

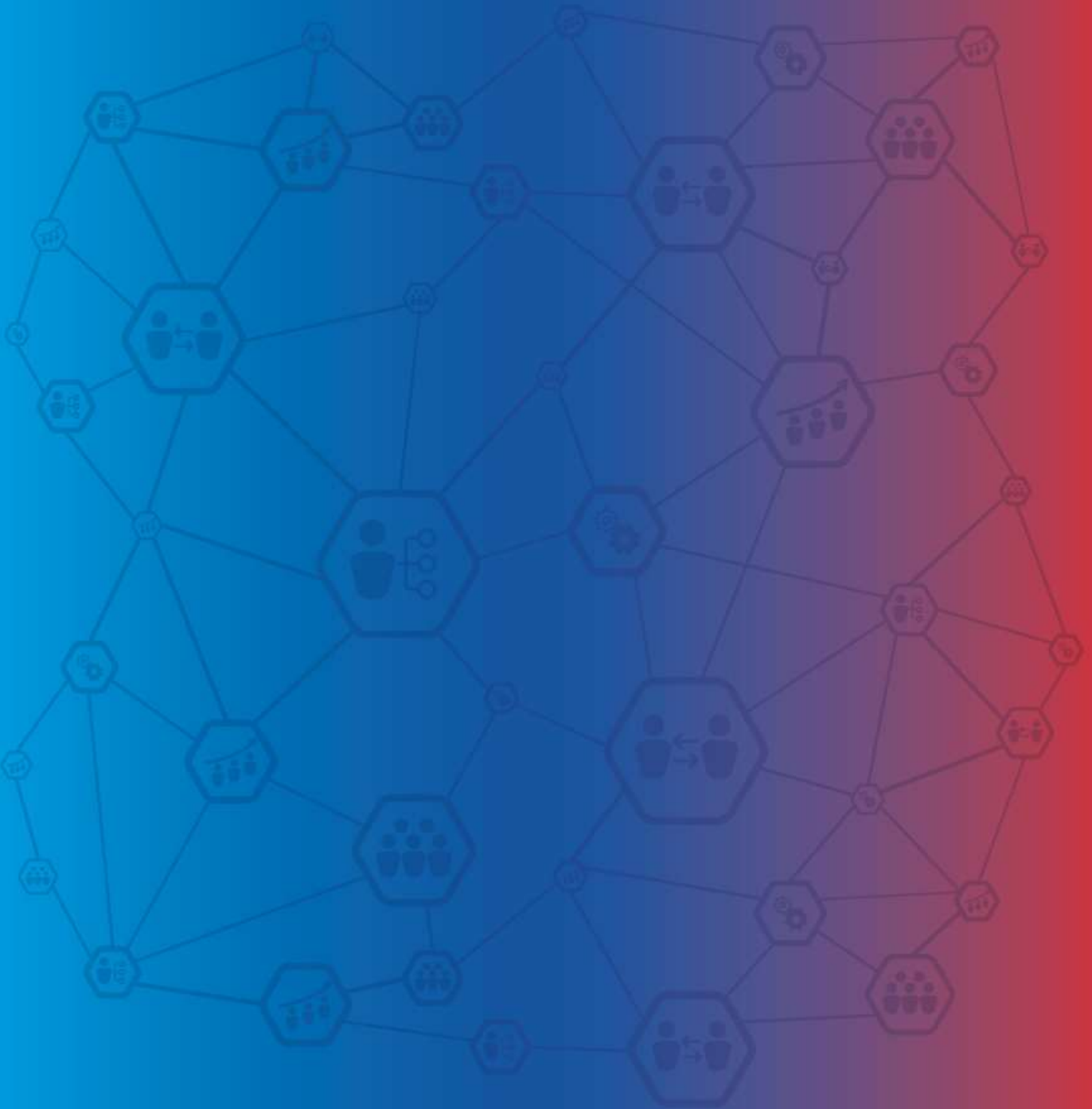


LOCAL GOVERNMENT **CAPABILITY FRAMEWORK**

IMPLEMENTATION AND CHANGE MANAGEMENT GUIDE

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PART 1 – OVERVIEW OF THE FRAMEWORK

Part 1

Introduction

This guide was produced by Local Government NSW (LGNSW) to assist councils at all stages of familiarity with capability frameworks in understanding the purpose and benefits of the Local Government Capability Framework, gaining stakeholder support for its implementation, and developing an effective implementation plan. The suggested approach to implementation is underpinned by research on best practice principles for introducing long lasting change. The guide consists of two parts: part 1 is a general introduction to the Local Government Capability Framework and part 2 specifically addresses implementation and change management.

Overview and background

- The Local Government Capability Framework (the capability framework) provides a set of core capabilities, expressed as behaviours, which set out clear expectations about performance in local government: “how we do things around here”. It builds on organisational values and creates a common sense of purpose for elected members and all levels of the workforce.
- LGNSW proposed the development of a local government capability framework in response to changes in legislative and community expectations of councils, including the performance and behaviours of its people in delivering a professional service to the community. The proposal received strong support when put to councils across the state in the second half of 2016. It was developed in close consultation with elected and council representatives and approved by the LGNSW Board in August 2017.
- The capability framework does not displace or override the *Local Government (State) Award 2017* (the Award) or any relevant industrial instrument and is not linked to the Award. The Award is the enforceable industrial instrument setting the minimum terms and conditions for the majority of local government employees in NSW. The framework does not alter councils’ obligations to:
 - Evaluate positions in their structure in accordance with the Award's skill descriptors; and
 - Ensure progression through councils’ salary systems based on the acquisition and use of skills, or employee performance, provided that progression beyond the entry level based on the acquisition and use of skills is also available.
- Councils implementing the capability framework should, where appropriate, have regard to provisions of the following Award clauses:
 - cl 2. Statement of Intent
 - cl 5. Skill Descriptors
 - cl 7. Salary System
 - cl 8. Use of Skills
 - cl 9. Performance Evaluation and Reward

- cl 31. Training and Development
- cl 39. Workplace Change
- cl 40. Termination of Employment and Redeployment due to Redundancy.

Capability framework aims

The capability framework was developed for use by local government to:

- create a common view of “what good looks like” when working in local government
- align elected members and the workforce in delivering community outcomes
- improve performance and capacity
- attract and retain highly capable people
- enhance mobility both within the sector and between sectors
- provide a shared basis for workforce planning
- provide broader career options and develop the next generation of local government leaders in NSW; and
- provide a common foundation for the professional development required of elected members by legislation.

Capability framework structure

The capability framework describes 16 core capabilities across four groups: Personal Attributes; Relationships; Results and Resources. These capabilities apply to all elected members and local government employees though expressed in different ways to reflect the different roles.

In addition, there are four capabilities in the Workforce Leadership group for employees who manage people and another four capabilities in the Civic Leadership group for elected members

The capabilities work together to provide an understanding of the common knowledge, skills and abilities required of elected members and local government employees.

The capability framework complements the specific technical and professional skills required by certain positions.

Capability framework uses:

- For council employees, the framework may be used as a foundation for all aspects of people management, from workforce planning through creating structures and roles, to recruitment, performance management, professional development and career planning. The framework may also inform the performance agreements that underpin the performance review of general managers and senior staff employed under the standard contract.
- For elected members, the framework may be used as a basis for community and prospective candidate information, councillor induction and professional development.

Capability framework benefits – organisational

Sector-wide implementation of the capability framework has the potential to result in measurable improvements in:

- outcomes for the community through better alignment of workforce and elected member capabilities with strategic and operational needs
- budget performance through time saved and better match to needs when using capability-based recruitment and selection; training; performance management and career and succession planning
- community perceptions of local government; and
- support for NSW local government as an employer of choice.

Capability framework benefits – individual

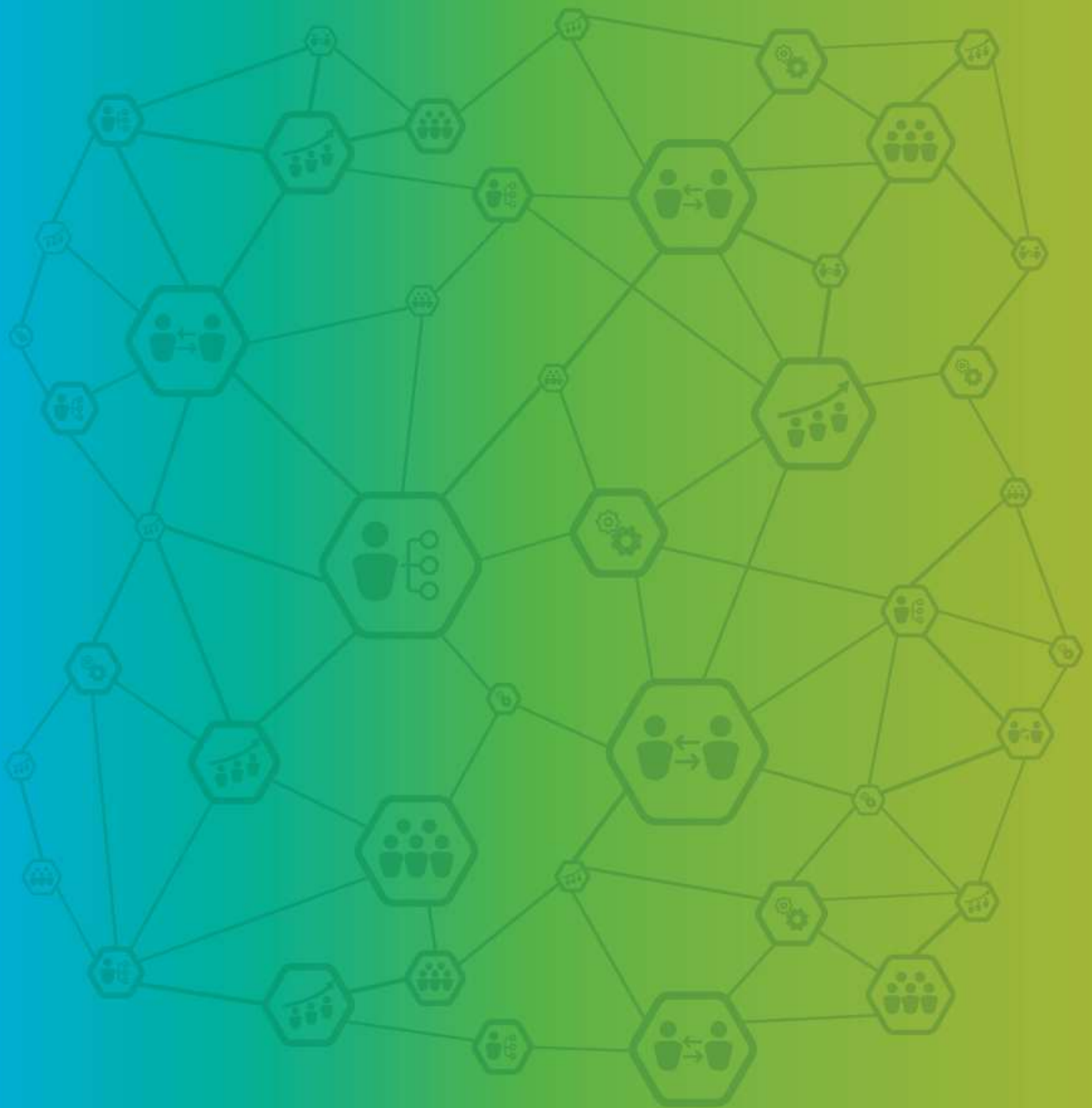
- for managers:
 - provides a common language to describe expectations
 - enhances mobility where links can be established between different roles that share similar capabilities (e.g. administration, planning and customer service)
 - builds on award variations to broadband positions by making them more contemporary and further removing barriers between professions, positions and occupations across the council's organisation structure
 - helps target scarce training and development resources and encourage individuals to take more responsibility for their own development.
- for employees:
 - helps understand the capabilities required to work at their current level (or in a different position), in particular the behaviours expected of them in performing their roles
 - provides a basis to conduct a self-assessment as an input to professional development and career planning
 - helps identify well-targeted opportunities for development in their performance management discussion.
- for elected members:
 - provides a clear picture of core expectations in the role
 - provides a common foundation for assessing and planning personal professional development.

Supporting material and tools provided by LGNSW

A suite of supporting materials and tools has been developed to assist councils in implementing the framework. These include:

- a guide on how to use capability framework in **Workforce Planning**
- a [Position Description Builder](#) tool – an online interactive position description template that can be used by councils to develop position descriptions that include the capabilities required for the positions
- a guide on how to use capabilities in **Recruitment and Selection**
- a guide on how to use capabilities in performance **Management and Development**
- a guide on implementation and change management in introducing the Framework (this guide)
- an online tool to guide the professional development of councillors and mayors known as Professional Development in a Box.

For further information on the capability framework and support available from LGNSW refer to www.lgnsw.org.au/capability or contact LGNSW at jennifer.james@lgnsw.org.au.



PART 2 – GUIDE TO IMPLEMENTATION AND CHANGE MANAGEMENT

Part 2

Implementing the capability framework – a change management approach

Project planning and involvement of affected stakeholders are two essential ingredients for a successful implementation.

- A best practice approach to change management is summarised in *Figure 1*.
- Following these recommended steps will increase the likelihood that the capability framework is well implemented and becomes an integral part of the council's activities.
- The flow chart shows key steps for two streams:
 - the council workforce
 - elected members
- Implementation for the two groups has touch points in the flow chart at Step 1 Vision; Step 2 Make the Case; Step 3 Gain Commitment; Step 4 Develop a Plan; Step 7 Implementation; Step 8 Communicate Continuously; Step 9 Evaluate Overall Success.
- The following pages provide more detail about each key step.

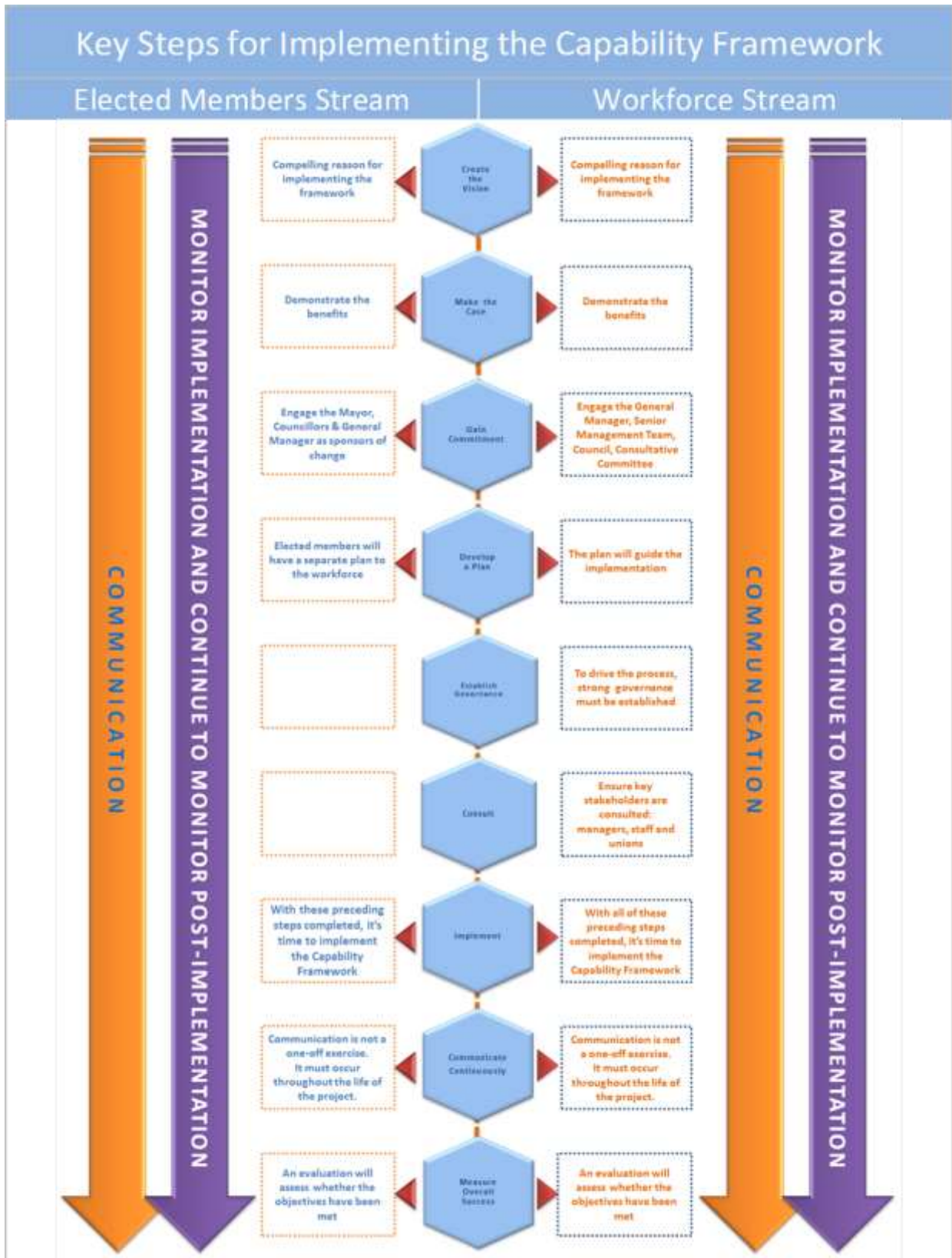


Figure 1

Create the vision

A successful change process requires a clear and compelling vision of the future changed state.

- Before starting the consultation process, the project initiator should create an outline of the idea and benefits to put to the senior stakeholders to gain their commitment reflecting:
 - how the capability framework will transform or enable key aspects of the council's operations; and
 - how its implementation will enhance delivery of outcomes in line with the council's strategic plan.
- Once this straw man has been created, the executive team should be involved in drafting the vision
- The vision should be expressed in a way that allows for shared ownership at all levels of the council.
- **All stakeholders** must understand from the vision:
 - how it could support them in their work for the council and in their personal development
 - that it has the potential to bring an enhanced common focus to all who work with the council in serving the community.

Effective visions are:

- Clear
- Unambiguous
- Personally relevant
- Simple
- Vivid

Make the case

The vision needs to be backed up by a compelling case for the benefits of implementing the capability framework. These include:

- Improved council performance: from better alignment of capabilities with strategic objectives and desired operational culture.
- Improved budget bottom line: there is potential for substantial budgetary savings from using capability-based approaches to recruitment and selection; training; performance management and career and succession planning. The benefits come from streamlined processes, better targeting of resources and better decision-making.
- Improved community perceptions of local government.
- Local government perceived as an employer of choice, offering capability-based opportunities.
- Clear guidance for elected members on expectations and practical assistance in developing well-focused professional development plans.

Linking these benefits to facts about known current gaps or issues in council performance is a powerful way to make the case.

Gain in principle commitment from key senior stakeholders

Initial support from one or more key stakeholders such as the mayor, the councillors, the general manager and/or the senior leadership team will substantially increase the chances of the capability framework being adopted across council for both employees and elected members.

- To gain early commitment from senior stakeholders:
 - identify likely questions and prepare responses in advance
 - present the case you have developed
 - note any unanticipated questions from discussions and prepare responses for use with these and other stakeholders
 - gain agreement to provide input and feedback as a detailed project plan is developed
 - gain agreement to act as ‘sponsor(s)’ as the project progresses
 - gain agreement to participate in the governance arrangements for the implementation project (see more detail on this in the **Governance section**).
- A range of other stakeholders will also need to be engaged as the project progresses (see more detail on this in the **Gain commitment from key stakeholders section**).

Assess readiness and analyse risks

Once you have developed the vision of a future underpinned by the capability framework and gained in principle support from key senior leaders, the next step is to conduct a change readiness assessment and a risk analysis.

These will help you develop a realistic project plan that takes its starting point from your existing organisational context and factors in likely obstacles you will need to address.

- Change readiness assessment

A simple questionnaire has been developed – see **Template 2**

- Risk analysis

A risk analysis template has been developed – see **Template 3**

Develop a detailed project plan

A sample project plan has been developed for council workforce and a sample implementation plan has been developed for elected members. Note that these plans will be quite different in scope and approach, reflecting the different roles and scopes of application.

Key elements for a project plan are:

- **Vision** for the capability framework
- **Objectives** to be achieved with a capability framework, including criteria for measuring success

- **Stakeholders** – who will be impacted by the capability framework? What questions or issues are they likely to raise? See section ***Gain commitment from key stakeholders*** and a ***checklist***
- **Resources** required – e.g. a dedicated project manager; budget to source contractor assistance; a webpage dedicated to the project; a capability framework email account to capture feedback/queries; etc
- **Consultation** arrangements – engagement of stakeholders and openness to input and feedback will help develop a practical and well-accepted plan. Consultation with the local consultative committee and opportunities for all stakeholders to have input should be built into the project plan.
- **Communication strategies** – how will the capability framework be communicated to stakeholders? (a communications plan template has been developed for the council workforce and elected members.
- **Roles and responsibilities** – elected members, executive team, consultative committee, managers, employees will all have roles
- **Governance and reporting** arrangements are essential for a well thought out approach and joint ownership (see ***Establish the governance arrangements section***)
- **Results from change readiness assessment and risk analysis** and how they have been taken into account in the plan
- **Progress measurement and evaluation criteria** – decide on project phasing (see ***Evaluation section***) then set a timetable and milestones. Constantly monitor project implementation to ensure milestones are met and any necessary changes are identified early. Monitor progress until change is sustained and the framework is part of business as usual. Measure overall success of the project against the original objectives.

Decide on phasing of workforce implementation project

One of the most important planning decisions for the workforce implementation is phasing.

Two aspects should be considered:

Where and in what order to apply the capability framework to the range of workforce management functions

Whether the rollout will apply to all of the workforce at once or begin with only a part of the workforce (either as the first step of a staged approach or as a pilot).

Some guidance on each of these is provided below.

- Workforce functions: the diagram in Figure 2 (Capability Framework Applications) shows the range of workforce management functions that can be underpinned by the capability framework. Some considerations in deciding where to start:
 - Position descriptions (PDs) are the usual basis for recruitment and for performance management. They are also needed for strategies such as career planning, mobility and succession planning, so they are a good place to start.

Applying capability levels in a consistent way across all positions is an important ingredient for success: besides being equitable, it will facilitate mobility and career path planning. A guide to selecting appropriate capability levels for different positions is provided in the **Alignment of Capability Level to Position Guide (Recruitment and Selection – Template 5)** and councils are encouraged to use the LGNSW online [PD Builder tool](#) to develop their position descriptions.

- If the capability framework is used as a support to performance management without first incorporating the appropriate capabilities in the PDs, then the manager and employee will have to agree on the required capability levels before discussing performance and development. See the LGNSW guide on how to incorporate capabilities into the **performance management and development process**
- The recruitment process offers a key opportunity to assess potential occupants of positions for both technical or professional skills and capabilities. See the LGNSW guide on how to incorporate capabilities into the **recruitment process**.
- Capability-based workforce planning is the strategic application of the framework. Council's strategic and operational goals are analysed in terms of the core capabilities and technical/professional skills, qualifications and experience needed to deliver them. Strategies are then developed to bridge the gap between current and future workforce profiles. See the LGNSW guide on taking a capability-based approach to **workforce planning**.
- Rollout to the workforce: the options should be assessed bearing in mind the findings from the readiness assessment and risk analysis. **Table 1** below provides some guidance on weighing up the alternatives.

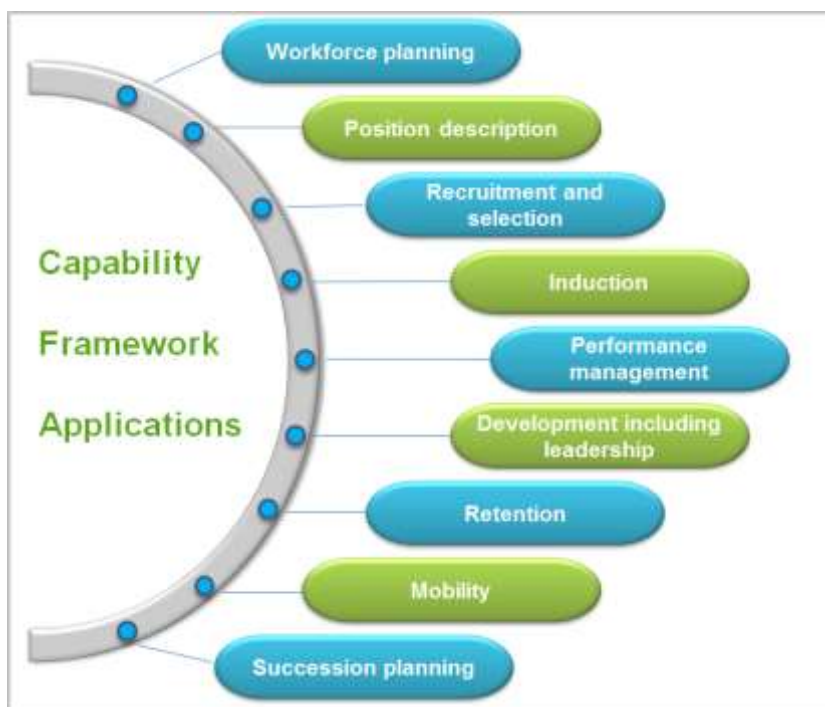


Figure 2

Options for rolling out the capability framework to the workforce

Table 1

Options	Considerations and possible benefits	Risks and mitigation strategies
<p>Implementing the capability framework across the whole workforce in a single step</p>	<p>Considerations:</p> <ul style="list-style-type: none"> • The practicality and benefits of this approach would largely depend on two factors: <ul style="list-style-type: none"> ○ the size of the workforce: this may be a good option for smaller councils ○ which workforce management functions have been chosen for initial implementation: it will be easier to apply across the workforce if only one or two functions are chosen to begin with. <p>Benefits:</p> <ul style="list-style-type: none"> • Unified approach involving all staff. • Allows for dedicated project resources due to scope. • Speedier implementation. 	<ul style="list-style-type: none"> • Would require large, complex project planning and management, especially in larger councils. • Momentum may be lost due to the time it takes to complete the project. • Limited opportunity to correct for unforeseen obstacles or problems. • If staff are not adequately informed and trained the framework may not be implemented or not implemented as intended. Everyone who will use the framework needs to have plenty of opportunity to understand its purpose and how it will be applied.

Options	Considerations and possible benefits	Risks and mitigation strategies
<p>Implementing the capability framework on a department by department basis</p>	<p>Benefits:</p> <ul style="list-style-type: none"> • Allows for elements of implementation to be tweaked along the way. • Enables council to commence implementation with a department that is positive about the capability framework and more willing to accommodate the changes that may be required. • Easier to manage implementation because it is only one department at a time. • Does not require as many concurrent resources to implement as global implementation. • Success in one department will lead to champions of the capability framework who can be deployed for championing when implemented in other departments. • Allows for lessons learned to be applied to the other departments including feedback loops for staff, impact on managers' time, employees' understanding of the framework; the effectiveness of the communication plan, etc. 	<ul style="list-style-type: none"> • If the department selected to implement the framework first does not have the appropriate conditions, culture, resourcing or supportive management structures, implementation will fail. • If the department selected to implement the framework is not typical of all areas of the organisation, the lessons learned may be of limited value. • If measures to assess the effectiveness of implementation are not put in place it will be difficult to assess the success of the framework and identify ways to enhance further roll out of the framework.
<p>Implementing the capability framework on a pilot basis</p>	<p>Benefits:</p> <ul style="list-style-type: none"> • Can identify an area that is more receptive to implementing the capability framework. • Easier to identify and address obstacles in a limited context. • Allows for the implementation process to be refined before implementing it across the organisation • Allows for a deeper understanding of issues and obstacles that may be encountered during implementation as it is in a defined area with a discrete number of stakeholders who are all aware that it is be improved • Allows greater understanding of the benefits achieved and impact on the area piloted. 	<ul style="list-style-type: none"> • If the design and measurement tools of the pilot are not well considered there is a risk that findings will be of limited use. • Rollout will take longer and impetus may be lost.

Gain commitment from key stakeholders

The ‘sponsor’ senior stakeholders must continue to be engaged with the project once initiated. To achieve this, it’s important to plan regular information sharing, discussion and opportunity to have input to future direction, both formally and informally.

In addition, a range of other important stakeholders need to be considered, each of which will require different levels of detail and different kinds of communication:

- elected members, particularly the Mayor, need to be briefed on the project and their support sought, particularly for the framework’s use by elected members in developing their professional development plans
- all HR staff need to understand the capability framework and its benefits so that they can respond positively and knowledgeably to questions from managers and staff
- the Consultative Committee needs to be briefed early and its support sought to encourage the involvement of employees
- all managers need to understand the purpose and benefits of the capability framework and how they are expected to apply it in managing staff.
- all staff need to understand the purpose and benefits of the capability framework and how it will help them be clear about expectations in their current roles and plan for their future career.

A **stakeholder checklist** is provided as an appendix to this guide to help identify all of the stakeholders, the kinds of questions they may have and suggested responses. Working through this checklist will also help determine how ready the council is to implement the capability framework.

Establish the governance arrangements

Strong governance and associated reporting arrangements will help ensure a successful implementation.

It is suggested that the governance structure include:

- A steering committee – the key body within the governance structure
- Change sponsor – the person/people (e.g. general manager and/or senior leadership team) who authorises and demonstrates ownership for implementing the framework
- Change champions – staff who have primary responsibility for tactical implementation activity (strategy, design, deployment, evaluation).

Steering Committee	Responsibilities of the steering committee include: <ul style="list-style-type: none"> • Approving the budget • Defining and realising outcomes/benefits • Ensuring appropriate risk management processes are applied • Monitoring timelines • Making policy and resourcing decisions • Assessing requests for changes to scope.
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Change Sponsor	<p>Responsibilities of the change sponsor include:</p> <ul style="list-style-type: none"> • Overall accountability for implementation of the capability framework • Ensuring that implementation has the necessary support from leaders across council.
Change Champion	<p>Responsibilities of the change champion include Planning and executing implementation by:</p> <ul style="list-style-type: none"> • Supporting and driving implementation in their own area • Explaining the features and benefits to others.

Develop consultative arrangements

Communicating to stakeholders the proposed approach and providing opportunity for questions and feedback through consultation are two of the most important steps.

For effective consultative arrangements:

- Identify the key stakeholders (e.g. managers, employees, consultative committee, unions)
- Provide clear information on the purpose of the capability framework and how it is proposed to implement it
- Outline the benefits for all stakeholders
- Create appropriate opportunities for all stakeholders to have input
- Listen to feedback and take on board concerns
- Use multiple channels to communicate
- Provide feedback on actions taken in response to suggestions or questions.

Award Obligations

Consultative Committee Legislative Requirements

- Under Clause 32 of the Award each council must have a Consultative Committee
- Consultative Committees are advisory and a starting point for discussion of change management issues
- Councils will need to ensure they provide regular information to and consult with their Consultative Committee on a regular basis, also engaging their support in communicating the aims and benefits of the initiative to employees.

Councils have specific obligations under clause 39 of the Award on the steps to be taken where workplace change will have “significant effects” on the workplace. Where a definite decision has been made to introduce major changes that are likely to have a significant effect on employees the Council shall:

- notify employees who may be affected and the union(s) to which they belong
- discuss the changes with employees and their union(s) as early as practicable
- consider the effects of the changes on employees and measures to avert or mitigate the adverse changes
- give prompt consideration to matters raised by employees and their union(s) and may reconsider its original decision
- provide all relevant information about the changes such as:
 - the nature of the proposed change
 - the reason(s) for the proposed change; and
 - the position(s) likely to be affected.

Significant effects

The definition of “Significant effects” includes:

“...termination of employment, major changes in the composition, operation or size of the employer’s workforce or in the skills required, the elimination or diminution of job opportunities or job tenure, the alteration of hours of work, the need for retraining or transfer of employees to other work or locations and the restricting jobs...”

Where the Award makes provision for the alteration of such matters, the alteration will not be considered to have a significant effect.

Implementation

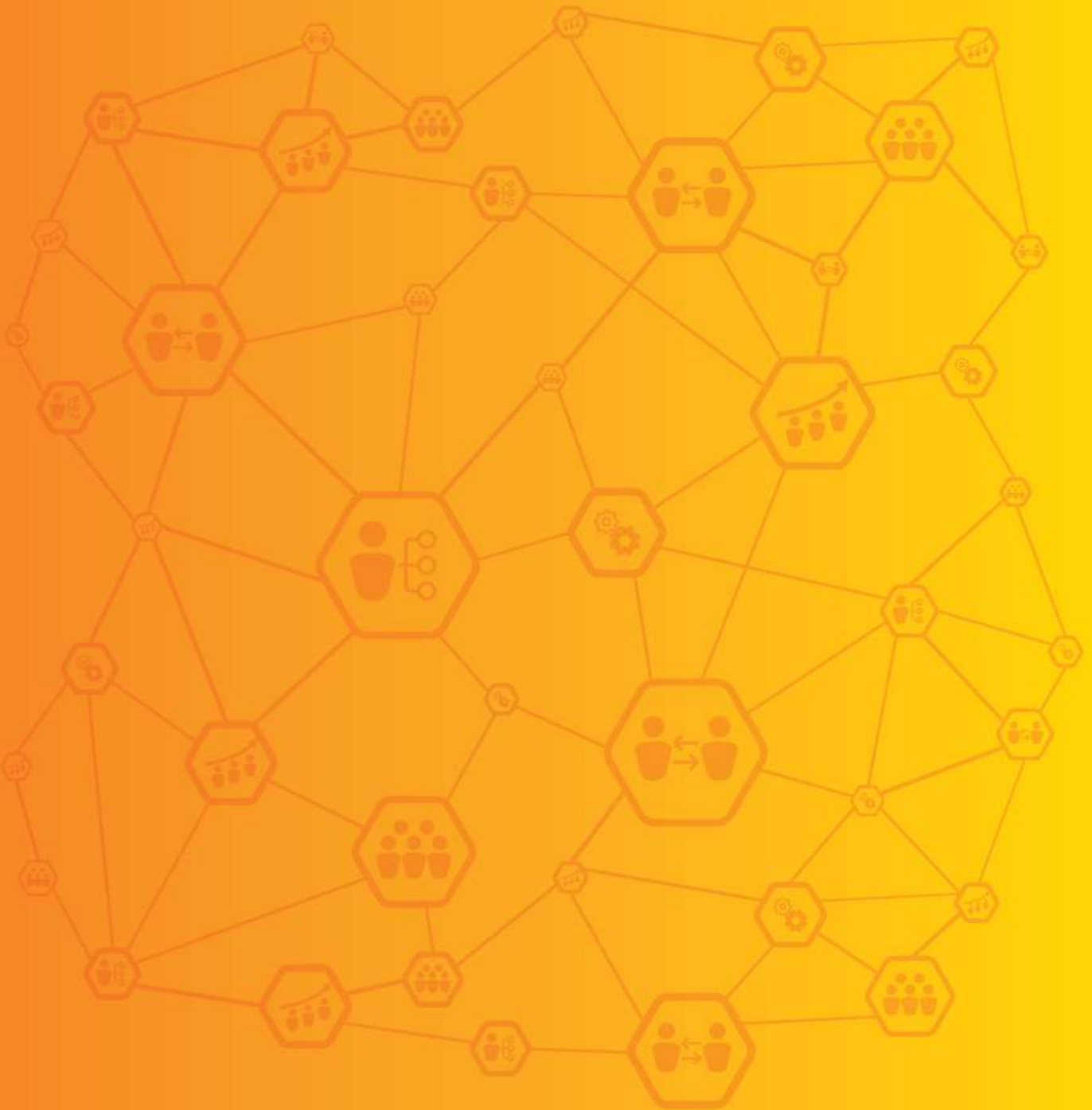
Implementation can commence once the following key steps have been completed:

- Vision created
- Sponsor has committed to implementation
- Detailed project plan and communication plan written
- Governance arrangements established
- Consultation arrangements developed and initial briefings held.

Evaluation

Project monitoring and overall evaluation are both important.

- Project monitoring: regularly check progress against milestones; adjust settings or take mitigation steps if required by unanticipated obstacles; report back to governance committee and all other stakeholders in line with communications plan.
- Overall evaluation: assess the success of the capability framework against the original objectives and success criteria. Assess at the formal end of the implementation project and again once there has been time for the framework to be fully embedded and it has become part of business as usual.



PART 3 – CASE STUDIES AND TEMPLATES

Part 3

Two case studies from councils have been included in this guide. However, it is important to note that both case studies describe projects that were initiated before the development and release of the Local Government Capability Framework and therefore are based on a different Framework. The value of the case studies is in providing practical examples of how councils have planned and implemented a capability framework.

Case Study: Bayside Council

In the early stages of operation of the newly established Bayside Council, the General Manager introduced a capability framework based on the one developed by the NSW Public Service Commission.

The General Manager decided to commence the implementation of the capability framework by a process of all position descriptions being reviewed and rewritten concurrent with a whole of Council organisation restructure.

This allowed for position descriptions to be living documents because they are integral to so many functions in council and the employment life cycle, for example, linking to the annual work plans for each employee and Council's Operational Plan. Bayside Council implemented the framework in a 28-day consultative process. Key steps are outlined below:

- It was decided that all managers must be involved in writing the position descriptions for their units, so each manager worked with their Human Resources Business Partner with whom they wrote the positions descriptions for their unit. This process helped the unit managers to understand the roles, the capability framework and how the roles related to one another.
- The management team and Consultative Committee facilitated sessions educating staff on the capability framework and new position descriptions which worked effectively to get the employees on board and increase their understanding. The sessions set out why they were doing it and how; an overview of the capability framework; how it will work and what the position descriptions based on capabilities will look like. Resources were made available including guides, and detailed information on the capabilities themselves, and the benefits of it being implemented not only at Bayside but across Local Government.

Case Study: Bayside Council – continued

- A personalised letter went to all employees explaining that a capability framework would be implemented across council and outlined the consultation process that this involved and included:
 - who they could contact for further support including Union Representatives
 - options that were available for staff during the consultation period
 - a copy of the proposed position description
 - copies of the old and new organisational structure
 - a copy of all documentation was submitted to the Consultative Committee
 - all feedback was recorded, submitted and reviewed by the Consultative Committee.
- One central person was responsible for doing quality control of the position descriptions to ensure consistency across council and undertaking final reviews of position descriptions with the responsible Directors
- All position descriptions were re-drafted when feedback/requested changes were accepted and tabled at the Consultative Committee.
- All employees received a letter at the end of the process with the final version of the Position Description, the endorsed structure for their Unit and requesting they sign an acknowledgment and return to the HR department.
- Celebration events were held for each Unit at the end of the process to celebrate the end of the process and thank everyone for their involvement and commitment.

Case Study: Port Stephens Council

Port Stephens Council implemented a capability framework to achieve a more effective workforce management system. Prior to its implementation there was a very complex system in place that did not align the key elements of the employee life cycle. Key drivers for the implementation of the framework were as follows:

- The organisation's values integrate into “everything that we do”.
- Linking capabilities with HR process reinforces a singular message and ensures that all systems promote the same objectives.
- Senior managers model the appropriate behaviours for their direct reports. This cascades throughout the organisation.
- Employees feel a sense of ownership over their plans and play a role in defining their own measures of success.
- Individual work plans and required behaviours have direct links to Council strategic and business objectives.

The Organisation Development Section put a business case to the Executive Team for endorsement.

This business case provided:

- Background Information including best practice and an analysis of feedback.
- An analysis of the current situation – HR processes including Recruitment, Performance Management and Learning and Development.
- A detailed planned solution which outlined key stakeholders, timeframes and resources required.
- Key benefits to the organisation and stakeholders of framework implementation.
- Associated one off and ongoing costs.
- A risk assessment.
- Stakeholder impacts and change implications.
- Focus groups played a key role in identifying capabilities, their associated behaviours and relevant activities.

The governance structure for the project comprised a steering committee which consisted of the Executive Team and representatives for the Organisation Development Section.

Extensive consultation was undertaken with representatives from all levels of the organisation. Focus groups were established to participate in a series of face-to-face workshops which involved the development and validation of the framework. Focus groups were representative of each job family within the organisation i.e. Non-supervisory staff, Supervisor/Team Leader, Coordinator and Senior Leader.

Case Study: Port Stephens Council – continued

Identified capabilities were reviewed by supervisors and a validation process undertaken. A set of core capabilities were aligned with the organisation's values being Respect, Integrity, Teamwork, Excellence and Safety. These core capabilities formed a central component of the framework.

A continuous improvement team was established to review Council's performance appraisal process to align with the capability framework so that performance was assessed not only against work outputs and objectives but also of the required behaviours of performance.

The resources that assisted in the implementation were the templates and proformas developed by the Organisation Development team. These consisted of a project plan, resource strategy, a range of information guides and communications plan.

Key elements of the communication plan included articles in staff newsletters, toolbox meetings, focus teams and team meetings providing staff with the opportunity to ask questions about the capability framework, why it is being implemented and its benefits.

Dictionaries were developed as a resource for using and promoting understanding of the capability framework. Training sessions were provided to managers to support them in the implementation of revised Human Resource processes impacted by the framework.

The capability framework was piloted across selected areas of council for user acceptance and feedback prior to implementation. The framework was implemented across the organisation as a staged approach consisting of Recruitment, Learning and Development and then Performance Appraisal. Factors contributing to successful implementation:

- The framework implementation was supported, guided and communicated by the Senior Leadership Team.
- Key messages were developed and communicated on a regular basis to all stakeholders and staff.
- A robust consultation process was undertaken with staff, managers and other stakeholders across the organisation to promote involvement, obtain ownership and promote the benefits of the framework.
- Training was undertaken with managers to prepare them for implementation of changes to HR processes.
- Resources were developed to support managers in implementing the framework.
- A clear communications plan supports transparent implementation and change management.

TEMPLATE 1 – Stakeholder Checklist

Stakeholder	Yes	No	If 'No', what issues need to be addressed to promote the capability framework's effectiveness? Please note, the following are just examples
Is the Mayor on board?			<p>Is the Mayor concerned about the time investment that s/he will need to make?</p> <p><i>Response:</i> The Mayor will not need to invest a significant amount of time to read the <i>Introduction to the Capability Framework</i>.</p> <p>The tool: PD in a Box has been developed as a guide to professional development for elected members. This tool will provide elected members with a professional development plan.</p> <p>Is the Mayor concerned about confidentiality of self-assessment information entered by councillors and/or him/herself?</p> <p><i>Response:</i> The system has been built so that those self-assessments are only seen by the councillor concerned and the LGNSW system administrator. Council will only see aggregate information on capabilities across the elected member group (to inform development options to be offered) and the development plans (for budget and mandatory reporting purposes).</p> <p>Is the Mayor concerned about how the council will benefit from the capability framework?</p> <p><i>Response:</i></p> <ul style="list-style-type: none"> • The capability framework sets out expectations against which the performance of the general manager can be assessed • The capability framework helps build the capability of councillors • The capability framework helps the mayor to recruit a highly effective executive team • The capability framework provides a strong common basis for elected members and employees to bring a positive common approach to delivery of community outcomes.

Stakeholder	Yes	No	If 'No', what issues need to be addressed to promote the capability framework's effectiveness? Please note, the following are just examples
Are the councillors on board?			<p>Are the councillors concerned about the time investment that they will need to make?</p> <p><i>Response:</i></p> <ul style="list-style-type: none"> The councillors will not need to invest a significant amount of time to read the <i>Introduction to the Capability Framework</i>. <p>The tool: PD in a Box has been developed as a guide to professional development for elected members. This tool will provide elected members with a professional development plan.</p> <p>Are the councillors concerned about confidentiality of self-assessment information that they entered?</p> <p><i>Response:</i></p> <ul style="list-style-type: none"> The system has been built so that those self-assessments are only seen by the councillor concerned and the LGNSW system administrator. Council will only see aggregate information on capabilities across the elected member group (to inform development options to be offered) and the development plans (for budget and mandatory reporting purposes) <p>Are the councillors concerned about how they could benefit from the capability framework?</p> <p><i>Response:</i></p> <ul style="list-style-type: none"> provides a clear picture of core expectations in the role provides a common foundation for assessing and planning personal professional development provides an easy-to-use tool to complete the professional development plan required under legislation.
Is the General Manager on board?			<p>Is the General Manager concerned about the support available to implement the capability framework?</p> <p><i>Response:</i></p> <p>There is support available from LGNSW (refer to www.lgnsw.org.au/capability email jennifer.james@lgnsw.org.au).</p> <ul style="list-style-type: none"> There is a suite of tools to assist with implementation The framework was designed to be sector wide and other councils are also implementing the capability framework – it is a collective approach.

Stakeholder	Yes	No	<p>If 'No', what issues need to be addressed to promote the capability framework's effectiveness? Please note, the following are just examples</p>
			<p>Is the General Manager concerned about the impact implementing the framework will have on her/his workforce; the HR Department; and/or current projects?</p> <p><i>Response:</i></p> <ul style="list-style-type: none"> • This Implementation and Change Management Guide contains a section on assessing change readiness and conducting a risk analysis. These assessments will help the senior leadership team determine the implementation approach e.g. on a pilot basis; department by department; or implement globally • The capability framework can be implemented over time rather than all at once and in a short time frame.
<p>Are the directors and managers on board?</p>			<p>Are the directors and managers concerned about change fatigue and see this as just implementing another initiative?</p> <p><i>Response:</i></p> <p>Sector-wide implementation of the capability framework has the potential to result in measurable improvements in:</p> <ul style="list-style-type: none"> • outcomes for the community through better alignment of workforce and elected member capabilities with strategic and operational needs • budget performance through time saved and better match to needs when using capability-based recruitment and selection; training; performance management and career and succession planning • community perceptions of local government; and • support for NSW local government as an employer of choice. <p>Capability framework benefits – individual</p> <ul style="list-style-type: none"> • for managers: <ul style="list-style-type: none"> ○ provides a common language to describe expectations ○ enhances mobility where links can be established between different roles that share similar capabilities (e.g. administration, planning and customer service) ○ helps target scarce training and development resources and encourage individuals to take more responsibility for their own development.

Stakeholder	Yes	No	If 'No', what issues need to be addressed to promote the capability framework's effectiveness? Please note, the following are just examples
			<ul style="list-style-type: none"> • for employees: <ul style="list-style-type: none"> ○ helps understand the capabilities required to work at their current level (or in a different position), in particular the behaviours expected of them in performing their roles ○ provides a basis to conduct a self-assessment as an input to professional development and career planning ○ helps identify well-targeted opportunities for development in their performance management discussion. <p>Are the directors and managers concerned about the level of disruption that implementation may lead to or finding the time to implement it?</p> <p><i>Response:</i> As part of this Implementation and Change Management Guide, there is a section on conducting a change readiness assessment and a risk analysis.</p> <p>Are the directors and managers concerned about the support available to them in implementing the capability framework?</p> <p><i>Response:</i> There is support available from LGNSW (refer to www.lgnsw.org.au/capability email jennifer.james@lgnsw.org.au. There is a suite of tools to assist with implementation.</p>
Is the CFO on board?			<p>Is the CFO concerned about the impact implementing the framework will have on council's workforce; the HR Department; and/or current projects?</p> <p><i>Response:</i></p> <ul style="list-style-type: none"> • This Implementation and Change Management Guide contains a section on assessing change readiness and conducting a risk analysis. These assessments will help the senior leadership team determine the implementation approach e.g. on a pilot basis; department by department; or implement globally • The capability framework can be implemented over time rather than all at once and in a short time frame.

Stakeholder	Yes	No	<p>If ‘No’, what issues need to be addressed to promote the capability framework’s effectiveness? Please note, the following are just examples</p>
			<p>Is the CFO focused on budget and concerned as to whether the council can afford to implement it?</p> <p><i>Response:</i> The change readiness assessment will provide the CFO with:</p> <ul style="list-style-type: none"> • the extent to which Council’s current position lends itself to implementing the capability framework • an understanding of the level of support managers want to implement the capability framework • the resources available to implement the capability framework. <p>Is the CFO concerned about what benefits there are for the council if it were to implement the capability framework?</p> <p><i>Response:</i> Sector-wide implementation of the capability framework has the potential to result in measurable improvements in:</p> <ul style="list-style-type: none"> • outcomes for the community through better alignment of workforce and elected member capabilities with strategic and operational needs • budget performance through time saved and better match to needs when using capability-based recruitment and selection; training; performance management and career and succession planning. • community perceptions of local government; and • support for NSW local government as an employer of choice. <p>Capability framework benefits – individual</p> <ul style="list-style-type: none"> • for managers: <ul style="list-style-type: none"> ○ provides a common language to describe expectations ○ helps make council more cohesive by breaking down traditional boundaries between job types. For example, links can be established between different roles that share similar capabilities (e.g. administration, planning and customer service) ○ helps target scarce training and development resources and encourage individuals to take more responsibility for their own development.

Stakeholder	Yes	No	If 'No', what issues need to be addressed to promote the capability framework's effectiveness? Please note, the following are just examples
			<ul style="list-style-type: none"> • for employees: <ul style="list-style-type: none"> ○ helps understand the capabilities required to work at their current level (or in a different position), in particular the behaviours expected of them in performing their roles ○ provides a basis to conduct a self-assessment as an input to professional development and career planning ○ helps identify well-targeted opportunities for development in their performance management discussion.
Are the HR staff on board?			<p>Are the HR staff concerned that it will be another competing initiative that they are required to implement?</p> <p><i>Response:</i></p> <ul style="list-style-type: none"> • The capability framework will underpin better workforce management practice and results • The capability framework is being driven by the General Manager. There is also strong support from the elected members and the senior leadership team • The project has a dedicated project plan and communication plan <p>Sector-wide implementation of the capability framework has the potential to result in measurable improvements in:</p> <ul style="list-style-type: none"> • outcomes for the community through better alignment of workforce and elected member capabilities with strategic and operational needs • budget performance through time saved and better match to needs when using capability-based recruitment and selection; training; performance management and career and succession planning • community perceptions of local government; and • support for NSW local government as an employer of choice. <p>Capability framework benefits – individual</p> <ul style="list-style-type: none"> • for managers: <ul style="list-style-type: none"> ○ provides a common language to describe expectations ○ helps make council more cohesive by breaking down traditional boundaries between job types. For example, links can be established between different roles that share similar capabilities (e.g. administration, planning and customer service) ○ helps target scarce training and development resources and encourage individuals to take more responsibility for their own development.

Stakeholder	Yes	No	If 'No', what issues need to be addressed to promote the capability framework's effectiveness? Please note, the following are just examples
			<ul style="list-style-type: none"> • for employees: <ul style="list-style-type: none"> ○ helps understand the capabilities required to work at their current level (or in a different position), in particular the behaviours expected of them in performing their roles ○ provides a basis to conduct a self-assessment as an input to professional development and career planning ○ helps identify well-targeted opportunities for development in their performance management discussion <p>Are HR staff concerned about the support available to implement the capability framework?</p> <p><i>Response:</i></p> <p>There is support available from LGNSW (refer to www.lgnsw.org.au/capability email jennifer.james@lgnsw.org.au).</p> <p>There is a suite of tools to assist with implementation:</p> <ul style="list-style-type: none"> • The council will develop a project plan (there is a template included in this guide) which will detail roles and responsibilities • Resources will be allocated to support implementation, if applicable. • There is full support from the senior leadership team.
Are the employees on board?			<p>Are the employees concerned about what the capability framework means for them?</p> <p><i>Response:</i></p> <ul style="list-style-type: none"> • There are several benefits for employees: • helps understand the capabilities required to work at their current level (or in a different position), in particular the behaviours expected of them in performing their roles • provides a basis to conduct a self-assessment as an input to professional development and career planning • helps identify well-targeted opportunities for development in their performance management discussion. <p>Capabilities will not replace technical skills. Rather, they will complement them.</p>

Stakeholder	Yes	No	<p>If ‘No’, what issues need to be addressed to promote the capability framework’s effectiveness? Please note, the following are just examples</p>
			<p>Are the employees concerned about how the capability framework will be implemented?</p> <p><i>Response:</i> It is important to inform employees about the way in which Council will be implementing the framework and the reasons for that particular choice. For example, Council may decide to implement it on a pilot basis, department by department, or globally. There may also need to be a different approach for different types of roles. Regardless, there will be a comprehensive project plan and communication plan that will detail who will be responsible for implementation and how it will work and therefore, which employees will be affected and when.</p>
<p>Is the Consultative Committee on board?</p>			<p>Is the Consultative Committee concerned about how the capability framework interacts with the <i>Local Government (State) Award 2017</i>?</p> <p><i>Response:</i> The capability framework may be used to complement the <i>Local Government (State) Award 2017</i> (the Award), particularly when considering the skills and capabilities required by local government.</p> <p>Is the Consultative Committee concerned about how the council as a whole and the workforce will benefit from the capability framework?</p> <p><i>Response:</i> Sector-wide implementation of the capability framework has the potential to result in measurable improvements in:</p> <ul style="list-style-type: none"> • outcomes for the community through better alignment of workforce and elected member capabilities with strategic and operational needs • budget performance through time saved and better match to needs when using capability-based recruitment and selection; training; performance management and career and succession planning. • community perceptions of local government; and • support for NSW local government as an employer of choice.

Stakeholder	Yes	No	If 'No', what issues need to be addressed to promote the capability framework's effectiveness? Please note, the following are just examples
			<p>Capability framework benefits – individual</p> <ul style="list-style-type: none"> • for managers: <ul style="list-style-type: none"> ○ provides a common language to describe expectations ○ helps make council more cohesive by breaking down traditional boundaries between job types. For example, links can be established between different roles that share similar capabilities (e.g. administration, planning and customer service) ○ helps target scarce training and development resources and encourage individuals to take more responsibility for their own development • for employees: <ul style="list-style-type: none"> ○ helps understand the capabilities required to work at their current level (or in a different position), in particular the behaviours expected of them in performing their roles ○ provides a basis to conduct a self-assessment as an input to professional development and career planning ○ helps identify well-targeted opportunities for development in their performance management discussion <p>Is the Consultative Committee concerned about their role in the implementation of the capability framework?</p> <p><i>Response:</i></p> <p>The Consultative Committee is a key stakeholder in the consultation process for the implementation of the framework and has specific accountabilities as set out in clause 32 of the Award.</p>

TEMPLATE 2 – Readiness Questionnaire

1	Is there a commitment from the leadership team to the capability framework?	Not at all	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Very much so
2	Is there a sense of urgency from the leadership team to implement the capability framework?	Not at all	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Very much so
3	Is there a commitment from the line managers and team leaders to the capability framework?	Not at all	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Very much so
4	Do all categories of council employees understand the capability framework?	Not at all	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Very much so
5	Do all categories of council employees support the capability framework?	Not at all	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Very much so
6	Does the capability framework align with the council's strategic plan?	Not at all	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Very much so
7	Does Council's current position/situation lend itself to implementing the capability framework?	Not at all	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Very much so
8	What level of support will managers need to implement the capability framework?	Not much at all	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	A significant amount
9	Are there resources available to implement the capability framework?	Not at all	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Very much so
10	Is there capacity to allow staff some time off line to participate in a committee that may be established to oversee the implementation of the capability framework?	Not at all	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Very much so

TEMPLATE 3 – Risk Analysis

As part of the project planning process, the project team should undertake a formal assessment of the potential risks which may threaten the successful delivery of the project. This involves:

- Brainstorming potential risks. Examples of risks to consider: stakeholder support (consider all categories of stakeholders); resources; workload; competing priorities; organisational changes; etc.
- Identifying and assessing the risks against the likelihood and impact ratings shown below
- Assessing the priority risks to address based on the combined likelihood and impact ratings
- Developing mitigation strategies to avoid or minimise the impact of the risk, in particular focussing on risks which have a high likelihood of occurring and a high impact
- Assigning responsibility to the project team or staff members to manage the mitigation strategies.

Risk	Likelihood of Risk Occurring	Consequences of Risk	Strategies to Manage Risk	Responsible Person

Likelihood	Almost certain					
	Likely					
	Possible					
	Unlikely					
	Rare					
			Significant	Medium	Some	
Impact						
Priority to address						
Red - Very high Orange - High Yellow - Medium Grey - Low						

TEMPLATE 4 – Project Plan for the Council Workforce

Key Activity			
Project title			
Project vision An important starting point is to have a short, clear vision of the Intended future state and benefits.			
Project objectives and scope (Short statement outlining the objectives and scope of the project)			
Resources required Outline the resources that council may require to implement the capability framework, such as a project officer or an email account to capture feedback and respond to enquiries.			
Key messages Brief statement of messages which can be readily understood by staff and stakeholders explaining the drivers for the implementation of the framework. For example, the council was recently amalgamated.			
Guiding principles Principles which will underpin the implementation of the framework. For example, minimise impact on council operations, consult and seek input widely, develop a communication plan to ensure that staff and stakeholders are well informed about the capability framework and receive consistent messages, create ownership of the framework, not just buy-in.			
Roles and responsibilities Outline the roles and responsibilities of the elected members, senior leadership team, consultative committee and employees.			
Governance Information regarding the governance arrangements for the project for example consultative committee, steering committee members where appropriate, project team members, key advisers.			
Consultative Committee	Steering Committee	Project Team Members	Key Advisers
•	•	•	•
•	•	•	•
Reporting Arrangements Details regarding reporting on the project status – to whom and how often. For example: <ul style="list-style-type: none"> • Project Team to meet weekly with Project Sponsor to provide a briefing on the status and seek sign off on activities • Regular briefings to be provided to • Regular briefings and weekly meetings with the steering committee 			

Stakeholder management and consultation (list of Key Stakeholders)	
<p>Internal staff and stakeholders</p> <p>For example:</p> <ul style="list-style-type: none"> • Elected members • Consultative Committee • General Manager • Human Resources • Director responsible for the area where the framework will initially be implemented • Each employee in the area where the framework will initially be implemented • Senior leadership team is a stakeholder and it is important that the senior leadership team is kept in the loop regarding 	<p>External stakeholders</p> <p>For example:</p> <ul style="list-style-type: none"> • Employee representatives/Unions • Other key stakeholders
<p>Communication strategies</p> <p>List of communication strategies for the project, for example:</p> <ul style="list-style-type: none"> • Preliminary meeting with affected staff to advise them that the implementation of the framework is imminent • An electronic implementation of the capability framework bulletin to all staff concerned and key stakeholders • Frequently asked questions (FAQs) regularly updated on Council’s intranet • Depot meetings • GM updates to staff • Advice and information provided by HR staff, as required • Meetings with employee representatives. 	
<p>Related projects</p> <p>List here any other Council projects which may have an impact on the implementation of the framework.</p>	

TEMPLATE 5 – Implementation Plan for Elected Members

Key Activity
<p>Project title Title to be assigned to the implementation of the capability framework.</p>
<p>Project objectives and scope Short statement outlining the objectives and scope of the project.</p>
<p>Reporting arrangements Details regarding reporting on the project status – to whom and how often. For example:</p> <ul style="list-style-type: none"> • General Manager or Council nominee assigned to sign off the professional development plan and completion of the planned activities • Briefings provided to GM/Mayor • Reporting on professional development plans in place for elected members as required by legislation
<p>Project activities and milestones The project team should identify all of the activities/tasks necessary to successfully plan and implement the change initiative. An identification number should be assigned to each task, a responsible staff member/s, completion dates, key dates where appropriate, completion dates and status/comments regarding progress.</p>

ID No	Activity/ Task	Resp. Person	Comm. Date	Key Date	Finish Date	Achieved/ Comments
1	Introductory briefing for elected members on: 1. the capability framework including what the capability framework is and its benefits	General Manager, Mayor, L&D Coord	8/1/18	First Council meeting in March	28/2/18	Induction completed and elected members advised that they understood the capability framework and PD-in-a-Box

ID No	Activity/ Task	Resp. Person	Comm. Date	Key Date	Finish Date	Achieved/ Comments
	2. PD in a Box including, clear advice on what information will be visible, to whom and touch points with GM and council workforce					
2	Supporting elected members to access PD in a Box and undertake the self-assessment and generate a professional development plan, e.g. accessing it online	General Manager, Mayor, L&D Coord	29/1/18	Ongoing	Determined by legislation	Important to note that LGNSW is available to assist with enquiries and support for PD in a Box
	Identifying development plans that require budget approval and advise/assist elected members in the protocols for council sign off	General Manager, Mayor, L&D Coord				
3	Ongoing support for elected members including council staff who will provide support and alert them to LGNSW support processes	General Manager, Mayor, L&D Coord	8/1/18	Ongoing		As required
4	Set up a system to report on professional development plans	Nominated council staff e.g. Governance Unit		As determined by legislation		

TEMPLATE 6 – Communication Plan for Council Workforce

Key Activity	
Project Name: Implementation of the Capability Framework	
Purpose Brief summary of the purpose of the Communication Strategy	
Communication plan objectives The objectives of the communication strategy, for example: <ul style="list-style-type: none"> • Ensure that all communication with affected staff is in accordance with the policies and procedures of the council • Clarify the extent of the implementation and how it relates to other initiatives currently being implemented across council • Ensure that staff and stakeholders are well informed of the implementation and the timelines and receive consistent, timely, accurate information on an ongoing basis • Ensure that staff and relevant stakeholders are provided with the opportunity to comment on and contribute to the implementation of the capability framework. 	
Target audience Identification of the internal and external audience for the communications, for example:	
Internal audience <ul style="list-style-type: none"> • Senior leadership team • All employees in the department that is being implemented in • Corporate management team • Workshop participants • Human resource and learning staff • Consultative Committee 	
External audience <ul style="list-style-type: none"> • Unions/Professional associations • Organisations that have implemented a capability framework (best practice activities and implementation) 	
Key messages Brief key messages regarding the implementation of the capability framework. It is recommended that these key messages are included on all communication to staff. Examples include:	
Communication Methods and Timeframes	
Method	Timeframe
An electronic implementation of the capability framework bulleting to all staff concerned and key stakeholders	Wednesday each week
Frequently asked questions (FAQs) regularly updated on Council's intranet	Weekly
Management initiated meetings to consult on the proposed changes	As determined
Advice and information provided by HR staff, as required	As required
Meetings with employee representatives, as required	As required

TEMPLATE 7 – Communication Plan for Elected Members

Key Activity
Project Name: Implementation of the Capability Framework
<p>Purpose Brief summary of the purpose of the Communication Strategy</p>
<p>Communication plan objectives The objectives of the communication strategy, for example:</p> <ul style="list-style-type: none"> • Clarify the intent of the implementation of the capability framework and how it relates to other initiatives currently being implemented across Council • Ensure that the elected members are well informed of the implementation and the timelines and receive consistent, timely, accurate information on an ongoing basis • Ensure that the elected members are provided with the opportunity to comment on and contribute to the implementation of the capability framework • Ensure elected members understand the rationale for PD in a Box • Ensure that elected members understand their professional development requirements under the legislation
<p>Target Audience Identification of the internal and external audience for the communications, for example:</p>
<p>Internal Audience</p> <ul style="list-style-type: none"> • Elected members • General Manager • HR and L&D • Governance Unit
<p>External Audience</p> <ul style="list-style-type: none"> • LG NSW • Elected members in the same ROC • Office of Local Government • Other key stakeholders
<p>Key Messages Brief key messages regarding the implementation of the capability framework. It is recommended that these key messages are included on all communication to staff.</p>

Communication methods			
Communication Strategies	Target Audience/ Stakeholders	Action Officer/Team	Timelines
An email to all elected members outlining the capability framework and PD in a Box and how to obtain further information.	Elected members	HR and Learning and Development coordinator	8/1/18
A workshop(s) to inform elected members of the capability framework, what it is, its benefits to them, how to access the online system, support available from the council (i.e. who will be responsible for assisting elected members with PD in a box etc).	Elected members	Mayor, HR	31/1/18
A workshop on the legislative requirements for elected members to report on their professional development plans.	Elected members	Governance Team	31/1/18



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