

Our Capability Framework



Our capability framework

What is a capability framework?

A capability framework brings together a set of descriptions of the core knowledge, skills, behaviours and experiences required for you to perform your role successfully.

At Hutt City Council we're on a journey to ensure our environment and culture provides a positive employee experience that enables our people to thrive.

We also want to become a Te Ao Māori capable organisation by meaningfully embracing and incorporating the Māori world view into our culture, practices and policies.

Therefore we have to be specific about the required capabilities we need to focus on to successfully deliver our organisational priorities.

Our capability framework is a key resource to support staff and leaders to have quality conversations about role expectations, development and growth within a current role (or a future role that people may aspire to) as part of the performance and development planning process.

This guide will help you understand and confidently apply the capability framework.

Capability is the combination of a person's knowledge, skills, behaviours and experiences.



Why have a capability framework?

By describing and having common understanding of the expected capabilities of our people, we can reinforce the behaviours and ways of working needed to contribute to council's success, that align to our values and support our culture.

There are a wide range of benefits that a capability framework offers.

For you, the benefits include:

- Understanding the core capabilities that are needed in your role
- Identifying your strengths and how you can leverage them (e.g. by identifying a career path which 'plays to your strengths')
- Understanding capability requirements of future/aspirational roles
- Informing more targeted development plans to support achievement of performance goals and career aspirations.

For our leaders, the benefits include:

- Identifying the strengths of your staff and how to leverage these (e.g. by assigning work which 'plays to people's strengths')
- Having focused conversations with staff about their performance, development, aspirations and ambitions
- Setting expectations and reinforcing the behaviours we are looking for here at HCC.

For council, the benefits include:

- Establishing a shared understanding of the capabilities needed, in alignment with the organisational priorities
- Providing a common way to describe the behaviours we expect of you
- Allowing us to focus our efforts in capability development to the critical areas needed for success
- Enabling us to recruit and retain the right people, to build and grow our workforce for current and future needs.

How does our capability framework come together?

Our framework has been developed with our purpose in mind – ensuring we focus on the capability critical to successfully delivering on our organisational priorities through our people.

Our framework is underpinned by our values as they guide everything we do.

**A connected, resilient and inclusive city
where all of our people thrive**

The capabilities align with our purpose and support
success of our people and council by:

**Providing clarity
on what's
expected of you**

**Ensuring you can
develop the right skills
and experience**

**Supporting your
career progression**

Capabilities

Advanced

Intermediate

Foundational

Te Hāpai Ō ki Muri – Te Ao Māori Capable Council



Manaakitanga
Show You Care



Kotahitanga
Be Connected



Rangatiratanga
Have Courage

Our core capabilities

Kāpuia Te Kākaho

Customer & Community Focus

Understanding the needs of our communities and customers (internal and external), engaging to deliver great customer experiences.

Ki te kotahi **te kākaho** ka whati, ki te kāpuia, e kore e whati. (Nā Kīngi Tāwhiao tēnei tongi) – If there is but one toetoe stem it will break, but if they are together in a bundle they will never break (This saying is by King Tāwhiao).

Toa Taumata Rau

Work as One Council

Effectively working together, connecting across council creating a positive, collaborative and inclusive environment.

He **toa taumata rau** – Courage has many resting places.

He Rangi tā Matawhānui

Open & Adaptable

Being open minded and adaptive to change, taking a proactive approach to doing things differently.

He rangi tā Matawhāiti, **he rangi tā Matawhānui** – The person with a narrow vision sees a narrow horizon, the person with a wide vision sees a wide horizon.

He Tātai Muka

People & Performance Focus

Respecting everyone's contributions, working well with others and showing self-awareness, and striving to deliver great outcomes.

He tātai muka, He tātai tangata – Weave together the strands of flax, Weave together the people.

Te Ringa Tōhau Nui

Business Sense

Understanding council's purpose and organisational priorities to align resources and maximise our performance providing positive, sustainable outcomes.

Te ringa tōhau nui – The hand that perspires a lot (A whakataukī for an industrious person).

Te Pae Tawhiti

Future Aware

Seeing the bigger picture, looking ahead to predict and plan, and using insights to create solutions that can evolve in our fast-paced world.

Ko **te pae tawhiti** whāia kia tata, ko te pae tata whakamaua kia tina – Seek to bring distant horizons closer, and sustain and maintain those that have arrived.

Capability levels

We have six core capabilities and each of these can be demonstrated and evaluated at the following three levels:

Foundational

This level applies to everyone in the organisation.

Intermediate

In addition to the foundational behaviours, this level would apply to roles of mid level specialists and team leaders.

Advanced

In addition to the foundational and intermediate behaviours, this level would apply to roles of senior level specialists and leaders.

These are cumulative, meaning that for the intermediate and advanced levels, the previous level/s also apply.

Demonstrating our capabilities

Within each capability there are specific behaviours that are expected to be demonstrated at each level.

Capability	Behaviours		
	What we see when someone is at foundational level	What we see when someone is at an intermediate level	What we see when someone is at an advanced level
Kāpuia Te Kākaho Customer and Community Focus Understanding the needs of our communities and customers (internal and external), engaging to deliver great customer experiences.	Actively and openly engages with Te Ao Māori Always responds to customers/ community in professional manner Understands who their key stakeholders are (internal/ external) and can describe their needs Can adapt style and interactions to suit our diverse communities	Demonstrates knowledge and confidence with Te Ao Māori Seeks and uses customer feedback to improve services/ products Takes ownership for problems and encourages others to do so too Works hard to actively engage with people in a two-way dialogue Maintains high levels of integrity and builds common ground between parties	Readily applies Te Ao Māori tikanga and concepts in all aspects of work and encourages others to do the same Ensures customer driven outcomes are integral to how we work and the actions we take Supports people to solve things at the point closest to the customer/community Navigates smoothly through complex, sensitive situations
Toa Taumata Rau Work as One Council Effectively working together, connecting across council creating a positive, collaborative and inclusive environment.	Builds and maintains collaborative and inclusive relationships with others Readily shares information and expertise to help others succeed Positively supports team decisions once they have been made Respects and appreciates diversity	Actively seeks wider participation from across council as required Promotes respect for diverse thoughts and ideas Takes ownership for resolving any conflict	Creates opportunities for wider collaboration between individuals/teams/external stakeholders for the benefit of council and our communities Makes working collaboratively a clear and measurable expectation Champions and demonstrates inclusion and diversity in all aspects of work
He Rangi tā Matawhānui Open and Adaptable Being open minded and adaptive to change, taking a proactive approach to doing things differently.	Demonstrates a positive mindset and openness to change Works constructively and professionally under pressure, demonstrating flexibility to changing requirements Seeks to understand the rationale behind change Demonstrates courage to work in different ways	Demonstrates the ability to work effectively with ambiguity Sees and welcomes the opportunities change can bring Challenges existing ways of working to create new solutions and turn potential problems in to opportunities Seeks and applies innovative solutions to problems	Communicates the need for change in simple language, supporting people to make sense of it for themselves Provides tools and resources to ensure change is embedded successfully Grows people's ability to adapt to change positively and is a role model for being open and adaptable Recognises and promotes the viable ideas of others and provides necessary support to make them happen

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Demonstrating our capabilities

(continued)

Capability	Behaviours		
	What we see when someone is at foundational level	What we see when someone is at an intermediate level	What we see when someone is at an advanced level
He Tātai Muka People and Performance Focus Respecting everyone's contributions, working well with others and showing self-awareness, and striving to deliver great outcomes.	Consistently and positively models our values Treats others fairly, professionally and with manaakitanga Admits and owns mistakes in order to learn from them Is resilient and constructive in the face of setbacks Shows respect for others time by being organised and prepared Takes pride in work and strives to deliver great results	Constructively challenges and supports others to achieve the best results Provides feedback respectfully and appropriately to others and actively seeks feedback Builds trusting relationships by being open, empathetic and honest Displays good judgement when making decisions or escalating issues	Creates an engaging work environment where good performance is recognised, and people feel valued Ensures policy, processes and decision making reflect our values and culture Trusts others, empowering them to deliver and make timely decisions Takes prompt action with non-performance focusing on supporting people to successfully deliver
Te Ringa Tōhau Nui Business Sense Understanding council's purpose and organisational priorities to align resources and maximise our performance providing positive, sustainable outcomes.	Knows the council's purpose and priorities Understands how the business unit s/he works in contributes to council outcomes Considers how action in one area may impact other parts of council and demonstrates business sense in decision making Speaks up professionally and with good reason, on any risks or issues Seeks to inform work with data and analytics Shows awareness and application of Health, Safety and Wellbeing requirements, taking responsibility for their own HS&W	Maintains broad and wide knowledge of council, enabling better decisions and actions Promotes accountability and tracks and evaluates progress to ensure outcomes are achieved Seeks and uses data and information to enable evidence-based decision-making Prioritises activities to focus on those that add the most value Stays focused on long term outcomes when making decisions Actively participates in Health, Safety and Wellbeing activities and provides support to others	Effectively translates the organisational priorities to aligned performance accountabilities Actively understands and works within the political framework of local government Is risk aware and can respond to uncertainties (both threats and opportunities), in a way that delivers to the organisational priorities Delegates decision-making appropriately, promoting trust and accountability Actively participates and coaches others in Health, Safety and Wellbeing within all aspects of work
Te Pae Tawhiti Future Aware Seeing the bigger picture, looking ahead to predict and plan, and using insights to create solutions that can evolve in our fast-paced world.	Is willing to be challenged to consider possibilities Understands that our world is dynamic, diverse and ever changing and appreciates how that can impact on their work Seeks to understand how their work affects carbon emissions Stays relevant in area of expertise, being aware of and adapting to new ways of working	Puts curiosity into action through innovation Understands how their work affects carbon emissions and seeks to identify solutions to reduce the impacts Seeks to enhance specialist expertise to stay relevant and see opportunities	Takes a holistic and diverse approach to all aspects of work, considering the wider context of council and the community (local, national, global) Ensures alignment of work with council's organisational priorities, the long-term plan and city plan Leads the integration of carbon reduction solutions into all work programmes Challenges others to upskill and be their best, so they can see opportunities to do things differently

Assessing your capabilities

Use the Capability Assessment Tool to understand the capability level for your role, identify your strengths and assess your capability development needs.

You can then use the Capability Development Guide to explore activities that can be included in your development plan.

Weaving our capabilities through everything we do

Our capability framework also supports other activities, such as:

Role design

Informs the role design process when creating or replacing roles to ensure we clearly define the capabilities at the right level for the role.

Onboarding

Outlining to new staff how the core capabilities help to achieve business outcomes and to reinforce expected behaviours.

Learning and development

Staff can work with their leaders to target their development plans to align with the capabilities needed in their role, as well as to plan for and support the achievement of career aspirations.

Managing talent and planning for succession

Helps us identify and manage talent in alignment with the capabilities we require for success. It also supports us to plan for succession in relation to critical roles across our organisation.

HUTT CITY COUNCIL

Capability Assessment Tool

The capability assessment tool helps you understand the required level of capability for your role, identify your strengths and assess the capability development needs for your current role or future roles you may aspire to.

Step 1
Identify the level of capability (foundational, intermediate or advanced) required in your role. If you're unsure, please refer to your job description or discuss with your leader.

Capability Level	Select Level
Foundational Applies to everyone in the organisation	
Intermediate Applies to roles of mid-level specialists and team leader	
Advanced Applies to roles of senior-level specialists and leaders	

Step 2
Complete the assessment for the capability level appropriate to your role.

Recruitment

By weaving the capabilities into our Job Descriptions, advertisements and the interview process, we can ensure we recruit people with the right capabilities for the role and our organisation.

Culture and values

By describing and having a common understanding of the expected capabilities, we can reinforce behaviours and ways of working needed to contribute to council's success which align to our values and culture.

Performance partnership approach

Capability development activities can be recorded in the performance system as part of the development plan, and progress regularly reviewed during performance partnership conversations.

