

NDS DISABILITY CAREER PLANNER AND CAPABILITY FRAMEWORK - BUSINESS GROWTH AND POSITIONING JOB FAMILY

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

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

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NDS DISABILITY CAREER PLANNER AND CAPABILITY FRAMEWORK - BUSINESS GROWTH AND POSITIONING JOB FAMILY

Functional Requirements	Level 7	Level 8	Level 9	Level 10	Level 11
Business Development	Assists with identifying new and/or innovative business expansion and growth opportunities for the organisation. Suggests possible new business areas based on knowledge of customer needs. Develops capability to confidently present organisation's services. Provides or sources operational and financial information required for the development of submissions, quotes and tenders.	Identifies new and/or innovative business expansion and growth opportunities. Uses knowledge of customer needs to contribute to the development of new business. Presents organisation's services confidently. Assists more experienced staff in negotiations on routine matters. Collects and analyses relevant business and financial information. Assists with non-complex submissions, quotes and tenders.	Identifies new and/or innovative business expansion and growth opportunities and estimates their value to the organisation. Assists with the evaluation of new business opportunities. Effectively presents the organisation's services in accordance with agreed business development plans. Conducts negotiations on routine matters. Develops business cases to meet the customer's and organisation's business and financial objectives. Prepares non-complex submissions to support growth of the organisation. Assists with complex submissions.	Takes a significant role in developing growth and business opportunities including through evaluation of financial and business information. Undertakes complex cost/benefit analyses. Contributes to organisation business development strategy and service development. Conducts negotiations with major customers. Explores alternatives and positions to reach outcomes that maximise opportunities for the organisation. Prepares complex submissions that integrate specific requirements of multiple agencies and legislation. Assists with critical submissions that have a strategic impact on organisation operations and growth.	Develops and manages critical business growth opportunities and customer relationships of strategic importance to the organisation. Persuasively presents the organisation's interests and achieves business objectives in complex environments of critical strategic importance. Oversees the transition of new business into operations/services. Conducts complex negotiations at senior management levels in respect to key financial, new business and service matters. Ensures negotiation outcomes are consistent with long term organisation objectives. Prepares strategically critical submissions to support significant financial and business growth.
Stakeholder Engagement & Relationships	Under guidance, implements specific local stakeholder engagement activities and/or assist senior staff in the implementation of wider stakeholder engagement activities and plans. Builds and participates in local networks, learning to representing the organisation appropriately. Assists in identifying and assessing stakeholder needs.	Under guidance, implements local stakeholder engagement activities. Plans and utilises local networks, representing the organisation appropriately. Builds straightforward relationships with government agencies, community organisations, support groups and/or businesses. Participates in stakeholder needs analyses. Develops recommendations to build stakeholder engagement and attract new supporters.	Develops and implements stakeholder engagement activities and plans at local/regional level. Able to lead stakeholder needs analyses. Develops and maintains networks and standard relationships with government agencies, community organisations, support groups and/or businesses. Consults with senior staff on factors influencing the success of plans to develop stakeholder engagement and attract new supporters.	Arranges and coordinates effective stakeholder engagement and supporter attraction programs, including appropriate needs analyses. Establishes and builds relationships with key accounts and customers across the relevant region. Develops and builds networks. Implements local/regional level partnerships and programs. Maintains and evaluates effectiveness of partnerships and programs. Facilitates and maintains relationships with government agencies, community organisations, support groups and/or businesses.	Identifies opportunities and develops frameworks for implementation of stakeholder engagement and supporter attraction programs. Implements complex and multi-faceted partnerships. Manages critical customer accounts. Facilitates and coordinates implementation, maintenance and evaluation of effectiveness of partnerships and stakeholder engagement programs and initiatives. Utilises advocacy/campaign skills in representing the organisation. Develops new networks to support strategic initiatives.
Marketing / Communications / Brand & Position	Assists with the implementation of internal and external communications/marketing/positioning plans for specified organisation activities. Assists with tracking the progress of projects. Collects, analyses straightforward data. Learns to assist with development and implementation of plans and associated material. Assists in maintaining organisation resources associated with brand image and position.	Implements internal and external communications/marketing/positioning plans for specified activities under the direction of a more experienced staff member. Liaises with external agencies. Assists with tracking the implementation of projects. Analyses data. Develops and implements components of straightforward events, brand design, positioning and communication plans, including digital media. Assists in maintaining organisation brand image and position. Carries out day-to-day media relations on straightforward matters.	Undertakes segments of strategic communications/marketing/positioning projects. Exercises autonomy in the collection and analysis of data; prepares recommendations. Tracks the implementation of projects. Develops event, digital media, internal and external communications/marketing/positioning plans. Works on design of associated material in-house or in conjunction with external agencies. Resolves complex issues in conjunction with other divisions/work areas. Manages media relations on standard matters, building influence to promote the brand and position of the organisation. Implements issue management tactics under direction.	Manages the strategy for particular communications/marketing/positioning issues or initiatives. Assesses return on investment. Manages external agencies. Interprets outcomes and proposes recommendations which can have a strategic impact. Supervises program/service change and internal and external communications/marketing and ensures consistency with brand and position. Uses metrics to recommend changes to strategic plans. Monitors and assesses the external environment for impact, and the success of brand positioning, marketing and communications programs. Assists with influencing key players in the external environment, and issues management, including media.	Conceptualises strategies for major marketing, positioning and internal/external communications issues and initiatives. Monitors and recommends adjustments to brand and positioning based on feedback and metrics. Sets up and coordinates groups to meet division/area needs. Sets up and manages external specialist providers in PR and/or media. Builds on the leadership capability in key areas, working with people across a number of divisions/work areas. Assesses priorities for building marketing and communications capability. Systematically works with external stakeholders, including media, to establish and maintain the organisation's external brand and position. Manages critical media issues and advises executive managers.
Fundraising & Donor Support	Develops understanding of policies, processes and protocols relevant to fundraising, donor acquisition/support and volunteers/members. Assists senior staff with straightforward components of campaigns and projects, including meeting revenue/supporter targets. Tracks sales or campaign data. Assists with planning, development, implementation and/or review of related processes.	Has an understanding of all relevant organisation fundraising, donor acquisition/support and volunteer/member policies, processes and protocols. Develops and/or implements small/less complex campaigns and projects, including meeting revenue/supporter targets. Assists with the development and/or implementation and review of segments of major projects and policies. Tracks and reports on sales or campaign data.	Has substantial professional knowledge of relevant fundraising, donor acquisition/support and volunteers/members policies, processes, and protocols. Develops and/or implements complex campaigns and projects to meet agreed targets. Works closely with senior managers and other staff to utilise relationships. Uses available data to assist senior staff with major/strategic level campaigns, projects, policy development and/or implementation and review.	Utilises specialist level fundraising, donor acquisition/support, volunteer/member utilisation skills, integrates the relevant components of best practice with specific organisation policies and protocols. Analyses financial/operational information and determines trends. Develops and delivers on agreed targets for major/strategic level campaigns and projects. Works closely with senior managers and other staff on key relationships. Assists with development of the organisation's strategic approach.	Undertakes strategic organisation fundraising, revenue generation, donor acquisition/support and volunteer/member utilisation planning and delivery and campaign development work at the expert level. Sets and gains support for revenue targets. Establishes frameworks for the planning, development and/or implementation and review of programs, projects and policies. Partners with senior management to appropriately leverage key relationships. Develops and/or implements and review programs, projects, policies of critical strategic importance to business operations.
Product & Service Development	Develops relevant skills in implementing product/service plans, under the direction of a more experienced staff member. Assists with detail work on product/service requirements, distribution and documentation. Assists with collection and analysis of straightforward data. Undertakes tasks associated with product/service design.	Under direction, implements product/service plans. Carries out detail work on pricing, distribution, product/service requirements, and launch tactics. Assists with tracking the implementation of plans and projects. Collects, analyses straightforward data. Assists with product/service design including documentation and tracking of defined requirements. Assists business areas to review market research and test data.	Identifies and recommends product/service solutions to meet business objectives. Carries out research into designated products/services in relevant markets. Assists with definition of market research parameters. Tracks that defined requirements are met in product/service design. Works on the design and delivery of product/service launch and implementation. Monitors the execution of projects. Exercises autonomy in the collection and analysis of data and prepares recommendations.	Identifies gaps and recommends product/service solutions to meet business objectives. Manages implementation of the strategy for a product or service or groups of products/services. Carries out all aspects of product/service review and introduction. Supervises or carries out design, preparation and presentation. Manages testing and trialling. Monitors compliance with procedures and marketing. Reviews market research and service quality reports. Interprets outcomes and proposes recommendations which can have a strategic impact.	Identifies and recommends solutions to meet significant business product or service objectives. Conceptualises the required strategy for major products/services development and launch. Able to translate the strategy and concepts into detailed plans for price, service quality, support, positioning and promotion. Oversees testing of new products and services and ensures alignment with organisational strategy and required business and customer outcomes. Monitors and recommends adjustments to strategies based on established feedback processes.
Business Analysis & Performance	Learns to assist with analysis of routine business data. Undertakes specific evaluation tasks. Develops an understanding of performance/effectiveness measures. Ensures required business outcomes/performance measures/KPIs/targets are understood and met.	Assists with analysis of routine business information. Regularly assesses effectiveness and performance using agreed measures and makes agreed improvements to business processes. Ensures required business outcomes/performance measures/KPIs/targets are understood and met.	Analyses and interprets standard business data. Ensures the accurate and timely completion of analysis and KPI reports. Assists in the development of new business and analytical methods. Reviews business processes for effectiveness and recommends improvements. Conducts the more complex analyses under guidance. Ensures required business outcomes/performance measures/KPIs/targets are met.	Analyses and reports on complex business data. Assists with the monitoring of organisational KPIs and business performance. Reviews significant business processes and recommends changes to increase effectiveness. Recognises opportunities for new methods of business analysis. Puts in place the metrics and performance strategy to ensure required business outcomes/performance measures/KPIs/targets are met or exceeded for relevant services.	In conjunction with senior managers, establishes the required business outcomes/performance measures/KPIs/targets for the work area or program. Assists senior managers to establish and monitor organisational performance and effectiveness. Defines business methodologies and processes for implementation across the organisation. Evaluates new processes and recommends changes.
Business Reporting, Finance & Documentation	Learns documentation requirements and to write reports. Carries out allocated reporting and financial tasks. Effectively uses information technology; captures necessary data.	Prepares straightforward reports. Maintains required documentation. Carries out reporting and financial tasks. Effectively uses technology. Extracts data from multiple sources, and assembles into standard formats for analysis.	Undertakes reporting and financial responsibilities efficiently using available technology. Maintains required documentation. Checks for the appropriate application of policy requirements. Prepares reports and written assessments related to achievement against required outcomes.	Ensures reporting and financial management and documentation requirements are efficiently dealt with using available technology. Prepares complex outcomes-oriented reports for senior management using specialist/ advanced professional skills and experience.	Ensures reporting, financial management and documentation requirements are handled appropriately across the portfolio of activities. Makes use of available technology and systems and implements new systems. Advises managers and others on the preparation and requirements for reports. Prepares very complex reports contributing to outcomes measurement.

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