOB FAMILY*

Strategic Core Requirements	Level 9	Level 10
Leadership / Teamwork	<p>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.</p>	<p>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.</p>
Communication	<p>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.</p>	<p>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.</p>

*An example from the **Corporate Support** job family of the Disability Career Planner and Capability framework.

BUSINESS ENTERPRISES JOB FAMILY*

	Level 7	Level 8
Functional Requirements		
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.
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.
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.

*An example from the **Business Enterprises** job family and the Disability Career Planner and Capability framework.

team and organisation. Performance appraisals based on the job levels can be conducted fairly and consistently. Managers and employees can use the Framework to clarify responsibilities and expectations in roles and ensure performance and understanding is aligned.

Effective performance management in the team and organisation also assists in developing an achievement focused culture, increasing motivation within teams and developing a team's and organisation's capability to meet future requirements.

The Framework can be used to support training and development needs and planning processes at both an individual and organisational level. For an individual, the Framework can be used almost like a checklist to assess the capability areas where more development may be needed to successfully meet the requirements of the employee's current level or higher career levels. An employee can also use the Framework when seeking feedback from their supervisor, a colleague or the people they support.

The Framework makes a great resource for an employee and their manager when they are sitting down and working on planning to address the employee's development needs and priorities for the year ahead and where an employee is considering a career move.

Does the Disability Career Planner and Capability Framework state qualification requirements for certain roles?

Employers, whether that is an organisation or a person with disability, will list a range of requirements and the selection criteria for a particular role in a job advertisement and position description.

An organisation advertising a vacancy will specify whether a specific qualification is required. For some job roles, a qualification is not a compulsory requirement, but may be recommended or desirable. All organisations will list a range of requirements or selection criteria for a role.

A relatively small number of jobs in the disability sector have a compulsory professional qualification requirement. Generally these qualifications are linked to requirements for registration with a professional body before an employee is able to practice. These include roles in the **Specialist and Professional Services** job family such as physiotherapists, occupational therapists, psychologists, etc. Another example is an accountant from the **Corporate Services** job family.

The Planner and Framework refer to the range of qualifications, or equivalent training and experience, that line up with the standard levels of work. For example:

A Vocational Education and Training (VET) Certificate IV lines up with Level 4. This does not mean that a Certificate IV is a compulsory requirement of all Level 4 jobs, however, the overall requirements of a Level 4 are consistent with the types of skills, knowledge and capabilities that Certificate IV students will gain from their course. These skills, knowledge and capabilities can also be gained through on-the-job training and other experience from outside the disability sector.

As the sector continues to evolve and professionalise, organisations and people with disability may look more favourably on tertiary level qualifications that are relevant to the role a person is undertaking or applying for.

How do the Disability Career Planner and Capability Framework link with existing organisation and sector approaches to jobs?

All organisations have their own ways of establishing job levels. Organisations are encouraged to line up their existing job structure and job levels with the 14 standard levels of work in the Framework to provide consistency in job levels across the sector.

Organisations may also establish their own pay ranges. They take into account past practice in the organisation, other industry practice and the business needs of the organisation. Obviously finances play a big part as do the safety net minimum pay rates contained in the relevant Modern Award.

The Framework can assist organisations to create a consistent and transparent job level and pay system to support the organisation's objectives. Job levels, position descriptions and pay scales can all be based on the standard levels of work and managed consistently.

The Framework does not require organisations to choose certain job titles or set of pay rates. It can assist in getting the underlying job structure right to ensure that job levels and pay arrangements are fair and appropriate internally and competitive externally.

How do the Disability Career Planner and Capability Framework align to the Australian Modern Awards?

Some organisations will base their job levels and position descriptions and pay scales on the 14 standard levels of work. This is done in addition to ensuring the minimum requirements of Modern Awards are met.

Award levels from any Modern Award are able to be matched to the 14 standards levels of work. This means an organisation can position its job levels and pay practices to achieve competitiveness in the employment market while also ensuring compliance with the minimum pay rates in the relevant Modern Award.

APPENDIX B

Employee Frequently Asked Questions

What is the Career Planner and Capability Framework?

If you're considering joining the disability sector or you are already working in the sector and want to progress your career, the Disability Career Planner and Capability Framework (referred to as the Planner and the Framework) let you see exactly what skills, knowledge and capabilities are needed.

The Planner is available publicly through carecareers (www.carecareers.com.au). It enables individuals to clearly see the range of career paths available across the disability sector.

The Framework describes in detail the main work that is performed at different job levels and provides a consistent and clear understanding about jobs across the sector.

The Planner and Framework include **10 different job families** across the disability sector. They break each job family into levels and tell you exactly what is expected at each level.

Although different job titles may be used in the sector, the Planner and Framework will assist you in understanding that the actual requirements of job roles at the same level and in the same job family are often very similar.

How are jobs changing in the disability sector?

The disability sector is changing, which means it will change how an organisation and its employees support people with disability. Some work tasks will be performed differently and everyone will be learning new skills.

Frontline staff that directly support people with disability will see obvious changes in their job roles. But the changes will also affect every role across the sector including chief executives, managers and administration staff.

The Planner and Framework will assist you, other employees, managers, and people with disability and their families and carers to understand and communicate with each other about how the changes will impact the requirements of all job roles into the future.

How do the Disability Career Planner and Capability Framework work?

The Planner and Framework set out the requirements for job roles across **14 different levels**, from a trainee through to an executive manager, across the **10 different job families**. They describe the skills, knowledge and capabilities that are needed at each job level and will assist you to better understand the requirements for your current job role or other job roles you might be interested in.

They will also assist managers, other employees, people with disability and their families and carers by using language that everyone understands when determining what is expected by a job role.

Each column in the Framework list job requirements that become more complex as you move from left to right; the more complex the work, the higher the job level. (See page 44 example of 3 levels and 2 Strategic Core Requirements taken from the **Direct Service Delivery** job family)

What are standard levels of work?

The Planner and Framework are based on a set of **14 standard levels of work**.

Standard levels of work tell you what is expected of people working at different job levels across different job families including comparable jobs across other organisations and industries.

The complexity of a Level 3 in the Direct Service Delivery job family is the same as a Level 3 in the Corporate and Service Support job family. The work that employees do in these roles is very different (and their position descriptions would also be quite different), but the complexity of the work is the same.

Direct Service Delivery (DSD) 3

Provides standard support (including personal care and skill development) and assistance for people with disability. Understands a person-centred approach. Engages with a person and supports them in achieving life-learning, recreation, employment and educational goals and increased independence. Understands standard practices and guidelines and is able to follow detailed and precise work procedures.

Corporate and Service Support (CSS) 3

Provides administrative corporate and/or service support to work areas. Services a range of internal and external customers. Understands standard practices and guidelines and is able to follow detailed and precise work procedures. Checks own work and work of others. Shares knowledge and information with team members, assists with use of communication and technology systems and equipment. Able to work with minimal supervision, knowing when to escalate issues.

Are executive and CEO roles covered by the Disability Career Planner and Capability Framework?

Most executive roles will be covered by the Planner and Framework. However, some very large organisations may have executive roles at a higher job level than Level 14 in the **Executive Management** job family.

DIRECT SERVICE DELIVERY JOB FAMILY*

Strategic Core Requirements	Level 1	Level 2	Level 3
Leadership / Teamwork	<p>Works cooperatively with team members. Work is closely supervised. Follows specific detailed instructions. Learns to listen to feedback from more experienced staff and seeks guidance where necessary.</p>	<p>Works collaboratively with team members. Works under regular supervision reporting progress and outcomes. Able to organise own work, manage time and contribute to work planning.</p>	<p>Works collaboratively with team members. Organises own workload. Checks own work and work of others, providing guidance to less experienced staff. Shares knowledge and information with team members. Able to work with minimal supervision, knowing when to escalate issues.</p>
Communication	<p>Develops listening skills and seeks, provides and/or shares practical information with people in an appropriate and respectful manner. Obtains basic facts and records issues. Learns to record and report in an appropriate manner. Starts to build a network of relevant contacts.</p>	<p>Has effective listening skills and seeks, provides and/or shares practical information in an appropriate and respectful manner. Interacts with people to give or receive straightforward facts. Deals with people on practical issues, adjusting communication as needed. Minimises conflict. Continues to build a network of relevant contacts.</p>	<p>Deals with non-routine enquiries. Uses effective listening skills and seeks, provides and/or shares information with people appropriately. Can adapt communication style to meet people's needs. Able to resolve conflict with assistance. Has a network of internal and external contacts relevant to the role. Deals with practical issues presenting and enlists a more experienced person as needed.</p>

*An example from the **Direct Service Delivery** job family of the Disability Career Planner and Capability framework.

How do I use the Disability Career Planner?

The Disability Career Planner has many uses. You can check your own skills, knowledge and capabilities and compare them with the requirements of your current job level as set out in the Career Planner. This will assist you in identifying your areas of strength and areas for development.

You can use the Career Planner to plan your future career moves. It will assist you to understand what will be required of you at more senior levels, or at the same level within a different job family.

You can also use the Career Planner when writing a job application, or in preparing for an interview or performance review discussion with your supervisor.

These are just a few examples of how you can use the Career Planner (see page 46)

What is a job family?

Job families are natural groupings of job roles where the work is more or less similar. For example:

Skilled employees providing a range of front line supports and services to people with disability are generally within the Direct Service Delivery job family; whereas allied health professionals including speech pathologists, occupational therapists and psychologists are generally in the Specialist and Professional Services job family.

Workers in the same job family at the same job level will have similar capabilities expected of them, although the actual work and tasks may be very different. For example, a disability support worker may provide personal care for a person with disability in their own home. Another support worker may drive that same person to medical appointments and support them in participating in community activities.

Both employees' roles will be in the **Direct Service Delivery** job family. Although the day-to-day work is different and their position descriptions will be different, in many ways, the requirements and capabilities of both jobs are broadly the same.

DISABILITY CAREER PLANNER*

DSD 1	DSD 2	DSD 3	DSD 4	DSD 5	DSD 6
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Direct Service Delivery

SPS 7	SPS 8	SPS 9	SPS 10	SPS 11
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Specialist and Professional Services

CSS 1	CSS 2	CSS 3	CSS 4	CSS 5	CSS 6
CS 7	CS 8	CS 9	CS 10	CS 11	

Corporate and Service Support

Corporate Services

M 7	M 8	M 9	M 10	M 11	EM 12	EM 13	EM 14
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Management

Executive Management

BE 7	BE 8	BE 9	BE 10	BE 11
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Business Enterprises

ESD 1	ESD 2	ESD 3	ESD 4	ESD 5	ESD 6
ES 7	ES 8	ES 9	ES 10	ES 11	

Employment Services Delivery

Employment Services

BGP 7	BGP 8	BGP 9	BGP 10	BGP 11
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Business Growth and Positioning

*The Disability Career Planner is available on the carecareers website (www.carecareers.com.au).

What are the 10 job families in the Disability Career Planner and Capability Framework?

The Planner and Framework include 10 different job families across the disability sector.

1. **Direct Service Delivery (DSD)**
2. **Specialist and Professional Services (SPS)**
3. **Corporate and Service Support (CSS)**
4. **Corporate Support (CS)**
5. **Management (M)**
6. **Executive Management (EM)**
7. **Business Enterprises (BM)**
8. **Employment Services Delivery (ESD)**
9. **Employment Services (ES)**
10. **Business Growth and Positioning (BGP)**

Can I move between job families?

Job families group roles together because the work is broadly similar. Your career might progress through different roles within the same job family or you might move to a role covered by a different job family. There are many opportunities to move across different job families. The job families simply define the type of skills, knowledge and capabilities you will need to work at different job levels across the sector. Many of which overlap and some are the same or similar.

Are all jobs covered by the Disability Career Planner and Capability Framework?

Most jobs in the disability sector are covered by the Planner and Framework. Job families may be added in the future if required, however, the 14 standard levels of work that underpin the Planner and Framework will stay the same.

What are Strategic Core Requirements?

Strategic Core Requirements are the essential requirements for all jobs in the sector. They are the same across all the job families and are relevant in every role.

The Strategic Core Requirements headings used for all job families are:

- Sector and organisation purpose and values
- Leadership/teamwork
- Communication
- Customer relationships
- Personal accountability
- Innovation
- Experience/qualifications.

See page 49 - an example of 2 Strategic Core Requirements taken from the **Specialist and Professional** job family.

What are Functional Requirements?

Functional Requirements are the skills, knowledge and capabilities that are needed (in addition to the Strategic Core Requirements) in most roles across a particular job family. For example, **personal care, skill development and support** and **community engagement and education** are two Functional Requirements that apply to the **Direct Service Delivery** job family (see page 50 - an example of 2 Functional Requirements taken from the **Direct Service Delivery** job family).

The Functional Requirements for each job family are different. While some Functional Requirements may look quite similar i.e. 'reporting, documentation and administration', there will be differences to reflect the different work in each individual job family.

Some job roles may only have one or two Functional Requirements. Other roles may be broader and all the Functional Requirements from the job family may apply.

The Functional Requirements do not include specific information about a role as this will be included in the position description. Organisations will use the Planner and Framework and will include both the Strategic Core Requirements and the relevant Functional Requirements to write a detailed position description.

What are the benefits of using the Disability Career Planner and Capability Framework for me?

The Planner and Framework are very useful for people who are either already working in the disability sector or are thinking about joining the sector as it clearly sets out the skills knowledge and capabilities required across the 10 job families.

A better understanding of your job requirements and what is expected of you will help you do your job well. It also means your achievements and development needs can be easily recognised.

SPECIALIST AND PROFESSIONAL SERVICES JOB FAMILY*

Strategic Core Requirements	Level 7	Level 8
<p>Communication</p>	<p>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.</p>	<p>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.</p>
<p>Customer Relationships</p>	<p>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.</p>	<p>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.</p>

*An example from the **Specialist and Professional Services** job family of the Disability Career Planner and Capability framework.

DIRECT SERVICE DELIVERY JOB FAMILY*

Functional Requirements	Level 3	Level 4
<p>Personal Care, Skill Development & Support</p>	<p>Understands and follows individual support plans to address a person’s goals and health and wellbeing. Provides standard personal care, living skills, transport, social and other support. Engages with the person to support achieving goals and encourages further independence. Uses appropriate tools and technology to support the person’s skill development. Under guidance, administers medications and provides assistance involving precise and complicated procedures. Gathers information through awareness and observation. Supports necessary referrals.</p>	<p>Understands a person’s goals and requirements. Follows their support plan to address goals and health and wellbeing where care and/or environmental issues are complex. Provides personal care, living skills, transport, and other services and support. Engages with people with complex care and/or environmental circumstances to support achievement and encourages further independence. Uses and encourages application of appropriate skill development tools and technologies. Administers medications and provides assistance involving precise and complicated procedures. Suggests alternatives to existing arrangements. Uses observation skills and disability knowledge. Gathers information to enable effective referral.</p>
<p>Community Engagement & Education</p>	<p>General knowledge of functions of community networks and links with other community services providing direct services. Presents people with disability positively and educates community members. Works with volunteers to facilitate opportunities for involvement.</p>	<p>Knowledge of relevant community networks and relevant external services. Presents people with disability positively in the community. Educates the community through proactively engaging and networking with staff from community organisations, community groups and with volunteers.</p>

*An example from the **Direct Service Delivery** job family of the Disability Career Planner and Capability framework.

The Planner and Framework can also assist you in identifying your current strengths and areas for development. You can also use them to assist you in writing a job application.

Do I need formal qualifications to work in the disability sector?

You may not have formal qualifications or training in disability, but you may have other skills, knowledge and capabilities as well as the right attitude to have a successful and enjoyable career in the disability sector.

Employers, whether that is a disability service provider or a person with disability, will list a range of requirements and the selection criteria, including qualification requirements, for a particular role in the job advertisement and position descriptions.

The Planner and Framework refer to the range of qualifications or equivalent training and experience that line up with the standard levels of work. For example:

A Vocational Education and Training (VET) Certificate IV lines up with Level 4., this does not mean that a Certificate IV is a compulsory requirement of all Level 4 jobs, however, the overall requirements of a Level 4 are consistent with the types of skills, knowledge and capabilities that Certificate IV students will gain from their course. In some situations, these skills, knowledge and capabilities can also be gained through on-the-job training and other experience from outside the disability sector.

(See page 52 an example of the experience and qualifications that align with the **Corporate and Service Support** job family).

Which roles do I need a professional qualification for?

Some jobs in the disability sector require professional qualifications. There are roles in the **Specialist and Professional Services** job family such as physiotherapists, occupational therapists, psychologists, etc. where a formal qualification is a pre-requisite. Another example is an accountant, from the **Corporate Services** job family, that also requires a professional qualification (see page 52 an example of the experience and qualifications that align with the **Specialist and Professional Services** job family).

The Planner and Framework do not list specific qualifications, but, before you consider choosing a course to study, you can use them to decide whether the qualification you are interested in may assist you in gaining the skills, knowledge and capabilities you need for future jobs of interest.

CORPORATE AND SERVICE SUPPORT JOB FAMILY*

	Level 3	Level 4	Level 5
Strategic Core Requirements / Experience / Qualifications	Equivalent to VET Certificate III in relevant studies, or equivalent knowledge and experience.	Equivalent to VET Certificate IV in relevant studies, or equivalent knowledge and experience. Operates at the level of a very skilled team member.	Equivalent to VET Diploma/Advanced Diploma/Associate Degree, or equivalent knowledge and experience obtained through ongoing professional development.

*An example from the **Corporate and Service Support** job family of the Disability Career Planner and Capability framework.

SPECIALIST AND PROFESSIONAL SERVICES JOB FAMILY*

	Level 7	Level 8
Strategic Core 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.

*An example from the **Specialist and Professional Services** job family of the Disability Career Planner and Capability framework.

How do I use the Disability Career Planner and Capability Framework to understand what skills, knowledge and capabilities I need to progress in my career?

You can use the Planner and Framework like a checklist. Make a note of the areas you might need to work on that will assist you to meet the requirements of a particular job level. You can ask your manager, a colleague or a person you support to assist you to assess where you are at and where you can focus your learning.

How do the Disability Career Planner and Capability Framework link with existing organisation and sector approaches to jobs?

All organisations have their own ways of setting up job levels. Organisations are encouraged to line up their job structure and job levels with the 14 standard levels of work in the Planner and Framework to provide consistency in job levels across the sector.

How does the Disability Career Planner and Capability link to the Australian Modern Awards?

Some organisations will base their job levels and position descriptions and pay scales on the 14 standard levels of work in addition to meeting the minimum requirements of Modern Awards.

The job levels from any Modern Award are able to be matched to the 14 standards levels of work in the Planner and Framework.



