Our capability framework

Enabling a safe, effective and skilled workforce

Government of South Australia
Department for Infrastructure and Transport

Build. Move. Connect.

We acknowledge the Traditional
Custodians of the Country
throughout South Australia
and recognise their continuing
connection to land and waters.

We pay our respects to the
diversity of cultures; significance
of contributions and to Elders
past, present and emerging.

Our capability framework

Key objectives for our DIT Strategic Plan is to optimise safe and effective operations and a skilled workforce.

To enable this, we have created a framework that describes the core capabilities, behaviours and skills required for us to meet our strategic objectives and be a modern public sector, attracting, developing and retaining the best people.

The framework is constructed around 5 categories of capability:

Personal attributes **Building relationships** **Achieving results** **Leadership and growth** **Performance enablers**

In addition to these core capabilities your role may have requirements for qualifications, and/or specific occupation capabilities. The core capabilities identified in this framework will complement these.

Core capabilities for all DIT employees

Personal attributes

The personal qualities, attitudes, and values we demonstrate as our commitment to the role of public service.

- Commits to the role of public service
- Contributes to a positive culture of safety
- Shows cultural respect, values diversity and inclusion
- Positively embraces change

Building relationships

How we work with each other and the communities we serve to help us achieve our goals.

- Communicates effectively
- Works collaboratively
- Builds meaningful relationships
- Influences and negotiates
- Commits to community and customer-focused service

Achieving results

How we hold ourselves accountable for achieving results, making decisions and finding innovative solutions.

- Accountable for delivering results
- Is a strategic and future thinker
- Commits to continuous improvement and innovation
- Evidence-based decision maker

Leadership and growth

How we lead ourselves and/or teams to high performance.

- Leads high-performing individuals and teams (only relevant for people who lead teams)
- Seeks clarity and purpose
- Commits to developing skills and career
- Recognises success

Performance enablers

The capabilities we build to find more efficient ways to deliver.

- Change management
- Financial acumen
- Technology
- Project management
- Risk and compliance

Competency streams

The capabilities are divided into four streams of competency.

Stream 1 ❭ **Team member**

Roles in this stream would typically consist of individual contributors and team members (indicative classifications include ASO1-3, GSE2, PO1, OPS1-3, TGO0-1, TRA, CMW3-7, M8-11, WBT3-6).

Stream 2 ❭❭ **Leader**

Roles in this stream would typically consist of supervisors, senior team members and those with technical knowledge (indicative classifications include ASO4-6, PO2-3, OPS4-7, TGO2-5, M3-7, WPA2, WBT7-10).

Stream 3 ❭❭❭ **Senior leader**

Roles in this stream would typically consist of team and senior leaders, senior team members and those with technical specialty (indicative classifications include ASO7-8, LE5, PO4-6, MAS1-3).

Stream 4 ❭❭❭❭ **Executive leader**

Roles in this stream would typically consist of senior management and executive-level roles (indicative classifications include SAES1-2).

Capabilities are described for each stream and define performance at the top of each level. For example, Stream 2 describes what is expected at the top level of an ASO6 or equivalent. This allows employees to identify areas of growth and development.

The framework is cumulative, which means the capabilities defined in each stream create the foundation of behaviours for the next stream.

The capabilities defined provide you with an indicative guideline and are not an exhaustive list.

Development focus

The capability framework provides a guideline for development. It will help you identify capabilities required for your current and future roles.

It is specifically designed to help you with developing meaningful and targeted learning plans as you develop your career with DIT.

A self-assessment tool is available to help you assess your learning priorities and will support you with your Performance and Learning Agreement.

The framework is not explicitly designed as a tool for managing poor performance, nor is it a tool for variation of classification. It will however provide a common language to drive development conversations and help you priortise your learning needs.

Our capability framework

> Our capability framework provides a common language for 1:1's, coaching and development conversations and supports employees to take ownership of their development.

Step 1 – Identify capabilities for current and future roles

- Use the capability framework to identify skills, behaviours and capabilities required for your role.
- Also use the framework to review the capabilities required for a role you want to progress to.

Step 2 – Self assess and identify informal and formal learning options

- Use the self assessment tool to identify and prioritise areas you want to develop.
- Identify formal and informal learning options to discuss with your manager as part of your PLA.

Step 3 – Discuss and agree on a learning plan with your manager

- Discuss and agree on your learning plan in your PLA conversation.
- Submit APPIAN requests for all learning and put your plan into action.

Team member

Roles in this stream would typically consist of individual contributors and team members (indicative classifications include ASO1-3, GSE2, PO1, OPS1-3, TGO0-1, TRA, CMW3-7, M8-11, WBT3-6).

Personal attributes

Commits to the role of public service

Acts professionally, displaying DIT values and public-sector values and ethics.

Contributes to a positive culture of safety

Shows genuine care for the safety and wellbeing of self, others and the communities we serve. Follows all DIT Work, Health and Safety procedures, contributes to safety meetings and works with others to achieve a zero-harm environment.

Shows cultural respect, values diversity and inclusion

Shows respect for diverse backgrounds, experiences and perspectives. Values diversity of thought.

Demonstrates awareness and respect for Aboriginal and Torres Strait Islander peoples' culture and values.

Embraces change

Shows resilience and courage. Anticipates, adapts and responds to change. Projects enthusiasm and recovers from setbacks.

Building relationships

Communicates effectively

Actively listens to others, responds in a respectful and timely way. Has open and honest conversations.

Communicates clearly in business and technical writing. Has good attention to detail.

Works collaboratively

Works collaboratively as part of one team, sharing information and ideas.

Builds meaningful relationships

Develops relationships in the business to deliver more effective outcomes.

Influences and negotiates

Seeks out different views and helps influence a desired outcome.

Commits to delivering community and customer-focused services

Demonstrates knowledge of the department's Customer Service Charter and takes responsibility for meeting the service- excellence principles.

Provides a responsive and helpful service to internal and external customers and the communities we serve.

Achieving results

Accountable for delivering results

Is accountable, takes ownership and pride in their work. Plans and meets deadlines, persists through difficulties and aims to achieve high-quality results.

Manages multiple priorities, making choices about time allocation to deliver goals.

Knows when to ask for help or escalate issues. Seeks out specialist advice and support and works within delegation for their role.

Is a strategic and future thinker

Helps identify and apply leading practice in their field of work.

Commits to continuous improvement and innovation

Helps identify ways to continuously improve work processes.

Evidence-based decision maker

Is an effective problem solver. Provides evidence to support decisions within their delegation.

Leadership and growth

Leads high-performing individuals and teams

Only relevant if you have supervisory responsibilities

Seeks clarity and purpose

Seeks to understand how their role contributes to achieving the DIT and State Government strategic goals.

Commits to developing skills and career

Sets and achieves personal targets, contributes to delivering team objectives, engages in opportunities for regular feedback and shares expertise.

Willing to develop and apply new skills and actively pursues learning experiences to ensure best possible performance.

Recognises success

Recognises and acknowledges high-quality work in self and others.

Performance enablers

Change management

Engages with and adapts to change in a positive manner.

Financial acumen

Has good numeric and financial skills. Understands and follows appropriate financial processes within their delegation.

Technology

Is familiar and confident in using the technology required for their role and willing to adapt to new technology.

Project management

Shows awareness and understanding of DIT's project-management framework as relevant to their role.

Risk and compliance

Is aware of and complies with the policies and procedures required in the role.

Is able to identify and advise supervisors of risks that impact the work environment.

Stream 2 ➤➤ **Leader**

Roles in this stream would typically consist of supervisors and senior team members, including those with technical knowledge (indicative classifications include ASO4-6, PO2-3, OPS4-7, TGO2-5, M3-7, WPA2, WBT7-10)
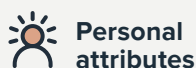
Personal attributes

Commits to the role of public service

Actively demonstrates the DIT values and public-sector values and ethics. Helps team members understand how these apply in the workplace.

Contributes to a positive culture of safety

Shows leadership and commitment to safety and wellbeing of self, others and the community we serve. Takes safety seriously and does not accept complacent behaviour, reports on good and bad news and effectively uses DIT's safety management systems.

Shows cultural respect, values diversity and inclusion

hows respect for diverse backgrounds, experience and perspectives. Values and encourages diversity of thought.

Demonstrates cultural respect and understanding through the recognition of Aboriginal and Torres Strait Islander community needs with regard to programs and services and adapting service delivery to address those needs.

Embraces change

Is flexible in approach, responding quickly and positively to change, showing courage and resilience while supporting others.

Building relationships

Communicates effectively

Communicates clearly, ensuring everyone has an opportunity to contribute. Is open, honest and prepared to have difficult conversations.

Adapts style to the situation to ensure that concepts are explained in a way that is understood.

Ensures information is communicated in an accurate and timely way.

Works collaboratively

Builds a supportive and co-operative team environment, encourages collaboration with other teams and seeks input from relevant subject-matter experts.

Builds meaningful relationships

Establishes and maintains strategic networks, internally and externally, to achieve business goals. Builds trust, confidence and credibility.

Influences and negotiates

Presents persuasive arguments to influence and negotiate effective outcomes. Explores alternative positions to reach an outcome and gains commitment to a course of action.

Commits to delivering community and customer-focused services

Actively supports the department's Customer Service Charter and takes responsibility for meeting the service-excellence principles.

Actively seeks information to understand internal, external and community customer expectations and provides community and customer focused services and solutions.

Achieving results

Accountable for delivering results

Takes initiative to progress and deliver their work while contributing to team goals.

Responds to changing needs, puts in place effective plans, control and evaluation measures to ensure deadlines are met and high-quality work is produced.

Is a strategic and future thinker

Thinks and plans ahead, recognising trends and implications on the work environment.

Challenges and supports the team to consider leading practice when developing solutions and solving problems.

Commits to continuous improvement and innovation

Challenges assumptions and established views. Generates ideas to deliver goals more effectively.

Evidence-based decision maker

Demonstrates good judgement. Evaluates, analyses, and makes evidence-based decisions within their delegation.

Leadership and growth

Leads high-performing individuals and teams

Only relevant if you have supervisory responsibilities

Sets clear goals and performance standards for individuals and the team, focused on work outputs and behaviours.

Contributes to the attraction and retention of a diverse and talented team. Builds effective teams.

Coaches and develops individuals and teams to drive high performance.

Provides regular feedback and acts quickly and effectively to address conflict and manage poor performance.

Empowers individuals and teams and removes barriers to drive action and effectiveness.

Seeks clarity and purpose

Provides direction and unites the team through shared purpose at team and organisational levels.

Commits to developing skills and career

Adapts existing skills to new situations. Actively pursues learning experiences, seeking and accepting feedback to continually improve performance for self and team.

Recognises success

Recognises and acknowledges high-quality work in individuals and teams.

Performance enablers

Change management

Builds team's commitment to change, supporting others who face ambiguity and uncertainty.

Financial acumen

Has a sound understanding of budget management and DIT procurement processes to drive value for money. Acts within delegation.

Technology

Identifies ways in which technology can help deliver efficiencies. Proposes solutions that are digital by default.

Project management

Uses DIT's project-management framework to effectively implement projects which are outcome and benefits-focused.

Risk and compliance

Ensures appropriate processes and controls are in place to monitor and track compliance to policies and procedures.

Assists the team in identifying risks and developing mitigation strategies.

Senior leader

Roles in this stream would typically consist of team and senior leaders, senior team members and those with technical specialty (indicative classifications include ASO7-8, LE5, PO4-6, MAS3).

Personal attributes

Commits to the role of public service

Acts professionally and actively models the DIT values and public-sector values and ethics.

Contributes to a positive culture of safety

Models leadership and commitment to safety and wellbeing of self, others and the community we serve. Actively promotes safety, achieving a complacency-free work environment, reporting and learning from good and bad news. Increases hazard and risk awareness, preventative behaviours and effective use of safety- management systems.

Shows cultural respect, values diversity and inclusion

Shows and promotes respect for diverse backgrounds, experience and perspectives. Invites and encourages diversity of thought.

Demonstrates cultural sensitivity through the recognition of barriers to Aboriginal and Torres Strait Islander peoples' participation in departmental policies, programs, services and employment and implementing strategies to address those barriers.

Embraces change

Positively drives change and acts as a role model to others by displaying courage and resilience despite setbacks.

Building relationships

Communicates effectively

Communicates clearly and creates opportunities for others to be heard, encouraging diversity of opinion. Is able to resolve difficult conversations constructively.

Presents with credibility, uses a range of communication techniques to engage various audiences. Provides communication links up and throughout the organisation.

Works collaboratively

Identifies opportunities to work collaboratively within the team and with other teams across the department, removing barriers and breaking down silos.

Builds meaningful relationships

Establishes, maintains and leverages strategic networks, internally and externally. Facilitates opportunities to engage and collaborate with other government departments.

Influences and negotiates

Influences and negotiates outcomes that are commercially and politically sound. Uses advanced negotiating techniques to resolve complex issues.

Commits to delivering community and customer-focused services

Drives commitment to the department's Customer Service Charter and takes responsibility for meeting the service-excellence principles.

Uses internal and external customer input and insights to drive innovation and continuous improvement and deliver public value.

Achieving results

Accountable for delivering results

Drives a culture of achievement and delivery of high-quality work that meets our strategic goals.

Is a strategic and future thinker

Anticipates the future, thinks strategically and adopts leading practice when developing strategy.

Commits to continuous improvement and innovation

Inspires and harnesses creativity in others, analysing trends, exploring possibilities and clearing the way for innovative solutions that improve the way we deliver.

Assists others to address emerging challenges and risks and generates support for change initiatives.

Evidence-based decision maker

Makes evidence-based, timely and sound decisions supported by strong rationale and astute political awareness.

Leadership and growth

Leads high-performing individuals and teams

Only relevant if you have supervisory responsibilities

Sets clear goals and performance standards for individuals and the team, focused on work outputs and behaviours.

Attracts and retains a diverse and talented team. Builds effective teams.

Proactively coaches and develops individuals and teams to drive high performance.

Provides regular feedback and acts quickly and effectively to address conflict and manage poor performance.

Empowers individuals and teams and removes barriers to drive action and effectiveness.

Seeks clarity and purpose

Advocates the department's vision, mission and strategic agenda to the Section to ensure the Section's goals are strategically aligned.

Commits to developing skills and career

Sets high personal goals for development to ensure best possible performance. Inspires ongoing learning and development in others. Creates an environment where people are open to recognising and learning from mistakes.

Recognises success

Create opportunities for recognising and celebrating high performance at the individual and team level.

Performance enablers

Change management

Actively drives the change process, showing empathy to the people aspects of change. Provides guidance, coaching and direction to others managing uncertainty and change. Anticipates, plans for and addresses barriers to change.

Financial acumen

Has a thorough understanding of financial forecasting and budget management for the Section. Manages budget efficiently and responsibly within delegation and DIT procurement processes

Technology

Shows commitment to the use of existing and new technologies in the workplace. Maintains a level of currency regarding emerging technologies to help achieve organisational outcomes.

Project management

Ensures DIT's project-management framework is effectively implemented throughout the section.

Risk and compliance

Embeds responsibility for compliance and risk management in day-to-day operations.

Monitors and implements risk- mitigation strategies.

Executive leader

Roles in this stream would typically consist of senior management and executive-level roles (indicative classifications include SAES1-2).

Personal attributes

Commits to the role of public service

Upholds the highest professional standards and lives the DIT values and public-sector values and ethics.

Contributes to a positive culture of safety

Leads a culture of commitment to safety and wellbeing of self, others and the community we serve. Proactively seeks out safety solutions, promotes DIT's safety management systems and ensures safety is intrinsic in decision making.

Shows cultural respect, values diversity and inclusion

Leads and demonstrates respect for diverse backgrounds, experiences and perspectives. Encourages and incorporates diversity of thought into department policies/projects.

Demonstrates cultural competence by actively engaging and addressing barriers to Aboriginal and Torres Strait Islander peoples' participation in departmental policies, programs, services and employment. Understands the impact of projects on the Aboriginal and Torres Strait Islander community and leads implementation in a culturally sensitive manner.

Embraces change

Creates a climate that encourages and supports openness, persistence and genuine debate around critical issues. Models courage and resilience.

Building relationships

Communicates effectively

Encourages debate and ideas from across the directorate, skills sets and stakeholders. Manages and resolves conflicts and disagreements in a constructive manner.

Adapts communication style to suit to all levels and types of audiences.

Provides communication links up and throughout the organisation.

Represents the organisation and the public sector effectively in public and internal forums and advocates government policies and agenda.

Works collaboratively

Identifies opportunities to work collaboratively across the division, government departments and in partnership with external stakeholders.

Builds meaningful relationships

Manages complex stakeholder relationships and builds and maintains strategic networks. Identifies internal and external factors that impact the organisation.

Influences and negotiates

Approaches complex negotiation with a strong grasp of key issues and presents a convincing and balanced rationale to agreeing on outcomes that align and meet organisational goals.

Commits to delivering community and customer-focused services

Champions the implementation of the department's Customer Service Charter and takes responsibility for meeting the service excellence principles.

Designs strategic solutions with the community and customers to deliver public value.

Achieving results

Accountable for delivering results

Creates a culture of achievement, fostering on-time and on-budget quality outcomes that provide social and economic benefit.

Drives ownership and accountability for the directorate's results.

Is a strategic and future thinker

Anticipates the future and thinks strategically when developing strategy to position DIT as a modern public-sector organisation.

Considers emerging trends, identifies long-term opportunities and balances agency requirements with whole-of-government goals.

Commits to continuous improvement and innovation

Creates a culture that actively seeks opportunities to continuously improve and be innovative. Promotes calculated risk taking to drive innovation.

Evidence-based decision maker

Provides high-level strategic advice to internal and external stakeholders and is able to make decisions in challenging, ambiguous and complex environments.

Leadership and growth

Leads high-performing individuals and teams

Sets clear goals and performance standards for individuals and the team, focused on work outputs and behaviours.

Attracts and retains a diverse and talented team.

Builds effective teams. Coaches and develops individuals and teams to drive high performance.

Provides regular feedback and acts quickly and effectively to address conflict and manage poor performance.

Empowers individuals and teams and removes barriers to drive action and effectiveness.

Seeks clarity and purpose

Develops, champions and reinforces the department's vision, mission and strategic agenda across the department, promoting an understanding of the links between the department's strategic agenda and government policies.

Commits to developing skills and career

Maximises personal contribution at the highest level through continuous self-development.

Recognises success

Recognises and celebrates organisational success and high performance.

Performance enablers

Change management

Actively drives change. Communicates the reasons for change and direction clearly and transparently. Models change behaviours and plays a pivotal role in reducing resistance and barriers to change.

Financial acumen

Applies strategic management of financial and budgetary compliance and governance responsibilities.

Technology

Encourages research and expert advice on the application of emerging technologies to achieve organisational outcomes.

Project management

Actively drives DIT's project-management framework to ensure it is effectively implemented throughout the directorate.

Risk and compliance

Ensures that strategic-risk management is an integral part of managing their business.

Has a good grasp of departmental risks and has treatments in place to address these.

More information

✉ DIT.PeopleAndCapability@sa.gov.au

🌐 dit.sa.gov.au

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